



Independent Evaluation of UNICEF Country Programme in Montenegro 2017-2021

**Commissioned by
UNICEF Europe and Central Asia Regional Office**

*Final Evaluation Report
Annexes
October 2020*

Prepared by The KonTerra Group

Lene Poulsen, Team Leader; Zehra Kacapor-Dzihic, Senior Evaluator;
Lidija Brnović, National evaluator; Aleksandra Gligorovic, Research Analyst

LIST OF ANNEXES

Annex 1: Document Review	2
Annex 2: Persons Interviewed for the CPE.....	46
Annex 3: Perception Survey.....	52
Annex 4: Evaluation Matrix.....	58
Annex 5: Online survey.....	75
Annex 6: Interview Guidelines for Semi-Structured Interviews	77
Annex 7: Municipalities Visited.....	80
Annex 8: Evaluation Terms of Reference	81
Annex 9: Glossary of Terms.....	101

Annex 1: Document Review

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
General context Documents						
EC Staff Working Document: Montenegro Reports Accompanying EC Communication 2010, 2015, 2016, 2018, 2019	2010 2015 2016 2018 2019	External Analysis Progress reports	EC	Social inclusion	<ul style="list-style-type: none"> •Presents analysis on the progress of the negotiation chapters incl. recommendations •2017 is not available •2010 outlines the baseline for EU accession 	Context Q1, Q2,
Reform Momentum Needed Western Balkans Regular Economic Report No.15	2019	External analysis	World Bank	Administration	<ul style="list-style-type: none"> •Overall regional analysis •Country note: risks in 2020: political uncertainty 	General background
Montenegro at a glance	2019	External analysis	World Bank	Governance	<ul style="list-style-type: none"> • 	General background

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Country Report Montenegro	2019	External Analysis	Economist Intelligence Unit	Governance	•	General background
Development Directions 2015 – 2018	2015	Strategy document	Government of MNE	Governance / Administration	•Some differences in opinions on sector development effectiveness between Gvt and UNICEF/others (re. RAE ECD) – no child or women lens	Context Q1
Montenegro Development Directions 2018 - 2021	2017	Strategy document	Government of MNE	Governance / Administration	<ul style="list-style-type: none"> •SWOT analysis of Inclusive growth important (education, local government, resources, capacities) •Still limited attention to inclusive growth sector – no child or women-lens •No reference to vaccination, and breast feeding under health, nor Adolescence 	Context Q1 Check for recommendations / conclusions
Unravelling Connections – EU accession and the 2030 Agenda: case of Montenegro	2019	Report	UN Montenegro Government of Montenegro	SDGs	•Based on the EU funded MAPS project: Mainstreaming, Accelerate and Policy Support;	Context
Report on the Implementation of the Roma Integration Public Policy in Montenegro For 2018	2019	Report	Ministry of Human and Minority Rights	RAE	•UNICEF only referred to for MEIS	Context

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
(2016) "National Strategy for Sustainable Development of Montenegro"	2016	National Strategy	Ministry of Sustainable Development and Tourism	CP	•	
UNDAF - UNCT						

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Integrated UN Programme Montenegro (UNDAF) 2012-2016	2011	Programme	UN Montenegro	CP	•UNICEF important partner	Q1, Q9
(2015) "Evaluation of the Integrated Un Programme / United Nations Development Assistance Framework In Montenegro (2012 – 2016)"	2015	Evaluation	Privat, C UN Montenegro	CP	•Highlights implementation challenge •Highlights effectiveness of campaigns	Q1, Q9,
Integrated UN Programme for Montenegro 2017-2021	2016	Programme	UN Montenegro	CP	•UNICEF important programme	Q1, Q9
United Nations in Montenegro 2017 - 2021 (2016) "Business Operations Strategy	2016	Programme	UN Montenegro	CP – Mgt	•Office cooperation – Mgt cooperation – cost saving	Q1, Q9, Q11
UNCT - Joint Country Steering Committee documents: work plans, annual reports 2016 - 2019	2015-2020	Reports / planning	UN Montenegro	CP Mgt	•	Q1, Q9

General context Documents: National Strategies and Policies

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
National Strategy for Sustainable Development of Montenegro	2016	Strategy	Ministry of Sustainable Development and Tourism	Integrated development + sectors	<ul style="list-style-type: none"> •Very detailed analysis of all SDG areas – •National priorities 	Context Evaluate Q1, Q7, Q10, against national plan for child rights and protection and women / gender issues
Draft Strategy for the Prevention and Protection of Children Against Violence and the Action Plan	2017	Strategy	n/a	Children's protection	<ul style="list-style-type: none"> •Still draft •Defines child •Detailed description of activities with assigning actors •Responsible agency identified for some of the activities, but not all •Implementing partners indicated for all – not clear if this is based on commitment 	Example UNICEF support, incl. KAPs Q1, Q4, Q5, Q6, Q7
Montenegro Inclusive Education Strategy 2019 – 2025	2019	Strategy	UNICEF MNE	Inclusive education	<ul style="list-style-type: none"> •include detailed action plan 	Q5, Q6, Q7, Q15 Support to CPE's conclusions & recommendations

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Strategy for The Development of the Social and Child Protection System for the Period from 2018 To 2022	2017	Strategy	Not indicated – apparently Ministry of Labour and Social Welfare	Child Rights and Protection	<ul style="list-style-type: none"> •Review of the 2012-2017 results •Action plan – •no resource allocation appears in document •includes detailed description of the Child Protection System 	Q5, Q6, Q7, Q15 Check against CRC recommendations Support to CPE's conclusions & recommendations
Strategy for Exercising the Rights of the Child 2019–2023 - Proposal -	2019	Strategy	Ministry of Labour and Social Welfare	Child Rights	<ul style="list-style-type: none"> •Include detailed action plan •Challenge to asses if the plan is realistic in terms of resource allocation. 	Q5, Q6, Q7, Q15 Check against UN HR recommendations Support to CPE's conclusions & recommendations
General context Documents: International Treaties and status reports						
UN Human Rights Office Observations and Recommendations on Montenegro by UN Human Rights Mechanisms as of October, 2018	2018	Review	Human Rights Office	HR, CRC, CERD, CEDAW, CRPD	<ul style="list-style-type: none"> •Presents an overview of recommendations for all human rights instrument 	Reference document Word analysis for words like implementation
CRC Concluding observations on the combined second and third periodic reports of Montenegro (Adopted by the Committee at its seventy-eighth session (14 May-1 June 2018))" CRC/C/MNE/CO/2-3	2018	External Analysis Progress report	Committee on the Rights of the Child	CRC	<ul style="list-style-type: none"> •Based on reports submitted 30 Nov 2016, •Next report required 2021 •Very long list recommendations 	Q1, Q4 Support to overall analysis, conclusions, and recommendations

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Submission of An Integrated Report for the CRC and Optional Protocols (OPAC and OPSC) UNICEF Country Office in Montenegro's Report	2017	Review	UNICEF MNE	CRC	<ul style="list-style-type: none"> • Well presented: focus area, concerns, recommendations • 137+ recommendations • Follow preparation of the CP: MTR, consultation, etc. • limited clear identification of barriers, bottlenecks, and root causes 	Context Q1, Q2, Q3, Q4 Support to overall analysis / conclusions / recommendations Check recommendations
Alternative Report of Protector of Human Rights and Freedoms of Montenegro Concerning the Second and Third Periodic Reports of Montenegro on Implementation of the United Nations Convention on The Rights of the Child	2017	Review	Ombudsman	CRC	<ul style="list-style-type: none"> • implementation of laws insufficient • Insufficient follow-up to campaigns • Recommendations to support implementation: analysis of laws to explain lack of implementation, complete analysis of the necessary human, technical and financial resources, align Children's plan with local plans • status of Council for Children's rights / monitoring of national legislation • 147 recommendations – should have been ordered, prioritized, and directed • Distinguishes between disability and minorities 	Q1, Q2, Q3, Q4 Support to overall analysis / conclusions / recommendations

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Alternative Report on implementation of the Recommendations of the UN Committee for the Rights of the Child (2010- 2017)	2017	Review	Centre for the Children Rights of Montenegro	CRC	<ul style="list-style-type: none"> •Rather general •Based on consultations with other NGOs and FGD with children (not clear how many and how representative they were) •Uses UNICEF studies as reference for review •Stresses lack of implementation and resource allocation •Highlights role of Ombudsman •RAE •Unique database 	Limited use Most of it is repetitions from others Can back up some arguments in context / Q1
Golden Advisors Report by Golden Advisors to the Protector of Human Rights and Freedoms of Montenegro Regarding Implementation of Recommendations of the UN Committee on the Rights of the Child, Ombudsman	2017	Analysis	Ombudsman	CRC	<ul style="list-style-type: none"> •Golden advisors trained to conduct interviews with a representative group of children (278) •Stresses concerns and recommendations •Focuses on: rights to education, health care, social welfare and children' s participation 	Q1, Q3 +functioning of Golden Advisors
Universal Periodic Review of Human Rights in Montenegro – third cycle.	2017	Review	Protector of Human Rights and Freedoms of Montenegro (Ombudsman)	Human rights: CRC, CEDAW, CERD	•	Context Q1, Q3, Q4, Q7, Q16, Q17
The Opinion on Montenegro - Advisory Committee on the Framework	2019	Review	Council of Europe	Human rights: CRC, CEDAW, CERD	•recommendations on Roma and Egyptian children rights and protection, incl	Context Q1, Q3, Q4, Q7, Q16, Q17

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Convention for the Protection of National Minorities.					pre-school and primary education, early marriage,	
Concluding observations on the second periodic report of Montenegro Progress Report -	2017	Review	Committee on the Elimination of Discrimination against Women – CEDAW	CEDAW	<ul style="list-style-type: none"> •lack of implementation, gender-stereotyping, early/force marriage, mother separated from children during jail, rights of Roma, Ashkali and Egyptian women 	Context Q3, Q4,
Concluding observations on the initial report of Montenegro	2017	Review	Committee on the Rights of Persons with Disabilities	CRPD	<ul style="list-style-type: none"> •Recommendations •focus on HR •budget / resources •Implementation – local level •Participation, incl children with disabilities •Inclusiveness •GEEW •Mainstreaming •Education, health •Next report 2023 	Q1, Q2, !3 Check against recommendations
General comment No. 20 (2016) on the implementation of the rights of the child during adolescence	2016	Treaty	Committee on the Rights of the Child	Adolescents	<ul style="list-style-type: none"> •Outlines specific risks incl digital, substance abuse, trafficking, and exploitation •Adolescents right to be heard •Importance of gender specific needs •Disabled •Minorities •Protection measures 	Q1, Q2, Q3, Q4 Check against measures
Convention on the Rights of the Child	1989	Treaty	UN Human Right Commission	CRC	•	Refer to responses to follow-up

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Country Programme 2012 – 2026						
Draft country programme document – Montenegro presented to the Executive Board Annual session 2011 20-23 June 2011	2011	Country document	UNICEF	CP	<ul style="list-style-type: none"> •++ Experience: "it's about ability – but implementation fails" •Programme to be based on gender analysis framework -not clear how detailed •Child Rights Observatory to be created – CR council?? •needs and rights of the most at-risk, vulnerable and disadvantaged adolescents •Roma adolescents highlighted 	Background Q1, Q2, Q3, Q4 with focus on adolescence
Annual Management Plan	2016	Programme	UNICEF MNE	CP	<ul style="list-style-type: none"> •Youth empowerment with UNCT to be finished •Adolescents referred under anti-discrimination/equity 	Q1, Q2, Q3, Q4, Q7, Q10, Q14 Focus on Adolescence / Youth
Rolling Annual Plan 2-14-2015	2015	Programme	UNICEF MNE	CP	<ul style="list-style-type: none"> •No direct reference to adolescence – • youth empowerment with UNCT agencies, •Youth participation with ING •Education (youth officer) 	Q1, Q2, Q3, Q4, Q7, Q10, Q14 Focus on Adolescence / Youth
Annual Work Plans 2015 and 2016	2014 2015	Programme	UNICEF MNE	CP	<ul style="list-style-type: none"> •Introduces Immediate Result on youth empowerment in 2016 	Q1, Q2, Q3, Q4, Q7, Q10, Q14 Adolescence / Youth
RAMs and SMQs 2016: child protection, health, education, social inclusion	2019	Programme	UNICEF MNE	CP	<ul style="list-style-type: none"> •Results 	Focus on adolescence / youth (PRC1: immediate result 5) to be

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
						included in overall result analysis
Country Office Annual Reports 2015, 2016	2016 2017	Programme	UNICEF MNE	CP	<ul style="list-style-type: none"> •Results •Challenges 	
Country Programme 2017 – 2021: Preparation						
Mid-term Review of the UNICEF/Government of Montenegro Programme of Cooperation	2014	Mid-term Review	UNICEF MNE Ilic, D. R & K. Byrne	CP	<ul style="list-style-type: none"> •MTR carried out Mar 2014 – Jan 2015 •Applies the MoRES framework with the social determinant analysis for the background analysis (Sitan) for the next CP •Analyse against RKLA •Unclear where responses come from •More than 43 Recommendations – some very convoluted 	Context Q1, Q2, Q3, Q4, Check recommendations
Country Programme 2017 – 2021: Theories of Change						
Country Programme Document: Montenegro 2017-2021 E/ICEF/2016/P/L.14	2016	CPD	UNICEF	CP	<ul style="list-style-type: none"> •Executive Board approved •More details on contributions to UNDAF 	CP will be addressed in more details in following documents Assessment of contributions to UNDAF (Q9)
Country Strategy Note	n/a	Full narrative & figure TOC	UNICEF MNE	CP	<ul style="list-style-type: none"> •Lessons-learned are not lessons-learned but findings/conclusions and planned follow-up •Detailed hypothesis 	Key document for CPE to evaluate against Q1, Q2, Q3, Q4 Hypothesis analysis

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
					<ul style="list-style-type: none"> Assumptions refer to the three programme-component TOCs 	Risk and planned risk response analysis TOC logic
Early Childhood Education Investment Case	n/a	TOC figure	UNICEF MNE	ECE	<ul style="list-style-type: none"> presented as a result change rather than TOC – no assumptions and partners not identified strengthening municipal level? 	Q1, Q2, Q5, Q6, Q17 Result analysis
Theory of Change for Access to justice and child rights monitoring	2016	Full narrative & figure TOC	UNICEF MNE	Access to Justice	<ul style="list-style-type: none"> Detailed and well-prepared TOC Partners identified are by and large central state partners Lack GEEW analysis Good stakeholder analysis 	Q1, Q2, Q4, Q5, Q6, Q9, Q10, Q17 Result analysis Assumption analysis Risk analysis
Theory of Change Education and Youth	2017	Full narrative & figure TOC	UNICEF MNE	Inclusive education	<ul style="list-style-type: none"> Detailed and well-prepared TOC Partners identified are by and large central state partners Weak on assumptions related to sustainability / long term impact (that is assumptions at higher level) Lack GEEW analysis – some ref to gender sensitive training 	Q1, Q2, Q4, Q5, Q6, Q9, Q10, Q17 Result analysis Assumption analysis Risk analysis
Theory of Change Empowerment & participation of adolescents	2017	Full narrative & figure TOC	UNICEF MNE	Adolescents	<ul style="list-style-type: none"> Very weak on gender weak stakeholder analysis no sustainability / ownership considerations Include evaluation questions – also on GEEW 	Q1, Q2, Q4, Q5, Q6, Q9, Q10, Q17 Result analysis Assumption analysis Risk analysis
Theory of Change Social & Child Protection	2016	Full narrative & figure TOC	UNICEF MNE	Protection	<ul style="list-style-type: none"> Detailed and well-prepared TOC 	Q1, Q2, Q4, Q5, Q6, Q9, Q10, Q17 Result analysis

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
					<ul style="list-style-type: none"> •Partners identified are by and large central state partners •Weak on assumptions related to sustainability / long term impact (that is assumptions at higher level) •Lack GEEW analysis – some ref to gender sensitive training •Assumptions very general and not linked to specific levels in the result chains 	Assumption analysis Risk analysis
Country Programme 2017 – 2021: Implementation Strategies						
Bridges & Champions for Change: A Strategy to achieve Cross-sector Priorities for Children in Montenegro 2018-2021	n/a	Strategy	UNICEF MNE	CP	<ul style="list-style-type: none"> •4 CP priorities – TOCs for each •Definition of Cross-sectoral •Definitions of bridges •12 conditions for cross sectoral work • 	Check the TOCs Q10 Check the 12 conditions Develop on cross/inter/multi/trans sectoral
Advocacy and Communication Strategy UNICEF Montenegro 2018-2021	n/a	Strategy	UNICEF MNE	CP	<ul style="list-style-type: none"> •8 advocacy areas •Definitions of advocacy •7 hypotheses identified 	Results in the advocacy areas Evaluate against hypotheses Q3
Resource Mobilization Strategy 2017-2021	2017	Strategy	UNICEF MNE	CP	<ul style="list-style-type: none"> •Closely linked to the RKLA •Priorities: <ul style="list-style-type: none"> •children's right to live in a family environment (RKLA 1); •justice for children (RKLA 2); •inclusive education (RKLA 4); •young child wellbeing (RKLA 7); 	Evaluate Q9, Q10, and Q11 against actions laid out in strategy

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
					<ul style="list-style-type: none"> •social protection (RKLA 8), and •second decade – second chance (RKLA 10). 	
Country Programme 2017 – 2021: Implementation Annual Management Plans 2017, 2018, 2019						
Annual Mgt Plans, 2017, 2018, 2019	2016, 2017, 2018	Process	UNICEF MNE	Implementation	<ul style="list-style-type: none"> •7 priorities with strategy for implementation, risk mgt, indicators •Office organization 	Q1, Q2, Q3, Q4, Q7, Q10, Q14
AMP2017, 2018, 2019 Committee TORs Workflow SOPs	2017	Process	UNICEF MNE	Implementation	<ul style="list-style-type: none"> •Membership of all committees is internal – follow UNICEF rules and regulations 	Minimal some info to Q13 (RBM)
AMP 2018 TOR VOICE	2018	Process	UNICEF	Implementation	<ul style="list-style-type: none"> •Corporate Voice initiative: Speak-up culture •Corporate requirements for organization at 	Minimal Q11 Compare to Office improvement plan Implementation
AMP2017 Calendar of events	2017	Process	UNICEF MNE	Implementation	<ul style="list-style-type: none"> •Events focus on violence throughout year and end with launch of Child Rights tool in November 	Minimal
AMP2018 Calendar of events	2018	Process	UNICEF MNE	Implementation	<ul style="list-style-type: none"> •Events Daisy, media literacy campaign, access to justice, presentation of different researches 	Minimal
AMP2019 Calendar of events	2019	Process	UNICEF MNE	Implementation	<ul style="list-style-type: none"> •Events: WADADA news for kids training, Access to justice, child rights strategy, MICS, Child poverty study, Voice, 	Minimal Follow-up on some of the planned events

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
					international days: women, disability, etc.	
APM 2017, 2018 ICT disaster mgt plan	2017	Process	UNICEF MNE	Implementation	•Detailed ICT disaster plan in place	Minimal Q11
AMP 2017, 2018 Learning Plan	2017	Process	UNICEF MNE	Implementation	•Some of the learning events mentioned are network and similar meetings	Minimal
AMP2017, 2018, 2019 Business continuity plan	2016	Process	UNICEF MNE	Implementation	•Includes Risk Assessment •Follow UNDCC +UNICEF rules and regulation •Note that changes in the risk mgt assessment – incl. pandemics taken out in 2019	Q11
AMP2019 Table of Authority	2019	Process	UNICEF MNE	Implementation	•Include mgt of disciplinary cases -	Minimal Q11
AMP2019 Office Improvement Plan	2018	Process	UNICEF MNE	Implementation	•14 topics of concern to improve office functioning, incl personal development and	Q11
Country Programme 2017 – 2021: Implementation Annual Work Plans 2017, 2018, 2019 – Please note that internal documents are not shown.						
UNICEF Country Office In Montenegro	2018	PP presentation for Regional Director visit	UNICEF	Overall presentation of UNICEF MNE – Status of results	•Key focus areas: ○ Early Childhood Education ○ Inclusive Education ○ Child Care System Reform ○ Juvenile Justice Reform ○ Violence against Children ○ Youth Innovation Lab	Inform discussion with Regional office Q10, Q11, Q12

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
					<ul style="list-style-type: none"> •Outline of requirements from Regional Office: <ul style="list-style-type: none"> ○ Promotion of sub-regional cooperation ○ Knowledge Management ○ Resource Mobilization 	
UNICEF Country Office in Montenegro	n/a	Power-point	UNICEF MNE	Implementation	<ul style="list-style-type: none"> •Presentation to regional director's visit •Presents challenges and support needed from regional office 	Limited Highlight of support needed from regional office
UNICEF External Workplan 2019-2020	n/a	Monitoring sheet	UNICEF MNE	Implementation	<ul style="list-style-type: none"> •Allocated budgets 	Q11
Country Programme 2017 – 2021: Risk Management View 2017, 2018						
Risk Management View 2017	n/a	Process	UNICEF MNE	Implementation	<ul style="list-style-type: none"> •3 risk categories: •Fundraising environment and relationships with key stakeholders •Governance and Accountability •Natural Disasters 	Q11, Q14
Risk Management View 2018	n/a	Process	UNICEF MNE	Implementation	<ul style="list-style-type: none"> •3 risk categories: •Fraud, Waste, and misuse of resources, •Funding and external stakeholder relations •Human resources 	Q11, Q14
Country Programme 2017 – 2021: Financial information						

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
UNICEF Procedure On The Country Programme Planning Levels For Regular Resources: 2020 Document Effective Date: 31 December 2019	2019	Budget information	UNICEF	Implementation	<ul style="list-style-type: none"> Background for calculation of allocation of regular resources to country offices (comparison of countries) – under 5 mortality, GNI per cap, Child population 	Q11
Country Programme 2017 – 2021: Partnerships						
Implementing partners	2019	IP overview	UNICEF MNE	Implementation	<ul style="list-style-type: none"> Mix of CSOs and Gvt Annual funding / partner 	Q2, Q15
Country Programme 2017 – 2021: Pilots, Modelling programmatic initiatives						
Parenting for lifelong health – final report	2018	Report	UNICEF MNE	Parenting for lifelong health	<ul style="list-style-type: none"> EU funding Joint cooperation Training and support local facilitators 	Q16, Q1, Q7
Parenting for lifelong health: Scaling up evidence-based parenting programmes: Monitoring routine implementation and outcomes in two low- and middle-income countries	n/a	Thesis	Roselinde Janowski	Effectiveness of the Programmes on parenting for lifelong health	<ul style="list-style-type: none"> Thesis Categorize Montenegro as a low- and middle-income country Based on projects in Sudan and Montenegro Introduction to the PLH concept 	Q16, Q1, Q7
Parenting for lifelong health:	2018	Prodoc	UNICEF MNE	Parenting for lifelong health	<ul style="list-style-type: none"> Partner: NGO Parents 4-month programme 	Q16, Q1, Q7

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Piloting						
Empowerment and participation of adolescents from the north of Montenegro: Social and emotional skills	2018	Prodoc	UNICEF MNE	Adolescents – social and emotional skills	<ul style="list-style-type: none"> •Partner: Pedagogical Centre of Montenegro •Results indicators are all output oriented (number of workshops, etc.) 	Q16, Q1 Check for UNICEF's application of pilot results
The UNICEF Prilike Pilot Initiative Incl. short report 2016	2017	Report	Prilike / Giant's Shoulder	Adolescent – youth unemployment	<ul style="list-style-type: none"> •Final report •Prilike means opportunities •Behavioural science to facilitate access to employment 	Q1, Q16 Check for UNICEF's application of pilot results
The UNICEF Prilike Pilot Initiative – Short report, incl. Exec summary	2017	Report	Prilike / Giant's Shoulder	Adolescent – youth unemployment	<ul style="list-style-type: none"> •Includes recommendations 	Q1, Q16 Check for UNICEF's application of recommendations
Youth Innovation Lab	2018	Prodoc	UNICEF MNE / partner	Adolescent	<ul style="list-style-type: none"> •Digitalizuj Me •Continuation of the three-year Youth lab initiative •Describes results of the earlier phase of the youth lab 	Q1, Q16
Investing in the Early Years – Conference on Fiscal and Public Administration Imperatives for Early Childhood Development	2019	Concept note	UNICEF MNE /partner	ECD	<ul style="list-style-type: none"> •Collaboration with University of Donja Gorica (UDG) •National conference 	Q16
Country Programme 2017 – 2021: Reporting						

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Country Office Annual Reports 2015, 2016, 2017, 2018, 2019	2016-2020	Reports	UNICEF MNE	CP	<ul style="list-style-type: none"> •Results and analytical assessments •partnerships 	Q1, Q2, Q3, Q4, Q5, Q6, Q11, Q12, Q13, Q14, Q15, Q16, Q17
RAMs and SMQs Outcome levels Output levels CP 2012-2016 CP 2017-2021	2020	Reports	UNICEF MNE	Implementation	<ul style="list-style-type: none"> •covers 2015 - 2020 	Q4, Q5, Q11
Outcomes/Outputs and Indicator Status CP 2017-2021	2020	Report	UNICEF MNE	implementation	<ul style="list-style-type: none"> •Includes narratives 	Q4, Q5, Q11
SMQs 2017 – 2018	2020	Report	UNICEF MNE	Implementation	<ul style="list-style-type: none"> •Change strategies, Cross-cutting, Survive, Thrive, Learn, Protection from violence and exploitation, safe and clean env., equitable chance in life 	Q4, Q5, Q11
SMQs 2015 – 2017	2018	Report	UNICEF MNE	Implementation	<ul style="list-style-type: none"> •Yes/no to standard questions •Health, HIV, WASH, Nutrition, Education, Protection, Social Inclusion, Knowledge management, Humanitarian, Management, Coherence, 	Limited
ING Power for Youth Mid-year report 2017 Final Report 2018 Annual Results Report 2016	2017 2018	Report	UNICEF	Adolescence	<ul style="list-style-type: none"> •Part of multi-country initiative – national chapters •Youth Innovation Lab •UpShift • 	Q1, Q5, Q12
ING Power for Youth Empowerment & Participation of	2016	Report	UNICEF MNE	Adolescence	<ul style="list-style-type: none"> •Covers 2015 •Live skills curriculum •Awareness campaign •Youth Innovation Lab 	Q1, Q5, Q12

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Adolescents in Montenegro						
ING Power for Youth Country Report Montenegro	2018	Report	UNICEF MNE	Adolescence	<ul style="list-style-type: none"> •Final report (3 years) •Live skills strengthening •Financial literacy •Enabling environment for innovation •Capacity development of service providers 	Q1, Q5, Q12, Q17
ING Power for Youth 2018-2019	2019	Report	UNICEF MNE	Adolescence	<ul style="list-style-type: none"> •Social and emotional skills •Financial education training •Digital literacy programme for adolescents •UpShift •Youth Innovation Lab 	Q1, Q5, Q12, Q17
EC-UNICEF-EDF regional programme on VAC and CWDs in Western Balkans and Turkey Final Narrative Report Inputs from Montenegro	2018	Report	UNICEF MNE	VAC	<ul style="list-style-type: none"> •End of Violence Campaign 	Q1, Q2, Q3, Q5, Q12,
Child Protection Marimo Berk and David Drummond Fund at the U.S. Fund for UNICEF Report January -December 2017 Report Jan – Dec 2018	2018 2019	Report	UNICEF MNE	Disability	<ul style="list-style-type: none"> •National policies, •Community based services •ECD •Inclusive education •Adolescent empowerment •CRM •Lessons learned from case stories 	Q1, Q2, Q3, Q5, Q12
MICS						

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
MICS 2018 Country wide _ Roma	2020	Report	UNICEF MNE / Monstat	Child Rights	•Full report with all data	Context Support to findings and analysis throughout CPE
MICS 2018 Snapshots	2019	Report	UNICEF MNE / Monstat	Child Rights	•Data and analysis: Adolescents, Attitudes towards immunization, Child Discipline, Child functioning, Child labor, Child marriage, ECD, Education, Fertility & family planning, Gender, HIV, IYCF, Material deprivation, Maternal new-born health, Nutritional status of children, WASH	Context Support to findings and analysis throughout CPE
MICS2013	2015	Report	UNICEF MNE./ Monstat	Child Rights	•Full report with Data	Context Support to findings and analysis throughout CPE
Evaluations and Assessments						
Montenegro Root Cause Analysis of Immunization performance in Berane Municipality of Montenegro and Immunization Improvement Plan	2020	Knowledge product Consultant report	UNICEF MNE	Health / Immunization	<ul style="list-style-type: none"> •UpToDate analysis by UNICEF consultant on immunization challenges and root causes •In addition, good example of how UNICEF reacts to a crisis that is beyond their current focus area - and make background research for campaign to address the anti-vac movement in Montenegro •Special attention to Roma 	Q1, Q6, Q7, Q12

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
					<ul style="list-style-type: none"> •Suggests new project with training •Main document should be ready soon 	
Programme-Informing Evaluation of the 2014-2017 Child Rights Monitoring System in Montenegro and Planned Approach to CRM under the 2017-2021 Country Programme Incl. annexes and Mgt response	2018	Evaluation	Coram International UNICEF	CRM	<ul style="list-style-type: none"> •Detailed evaluation – OECD criteria •Level of participation beyond being interviewed not clear 	Identified challenges, Conclusions, lessons-learned, and recommendations will be verified and applied in the CPE taking into account management response
Gender Equality SWAP Scorecard Assessment Report	2017	Assessment	UNCE MNE	Gender	<ul style="list-style-type: none"> •Based on the updated UNDG "Gender Scorecard" •Self-assessment using 'gender sensitive' indicators, •Seven dimensions: planning -> results 	
Assessing the work of the Operational Multidisciplinary Teams in the protection of children from violence in Montenegro	2017	Assessment	UNICEF	Protection	<ul style="list-style-type: none"> •Assessment of multi-disciplinary teams •Identified a number of challenges •While concluding that the effectiveness there is still no conclusion as to what this means concretely in terms of child protection: missing cases? Lack of following? Poor individual plans, etc 	Q1, Q13, Q15, Q16, Q17
Roadmap for the Transition from Institutional Towards	2019	Assessment	UNICEF / UNDP	De-institutionalization	<ul style="list-style-type: none"> •Not clear if it's still draft document •Data from 2017 	Q1, Q2, Q4, Q5, Q6, Q7, Q9, Q10 (need answers to the

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Family and Community-Based Care in Montenegro Based on a Minimum Package of Family and Community-Based Services Including Costing Analysis – Draft report					<ul style="list-style-type: none"> •Most data are mix children and youth (18-24), and some also with adults and elderly •Some Montenegrin children are institutionalized abroad (Serbia) 	questions below), Q13, Has the roadmap been operationalized? Update – check Annex 3: Review of Key National Policies, Social and Child Protection Documents Update / check annex 4: Benchmarks: Slovenia, Croatia & Serbia
Roadmap for the Transition from Institutional Towards Family and Community-Based Care in Montenegro Based on a Minimum Package of Family and Community-Based Services Including Costing Analysis report	?	Presentation of study	UNICEF / UNDP	De-institutionalization	<ul style="list-style-type: none"> •Same as above •Good data on needs but in 2017 0 •11 Good recommendations •The simulation is based on NGOs – can they be taken for granted in the future? 	We need to check if the findings on needs are still valid and what has happened or will happen to the recommendations What should UNICEF's role be in the implementation of the recommendations? What would an effective monitoring system look like?
Evaluation of the Programme "Montenegro – Investment case on	2017	Evaluation	Camelia Gheorghe, & Ajsa Hadzibegovic UNICEF	ECD	<ul style="list-style-type: none"> •Lessons-learned describes model – that can be generalized for UNICEF's work 	Verify sustainability findings Use efficiency calculation of cost of

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Early Childhood Development" Final Evaluation Report Incl. annexes and mgt response					<ul style="list-style-type: none"> Includes an efficiency calculation of awareness campaign Study enter into a multi-country study on ECD in national development agenda funded by H/M Consciousness foundation 	<p>awareness campaign</p> <p>Verify use of recommendations and lessons-learned</p> <p>Check implementation of mgt response</p> <p>Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q11, Q12, Q14, Q15</p>
Evaluation of the project "Using textbooks in DAISY format - Primary school teacher training in using audio textbooks	2015	Evaluation	Aragonés, Salvador Bustamante UNICEF	Inclusive education	<ul style="list-style-type: none"> Refers to "gender analysis" but the report only talks about girls and boys having same access to DAISY No mgt response Implemented as a pilot – but without proper M&E framework or baseline (report does not refer to the specific needs M&E needs for a pilot) Very little focus on inter-sectoral No reference to RAE 	<p>Verify use of recommendations and lesson learned</p> <p>Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q10, Q11, Q15</p>
Final Evaluation: Project "Social Welfare and Child Care System Reform: Enhancing Social Inclusion" (IPA 2010)" Component "Child Care System Reform"	2014	Evaluation	Gheorghe, C, & A.Hadzibegovic UNICEF	ECD	<ul style="list-style-type: none"> Uses cross-sectoral without defining questions sustainability of CSWs questions lack of sex-disaggregation logframe does not include gender measures in 50:50 	<p>Verify implementation of strategic recommendations and lessons learned</p>

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
						Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q10, Q11, Q15
Evaluation Report for the Justice for Children (IPA 2011) Project	2014	Evaluation	Coram Children's Legal Centre UNICEF	Access to Justice	<ul style="list-style-type: none"> •questions impact •questions sustainability of community services 	<p>Verify impact and sustainability</p> <p>Verify implementation of recommendations</p> <p>Q1, Q2, Q3, Q4</p>
UNICEF "Indicators for children involved in justice proceedings and related metadata in Montenegro"	2019	PowerPoint	UNICEF MNE	Access to Justice	<ul style="list-style-type: none"> •indicators for the new judicial information system ISP •UNDP/UNICEF technical support to Min of Just and Judicial council •Disaggregated for gender and age and "geographic characteristics" •Incl. "Modelling of child friendly spaces in judicial system" 	
Modalities for creation of child friendly spaces in the justice system in Montenegro	2018	Analysis	UNICEF MNE	Access to Justice	<ul style="list-style-type: none"> •Suggests models and good practices of establishing child friendly spaces in the justice system in MNE based on analysis of existing system 	Example of modelling for the Norwegian funded project
Equitable Access to Justice for Children in Montenegro - within the Equitable Access to Justice for Children in the West Balkans States	2019	PowerPoint Project description	UNICEF MNE	Access to Justice	<ul style="list-style-type: none"> •Norwegian funds – for Albania & MNE •Project 2019-2020 •Target: Gvt and Judiciary •Activities outlined and expected impact 	

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
of Albania and Montenegro +project application to Norad (2018) + result framework +TOC						
Justice for Every Child	2019	PowerPoint General introduction to A2J in MNE	UNICEF MNE	Access to Justice	<ul style="list-style-type: none"> •Norwegian funds •Stressing that access to justice as a fundamental right and key to basic protection •Barriers, supply, demand •Suggests and integrated approach 	
EU ROM Reports: Continuation of support to the child protection reform process in Montenegro, EU	2017	Assessment	EU	Child Care Reform	<ul style="list-style-type: none"> •questions the CSWs •structure of MoLSW •highlights UNICEF's / UNDP's role to push reform process 	Verify conclusions and implementation of recommendations Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q10, Q11, Q15
EU ROM Reports "Protecting children from violence and promoting social inclusion of children with disabilities in Western Balkans and Turkey", EU	2018	Assessment	EU	Child Protection	<ul style="list-style-type: none"> •questions limited attention to men and boys in GBV and similar issues •No specific list of recommendations – but conclusions with suggestions 	Verify suggestions under conclusions Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q10, Q11, Q15
EU ROM Reports "Protecting children from violence and promoting social inclusion of children	2018	Assessment	EU	Child Protection	<ul style="list-style-type: none"> •Regional assessment with highlight of country specificities • 	Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q10, Q11, Q15

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
with disabilities in Western Balkans and Turkey", EU						
EU ROM Reports "Protecting children from violence and promoting social inclusion of children with disabilities in Western Balkans and Turkey", EU	2018	Assessment	EU	Child Protection	<ul style="list-style-type: none"> • Focus on CSO's CRM capacity 	Recommendations Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q10, Q11, Q15
Assessing the work of the Operational Multidisciplinary Teams in the protection of children from violence in Montenegro	2017	Assessment	EU UNICEF MNE	Child Protection	<ul style="list-style-type: none"> • Under initiative Protecting children from violence and promoting social inclusion of children with disabilities in Western Balkans and Turkey • Nothing on local Gvt capacity • Nothing on gender • Recommendations not directed 	Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q10, Q11, Q15 Check follow-up to recommendations
Report on the Capacities of the Centres for Social Work in Montenegro Challenges and possibilities for reorganization, standardization and improvement of their professional practice	2011	Assessment	Nevenka Zegarac UNIICEF MNE	Child Protection	<ul style="list-style-type: none"> • Study launched by MoLSW based on malfunctioning of the CSW • No gender considerations • No analysis of the local capacity 	Background Check validity of conclusions and recommendations

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Beneficiary assessment Child Care System Reform 2010-2015	2016	Assessment	Marko Milanovic, IDEAS UNICEF MNE	Child Care System Reform	<ul style="list-style-type: none"> • Joint UNICEF/ UNDP • Children and parent's expectation to childcare reforms • Day care centres, Children's home Mladost, foster care, centres for social work, • Recommendations very detailed and action oriented – any many 	Overall perception of social care system and its institutions
Quantitative Survey on the Knowledge, Attitudes and Behaviour of the Public Regarding the Topic of Violence Against Children and Evaluation of the Campaign	2017	KAP – com – evaluation	IPSOS with SOS telephone hotline, Niksic UNICEF MNE	Child Protection	<ul style="list-style-type: none"> • KAP survey and evaluation of campaign: End of violence campaign • Compare with 2016 KAP • No real evaluation of the campaign but more description of its behaviour impact among citizens • Confidence levels not indicated • Sex disaggregation 	Effectiveness / impact of campaigns Q4, Q5, Q6 Example of follow-up to studies
Children's experience online: building global understanding and action – Impact study of Global Kids Online Network	2019	Impact study	Sarah Morton et al. LSE media and communication, Matter of Focus UNICEF-Innocenti	Child Protection	<ul style="list-style-type: none"> • Global Kids in 9 countries incl Mne: • Highlights of activities in Mne 	Q12, Q16
Analysis of the Work of the Centres for Social Work in Montenegro	2019	Assessment	IDEAS MoLSW	Child protection	<ul style="list-style-type: none"> • Character of evaluation • Limited information on children with disabilities and no references to Romo and other minorities • No specific recommendation for UNICEF but blended with recommendations for 	Example of technical support and response to an identified problem Check recommendations And lessons learned

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
					MoLSW, Institute for Social and Child Protection, and UNIDP	
Evaluation of the Integrated UN Programme / United Nations Development Assistance Framework in Montenegro (2012 – 2016) Incl independent Exec Sum	2015	Evaluation	Privat, C UNCT	Sustainable Development	<ul style="list-style-type: none"> •Overall focus •Challenges implementation •UNDAF •No reference to Gender 	Q3, Q4, Q9
Analysis of System Response and Support to Children with Disabilities	2019	Assessment	Roxana Irimia, Diana Chiriacescu, Sonja Vasic	Child Protection Disabilities	<ul style="list-style-type: none"> •Assessing multi-sectoral cooperation, good practice examples, identifying gaps and bottlenecks and potential areas and models/methods/strategies for synchronization of interventions among the sectors; • 	
					•	
Studies / Knowledge Generation						
Analysis of the System of Assessment of The Eligibility for Social Protection of Children with Disabilities: The	2018	Technical study	Sonja Vasić NARDOS UNICEF	Social protection Disabilities	•"Partnership and Cooperation for the Improvement of the Overall Situation of Children and Young People with Disabilities"	Example of technical support Q6

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Level of Compliance Between Present Practice and the Legislative Framework in Montenegro and the Recommendations of the Committee for Monitoring the Implementation of the Convention on the Rights of Persons with Disabilities					<p>implemented by the NGO "Our Initiative",</p> <ul style="list-style-type: none"> •root causes of the justifiable dissatisfaction among the parents •List of basic cash transfers for CWD •Recommendations not directly action oriented 	Overall check of recommendations
<p>Patronage nurse services in Montenegro Situation analysis and reform options</p> <p>Inclu. 3-page summary for general distribution</p> <p>Incl. training needs assessment</p>	2017	Technical study	<p>Dr David Gzirishvili Dr Nina Pejovic Mandic</p> <p>UNICEF MNE</p>	<p>Child protection</p> <p>Health</p>	<ul style="list-style-type: none"> •Home visiting programmes for pregnant women and families of young children are based on a three-fold rationale •Outline suggestion for Gvt to follow to improve patronage nurse system – lack of focus on local government's role •No gender considerations in main study but in training needs assessment •No RAE considerations •No links to UNICEF's role or other partners / support 	<p>Example of technical support</p> <p>Q1, Q6</p> <p>Recommendations in study on training needs</p>
Assessment of the safety and quality of hospital care for mothers and newborn babies in Monenegro	2016	Technical study	<p>Dr Sonia Richardson, midwife Dr Alice Sorz, obstetrician Dr Laura Travan, neonatologist</p>	<p>UNICEF WHO Collaborating Center for Maternal and Child Health</p>	<ul style="list-style-type: none"> •Follows up on a study from 2011 •Recommends further studies and assessments and strengthening of a harmonized system of 	

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
			Dr Fabio Uxa, neonatologist		maternity wards across the country	
Capacity analysis of Education, Healthcare and Social Protection Systems related to Support for Adolescent Development in Montenegro	2017	Technical study	IPSOS UNICEF MNE	Adolescence	<ul style="list-style-type: none"> •Education, healthcare, social protection sectors •General perceptions 	<p>Example of technical support to emerging area</p> <p>Background</p> <p>Check follow-up to conclusions / concluding remarks</p>
The Role of Schools in Developing Students' Character, Values and Skills – The Report on the Results of the Research" UNICEF MNE	2015	Technical Study	Pesikan, A. & Z. Lalovic UNICEF MNE	Character education	<ul style="list-style-type: none"> •initiative "My Character and Values" 	<p>Example of technical support to emerging area</p> <p>Check follow-up to recommendations</p>
The Prevention of Child Marriage in Montenegro Challenges, Lessons Learnt and a Theory of Change – A Snapshot	2018	Technical study	Tanushree Soni NVO Centar za romske inicijative / Centre for Roma Initiatives	Child Protection	<ul style="list-style-type: none"> •Prepared under Protecting Children from Violence and Promoting Social Inclusion of Children with Disabilities in Western Balkans and Turkey •Global experience in strategies to end child marriage •Refers to local plans 	<p>Context</p> <p>Example of technical study as part of CP implementation</p> <p>Check suggested strategic actions</p> <p>Q1, Q2 Q3,</p>
Quantitative Research on Knowledge, Attitudes and Practices in Relation to	2016	KAP	IPSOS / SOS Phone line for women and children victims of violence, Niksic	Child Protection	<ul style="list-style-type: none"> •Sample: 1,100 adults •Prepared under Protecting children from violence and promoting social inclusion of children with disabilities 	<p>Context</p> <p>Example of technical study to strengthen evidence-based</p>

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Violence Against Children			UNICEF MNE		<ul style="list-style-type: none"> in Western Balkans and Turkey •Follow-up similar study in 2013 •Result with some analysis – not clear what the reference is •No comparison with 2013 in study 	<p>decision making and inform policy</p> <p>Q1, Q2, Q3</p>
<p>Protection of Child Victims and Witnesses of Domestic Violence in Montenegro:</p> <p>Monitoring the Implementation of The Istanbul Convention and UN Guidelines on Justice in Matters Involving Child Victims and Witnesses of Crime</p>	n/a	Assessment	Women's Right Centre	Child Protection	<ul style="list-style-type: none"> •Prepared under Protecting Children from Violence and Promoting Social Inclusion of Children with Disabilities in the Western Balkans and Turkey - IPA 2015 •Analysis of the decisions of the experts of the CSWs and the courts on child custody •Recommendations include concerns re. understanding of the concepts 	<p>Example of support to implementation of international treaties</p> <p>Check conclusions and recommendations</p> <p>Q1, Q2, Q3, Q4</p>
Making the Connection	2018	Technical study	UNFPA UNICEF	Child Protection	<ul style="list-style-type: none"> •Regional study •Under 'Surveys and available data by country and type of violence' no reference to MNE 	<p>Reference</p> <p>ONE UN</p>
A Study on Investing in Early Childhood Education in Montenegro	2014	Technical Study	Prica, I. et al. IPSOS UNICEF MNE	ECD	<ul style="list-style-type: none"> •Includes cost analysis •No gender lens •Very limited scope – local governance capacity assessment is missing •Recommendations not directed 	<p>Example of technical study for emerging issues</p> <p>Q1, Q3, Q4</p> <p>Check conclusions and recommendations,</p>

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
						particularly those directing to UNICEF
Terms of Reference Analysis of multidimensional child poverty in Montenegro	2019	TOR	UNICEF MNE	Poverty	•	Example of follow-up to surveys
The preschool curriculum in the educational context of Montenegro	2017	Research paper	Sodobna pedagogika/Journal of Contemporary Educational Studies	Pre-school	<ul style="list-style-type: none"> • Focuses on quality of education • Refers to studies early 2010s • Conclude that there is not sufficient capacity among teachers for individualized child-adapted education • Prescribed different from implemented 	Limited
					•	
Parenting Adolescents	2018	Technical study, needs assessment	UNICEF	Adolescence	<ul style="list-style-type: none"> • National report pertaining to the regional study conducted in Belarus, Bulgaria, Georgia, Moldova, Montenegro and Romania • Analyse using the 7 Cs' framework 	<p>Example of technical study for emerging issues</p> <p>Q1, Q3, Q4</p> <p>Check recommendations, particularly those directing to UNICEF</p>
Roadmap for the Transition from Institutional Towards Family and Community-Based Care in Montenegro	2019		UNICEF MNE / UNDP	Child Protection Prevention of institutionalization	<ul style="list-style-type: none"> • Draft version – • Not always distinction between children and elderly • Family and community-based alternatives for childcare 	<p>Example of technical study for emerging issues</p> <p>Example of ONE UN</p>

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Based on a Minimum Package of Family and Community-Based Services Including Costing Analysis – Draft report + Power Point presentation					<ul style="list-style-type: none"> •prevention of institutional care and advancing family- and community-based care founded on the minimum package of family and community-based services (FCBS) and its' costing. •Comparative cost analysis 	Q1, Q3, Q4
Consultations with the Youth - UNICEF Global Education Strategy	2020	Input to Global Education Strategy	UNICEF MNE	Education	<ul style="list-style-type: none"> •Very general and overall perceptions, •Some concern with: lack of retesting / certification of teachers, language in the strategy 	<p>Example of UNICEF's involvement of youth in decision-making processes</p> <p>Q1, Q12, Q16</p>
Report on Consultations with Children on the State of Child Rights	2018	Input to Strategy for the Exercise of Child Rights 2019–2023	UNICEF MNE	Child Rights	<ul style="list-style-type: none"> •100 children participated •9 areas of concern for children identified •2 groups of especially vulnerable children identified •Poverty all-encompassing problem •Nothing on gender 	<p>Example of UNICEF's involvement of youth in decision-making processes</p> <p>Q1, Q12, Q16</p> <p>Check CP focus against conclusions</p>
Piloting the Family Outreach Service and Evaluation of the Service Provision Outcomes	n/a	Evaluation	UNICEF Serbia	Social protection	<ul style="list-style-type: none"> •Experience from Serbia •Positive: flexible structure 	Potential benchmark
Strengthening Early Childhood Development in Montenegro	2020	Project proposal	UNICEF MNE	ECD Inclusiveness	<ul style="list-style-type: none"> •36 months proposal for EU funding • 	Q12, Q16

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Nurturing care for early childhood development - A framework for linking Survive and Thrive to Transform health and human potential	2018	Guidelines	WHO	ECD Health	<ul style="list-style-type: none"> •Used for study on immunization 	Reference
Social Inclusion of Roma Children and Children with Disabilities in the Western Balkans and Moldova Incl Logframe matrix	2019	Project document, inception	ECARO	ECD inclusiveness	<ul style="list-style-type: none"> •For funding from Austrian Development Cooperation •7 countries – 9 municipalities in MNE with high Roma pop •Mix target: disabilities and Roma •Project interventions in MNE will focus mainly on Roma and Egyptian children •Gender: number of mother caregivers supported: 1,000 and fathers: 200 •Implementation logic Models 	Check project's responsiveness (TOC) to major challenges in ECD inclusiveness in MNE
Results of Online Assessment of the Gender Capacity and Needs of UNICEF Programme Staff In Europe And Central Asia	2020	Assessment	ECARO	GEEW	<ul style="list-style-type: none"> •Based on 37 questions, •Response rate 55% - mainly women responded (7:3) •Low awareness rate of UNICEF GEEW documents and policy •Special info for MNE – above regional 	Support analysis of Q4
Nurturing care for early childhood development: a framework for helping children survive and	2018	Guidelines	UNICEF, WHO, WB	ECD	<ul style="list-style-type: none"> • 	Framework for ECD assessment

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
thrive to transform health and human potential						
Quantitative Research on Knowledge, Attitudes and Practices In Relation To Violence Against Children	2016	KAP	IPSOS / SOS UNICEF MNE			
Functional review of the Directorate for Social and Child Protection, Ministry of Labour and Social Welfare of Montenegro	2015	Background analysis	UNICEF		•	
Baseline Evaluation Report on legislative and other measures giving effect to the provisions of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention) – Montenegro			Council of Europe		•	
Social Welfare and Child Care System Reform in Montenegro Centre for Social Work Nikšić"	2018	Power point presentation	Vuković, V. Centre for Social Work, Niksic	Child protection	<ul style="list-style-type: none"> •No analysis but just presentation of the work •No gender analysis 	Context

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
FOR EVERY CHILD: A VOICE: Harnessing 21st-century technology to promote communication, education and social inclusion for young children with developmental delays and disabilities	2019	Project proposal	UNICEF	Inclusive education Innovation	<ul style="list-style-type: none"> • Use of Augmentative and Alternative Communication 	
My Values and Virtues (2019 - 2020) (Strengthening the role of school in developing students' social and emotional skills)	2019	Project proposal	Bureau for Education	Qualitative education emotional competencies of students Innovation	<ul style="list-style-type: none"> • "My Values and Virtues" initiative was launched in 2015 in cooperation with the Bureau for Education and UNICEF Montenegro. • emotional competencies of students 	
Education for life: Key 21 st Century Competencies in Curricula in Montenegro	2017	Study	Ana PEŠIKAN Zoran LALOVIĆB Bureau for education services UNICEF MNE	Qualitative Education	<ul style="list-style-type: none"> • Part of My Values My Virtues Project • No gender references • socio-emotional and key competencies for students, incl ICT • Stresses the need for focused training on knowledge and social skills as part of teacher training and curriculum 	
Preschool for Roma and Egyptian Children: awareness raising of Roma and Egyptian parents on	n/a	Project proposal	Pedagogical Centre of Montenegro UNICEF	Pre-school Minorities Inclusive education	<ul style="list-style-type: none"> • Part of the Austrian funded Social Inclusion of Roma Children and Children with Disabilities in the Western Balkans 	

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
early childhood education					<ul style="list-style-type: none"> •Gender mentioned (proposal): gender responsive but not how 	
Public Opinion Survey on Preschool education: Awareness, Attitudes, and Practices of Parents from Montenegrin Northern Municipalities	2016	KAP Power-point presentation	IPSOS UNICEF Min of Health	Pre-school	<ul style="list-style-type: none"> •Highlights attitudes, knowledge, and key physical and socio-economic obstacles to preschool enrolment •According to the document the initiative was launched with the Min of health – not clear if this is a mistake 	
Investing in the Early Years – Conference on Fiscal and Public Administration Imperatives for Early Childhood Development	2019	Conference background	UNICEF MNE and the University of Donja Gorica (UDG)	ECD	<ul style="list-style-type: none"> •target audience are policymakers and practitioners from government institutions •not clear why there is no presentation of the 2017 evaluation of the investment case programme incl the numbers 	Example of work of support to ECD
The way forward: policy options for cross-sector collaboration on ECD	2019	Research paper for Conference	Ida Ferdinand UNICEF MNE	ECD	<ul style="list-style-type: none"> •overview paper arguing for a cross-sectoral approach to ECD (no definition of Cross-sectoral) •Highlights series of evaluations building up to the new approach to ECD and experience from other countries •No recommendation on how to strengthen decentralization •No gender lens 	Example of work of support to ECD Knowledge management

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Investing in the Early Years – Conference on Fiscal and Public Administration Imperatives for Early Childhood Development	2019	Conference summary	UNICEF MNE and the University of Donja Gorica (UDG)	ECD	<ul style="list-style-type: none"> • Highlights Institute for Strategic Studies and Projections (ISSP) • Investing an additional 0.6% of GDP in early childhood development in MNE would result in a return on investment of 3.6% GDP. • Recommendations for next steps 	
Early Childhood Development in Montenegro	2019	2-page overview ISSP study	ISSP	ECD	<ul style="list-style-type: none"> • Key statistics – incl for pre-school coverage • Needs for cross-sectoral interventions • Look at 0 – 6 years 	
UNICEF Corporate Guidance						
Adolescent and Youth Engagement Strategic Framework	2017	Guidance	UNICEF	Adolescents	<ul style="list-style-type: none"> • For UNICEF's Adolescent Strategy • 	Reference
Communication for Development – Strategic Plan 2014-17	2014	Guidance	UNICEF	C4D	<ul style="list-style-type: none"> • Apparently still a draft version 	Reference
Take us seriously – Engaging children with disabilities in decisions affecting their lives	2013	Guidance	UNICEF	Disabilities	<ul style="list-style-type: none"> • Refers to Convention on the Rights of Persons with Disabilities • Focus on participation and its meaning for CWD • Inclusion requires adaptation / of existing structures 	Reference
Every child has the right to learn – UNICEF Education Strategy 2019-202	2019	Strategy	UNICEF	Education	<ul style="list-style-type: none"> • Shift towards holistic approach: equitable access, quality, protection 	Reference

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
					<ul style="list-style-type: none"> – more or less MoRES framework •Focus: pre-school, at risk adolescents, 	
UNICEF's Engagements in Influencing Domestic Public Finance for Children (PF4C) A Global Programme Framework	2017	Strategy / Guidelines	UNICEF	Funding	<ul style="list-style-type: none"> •The framework includes 3 principles incl. Increased attention to decentralized budgets including funding flows to local levels 	Q10, Q11 Reference
UNICEF Approach to Health Systems Strengthening A Resource Paper for the UNICEF Strategy for Health 2016-2030	2015	Guidelines	UNICEF	Health	<ul style="list-style-type: none"> •Seven Step Approach to Health Systems Strengthening: 	Q1, Q2, Q7
Capacity Development	n/a	Framework	UNICEF	Capacity development	<ul style="list-style-type: none"> •3 interrelated key components of CD: Creating legitimacy and accountability, ensuring adequate expertise Ensuring availability of resources 	Q2, Q6, Q7
Capacity development/first draft/January/ 2019	2019	Framework	UNICEF	Capacity Development	<ul style="list-style-type: none"> •Sets out 8 principles for assessment of CD •Insist on non-silo or open organizations but not clear how that will be possible – seems more on a vertical than horizontal level 	Q2, Q6, Q7
Designing Better Demonstration Models	n/a	Framework	UNICEF	Modelling	<ul style="list-style-type: none"> •10 principles for modelling 	Q7

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
Theoretical Framework for Selected Change Strategies: Advocacy, draft	2019	Framework	UNICEF	Advocacy	<ul style="list-style-type: none"> •8 points strategy •Sets out 9 principles for assessment of advocacy 	
ECARO Guidelines & Priorities						
Guidelines on Child-friendly legal aid	2018	Guidance	ECARO	Access to Justice	<ul style="list-style-type: none"> •12 general principals 	Reference
Regional results areas Headline results	2018	Guidance	ECARO	CP	<ul style="list-style-type: none"> • 	Reference Analyse MNE's contribution to the regional results / headline results
Western Balkans Sub-Regional Guidance Note for Flagship Results April 2019	2019	Guidance	ECARO	CP	<ul style="list-style-type: none"> •Montenegro not mentioned 	Reference Check MNE's plans and results vis a vis matrices in the note
Presentations from a regional workshop in Western Balkans (Sarajevo in September 2019) on regional priorities: Flagships: Learning, Participation, Protection, Thriving	2019	Guidance	ECARO	CP	<ul style="list-style-type: none"> •Montenegro not mentioned when Western Balkan countries mentioned 	Reference
Supporting Children with Developmental Difficulties in Early Childhood	2019	Guidance	ECARO	ECD Disabilities	<ul style="list-style-type: none"> •Examples of cross-sector approach: education, health, protection •Definitions provided – challenges of different definitions •Good and clear TOC 	Reference

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
CP Profiles	n/a	Data	n/a	ECD	<ul style="list-style-type: none"> •Provide statistical data and data from CAPs •Sources not indicated 	Reference
Early Childhood Development – Europe and Central Asia – Strategic directions	2019	Strategy	ECARO	ECD	<ul style="list-style-type: none"> •Definition of early childhood include first years of school up to age of 8 •Clear TOC •Stresses multisector / cross sector / holistic 	Check priority actions
Regional Education Strategy Inclusive Quality Education and Early Learning RKLA 3 & 4 Incl. country info on indicators	2016	Strategy	ECARO	Education	<ul style="list-style-type: none"> •Linked to RKLA agenda •Focus on children at risk of exclusion / drop-out •Uses MoRES framework •States that in 2016 Mne CO did not have an Action Plan for Continuation and Sustainability of the Production of DAISY textbooks 	Minimal
Discussion Note on Core Roles and Achieving Results for Children in the CEE/CIS Region	2015	Note	ECARO	CP / RKLA	<ul style="list-style-type: none"> •8 revised core roles 	Q1, Q2, Q3, Check against the core roles
Strengthening the Social Work and Social Service workforce in Europe and Central Asia as an Investment in Our Children's Future: A Call to Action	2018	Assessment	Monica Martinez ECARO	Child protection	<ul style="list-style-type: none"> •Social services include both Gvt and NGOs •Very general call for investment in social workers •No ref to capacity assessments as part of the programme -nor interregional cooperation 	Limited

Document Name	Year	Document Type	Source	Focus Areas	Comments	Has informed the following parts and questions of the CPE
					•	

Database	Years	Source	Focus	Comments	Use in CPE
MONSTAT	- 2020	Statistical Office of Montenegro	All National statistics	<ul style="list-style-type: none"> • Provider of Official Statistics • Of special interest for the CPE: EU-SILC 	General overview / context / trends
MICS - Multiple Indicator Cluster Survey	2013 2018	UNICEF - Monstat	1. Households 2. Household members - 3. Women in reproductive age (15-49 years of age) 4. Men in reproductive age (15-49 years of age) 5. Mothers or primary caretakers of children under five 6. Mothers or primary caretakers of children age 5-17	<ul style="list-style-type: none"> • Both 2013 and 2018 contains specific data set for 1/general population and 2/Roma population 	General Overview Limited used for generation of tables necessary otherwise CPE will use the 4 MICS documents
TransMonEE Transformative Monitoring for Enhancing Equity	Mainly 2013 – 2018	UNICEF - ECARO	CRC <ul style="list-style-type: none"> • Population • Fertility • Mortality • Health • Education • Child Protection • Juvenile Justice and Crime • Social Protection • Child-wellbeing 	<ul style="list-style-type: none"> • Useful for comparisons with other countries • Dashboards on key subjects for each country • Many indicators are not updated 	General Overview Limited use to back up certain arguments

			• Economy		
--	--	--	-----------	--	--

Annex 2: Persons Interviewed for the CPE

Name	Position	Organization
Osama Makkawi Khogali	Representative	UNICEF Country Office
Michaela Bauer	Deputy Representative	UNICEF Country Office
Ida Ferdinandi	Child Protection Officer (Social Protection)	UNICEF Country Office
Marija Novkovic	Social Policy Officer (Public Financing) CPE focal point	UNICEF Country Office
Jelena Perovic	Communication Officer	UNICEF Country Office
Nada Djurovic Martinovic	Child Protection Consultant	UNICEF Country Office
Nela Krnic	Child Protection Officer	UNICEF Country Office
Nikola Vulic	Adolescent Development Officer	UNICEF Country Office
Seka Buškovic	Operations Officer	UNICEF Country Office
Vladan Jovanovic	Communication for Development Officer	UNICEF Country Office
Irena Stijovic	Communications Consultant	UNICEF Country Office
Jovana Celebic	Social Media Consultant	UNICEF Country Office
Maja Kovacevic	Education Officer (Youth)	UNICEF Country Office
Seka Buskovic	Operation Manager	UNICEF Country Office
Jelena Raznatovic	HR Associate	UNICEF Country Office
Daniel Kardefelt Winther	Head, Research programme on Children and Digital Technologies	UNICEF Office of Research, Innocenti
Fiona McCluney	Resident Coordinator	United Nations in Montenegro
Miodrag Dragisic	Assistant Resident Representative	UNDP Country Office
Daniela Gasparikova	Resident Representative	UNDP Country Office
Lia Magnaguagno	Programme Manager	OSCE Country Office
Ivana Vujovic	Programme Officer	OSCE Country Office
Mladenka Tesic	Programme Manager (gender, HR, etc.)	European Union Delegation
Sylvain Manissier	Rule of law and European Integration Advisor	European Union Delegation
Audrone Urbonaviciute	Deputy Head of Cooperation	European Union Delegation
Snežana Mijuskovic	Deputy and Coordinator, Child Rights and Protection	The Protector of Human Rights and Freedoms of Montenegro / Ombudsman's Office
Halil Dukovic	Chairperson of the Committee	Parliamentary Committee on Human Rights and Freedoms
Branka Tanasijevic	Committee Member	Parliamentary Committees on Human Rights and Freedoms & Gender Equality

Name	Position	Organization
Nada Nenezic	Committee Member	Parliamentary Committees on Health, Labour and Social Welfare & Gender Equality
Maja Bakrac	Committee Member	Parliamentary Committee on Health, Labour and Social Welfare & Gender Equality
Kemal Purisic	Minister	Ministry of Labour and Social Welfare
Svetlana Sovilj	Director	Ministry of Labour and Social Welfare
Budimirka Djukanovic	Director General, data, analytics and statistics, Integrated Social Welfare Information System (SWIS)	Ministry of Labor and Social Welfare
Karolina Bjelanovic,	Head of Department, SWIS	Ministry of Labor and Social Welfare
Ida Kolinovic	Advisor, SWIS	Ministry of Labor and Social Welfare
Drago Spaić	Director, Institute for Social and Child Protection	Ministry of Labor and Social Welfare
Bojana Miletić	Head, Department for. Development and Professional Support, Institute for Social and Child Protection	Ministry of Labor and Social Welfare
Biljana Pejovic	Director, Department for Gender Equality	Ministry for Human and Minority Rights
Sokolj Beganaj	Head of Dept. for promotion and protection of Roma and Egyptian Rights	Ministry of Human and Minority Rights
Mirela Ramcilovic	Adviser	Ministry of Human and Minority Rights
Mirjana Popovic	Director, Resource Centre for Children with Physical, Visual and Combined Impairments	Ministry of Education
Anita Maric	Adviser for social inclusion at Bureau for Education	Ministry of Education
Andja Backovic	Advisor, Bureau for Education	Ministry of Education
Arijana Nikolic Vucinic	Director-General Directorate for Preschool and Elementary Education and Education of Persons with Special Educational Needs	Ministry of Education
Tamara Milic	Advisor for children with special education needs	Ministry of Education
Stanica Andić	Director, Directorate for United Nations	Ministry of Foreign Affairs
Dragana Kandic	Head of Division for Human Rights, Directorate for the United Nations	Ministry of Foreign Affairs
Snežana Mijušković,	Deputy and Coordinator, Child Rights and Protection	The Protector of Human Rights and Freedoms of Montenegro / Ombudsman's Office
Vuk Cadjenovic	Deputy Director	Statistical Office of Montenegro, MONSTAT

Name	Position	Organization
Jelena Konatar	Advisor, IT Department, Montenegro Education Information System (MEIS)	Ministry of Education
Marina Matijevic	Head, IT Department, Montenegro Education Information System (MEIS)	Ministry of Education
Senad Begić,	Deputy director, Institute for Public Health	Ministry of Health
Nenad Koprivica	Director, Directorate for Youth	Ministry of Sport and Youth
Tamara Gacevic	Head, Directorate for Budget	Ministry of Finance
Tamara Ivkovic,	Advisor	Ministry of Finance
Radmila Martinovic	Advisor	Ministry of Finance
Snezana Vujovic	Senior Police Inspector for the repression of Juvenile Delinquency and Domestic Violence	Ministry of Interior
Jaksa Backovic	High-Tech Crime Department	Ministry of Interior
Marijana Lakovic Draskovic	General Director, General directorate for judiciary	Ministry of Justice
Ibrahim Ismailovic	General Director, Directorate for civic legislation	Ministry of Justice
Darko Kovacevic	General Director, Directorate for IT technology and security	Ministry of Justice
Bojana Bandovic	Advisor	Supreme Court of Montenegro
Dijana Popovic Gavranovic	Social Worker & Support worker	Supreme State Prosecutor's office
Danka Ivanovic Djeric	Prosecutor	High State Prosecutor' s office
Mladen Grdinic	Judge	Basic Court in Podgorica
Lidija Vujacic	Associate Professor at the Faculty of Philosophy – study on children as news reporters	University of Montenegro
Jelena Vlaović	Professor of history	Vocational High School 'Sergej Stanic'
Elvira Cekovic	Head of Public Relations and General Affairs	Montenegro Agency for Electronic Media (AEM)
Mirjana Popovic	Director	Resource Center CwD, Podgorica
Milijana Radusinovic	Educator	Resource Center 1 Juni Podgorica
Natasa Knezevic	Psychologist	Resource Center 1 Juni Podgorica
Marina Joksimovic	Educator	Resource Center 1 Juni Podgorica
Ivan Radovic	Director	Special Olympics, Podgorica
Aleksandra Slijvancanin	Defectologist	School 21. MAJ elementary school, Podgorica
Itana Kovacevic	Psychologist	School 21. MAJ elementary school, Podgorica
Almasa Begovic	Speech therapist	Elementary School Sutjeska, Podgorica

Name	Position	Organization
Biljana Stojkanovic	Biology teacher	Elementary School Sutjeska, Podgorica
Ana Scekcic	Intern - speech therapist	Elementary School Sutjeska, Podgorica
Igor Radulovic	History teacher	Gymnasium
Mina Djurdjevac	Project Coordinator at Youth Innovation Lab	Digitalizuj.me
Balsa Bozovic	UNICEF volunteers – Young reporters	UNICEF volunteers – Young reporters
Andrea Micanovic	President of the Board of Directors	High School Students Union of Montenegro
Marko Milikic	Member of the Board of Directors	High School Students Union of Montenegro
Marijana Blecic	Coordinator	Pedagogical Centre
Kristina Mihajlovic	Executive Director	Udruženje Roditelji /Association "Parents"
Snezana Milacic	Psychologist	Udruženje Roditelji /Association "Parents"
Lepa Zunic	Project Coordinator	Udruženje Roditelji /Association "Parents"
Maja Raicevic	Executive Director	Women's Rights Center
Mimo Korac	Executive Director	Parent Association: "Naša inicijativa"/ Children with disabilities
Marija Stajovic	Programme Director	Juventas
Nina Scepanovic	Programme Advisor	Juventas
Tea Gorjanc Prelević	Director	Human Rights Action
Milica Scepanovic	Secretary of the first Association of parents of children with disability	NARDOS
Jelena Dubak	Director	Red Cross
Milica Kovacevic	PR	Red Cross
Municipality of Niksic		
Nikolina Gardašević	Pedagogue	Preschool institution: "Dragan Kovačević"
Vera Bozovic	Director	Primary school 'Mileva Lajović Lalatović'
Nada Mitrovic	Pedagogue	Primary school 'Mileva Lajović Lalatović'
Zoran Vujadinovic	Director, pedagogue	Braca Labudovic, Primary School
Dijana Vukićević	English language professor	Preschool institution: "Dragan Kovačević"
Radovan Cicmil	Psychologist	Preschool institution: "Dragan Kovačević"
Predrag Čosović	Defectologist Pedagogue	Preschool institution: "Dragan Kovačević"
Jelena Marković	Pedagogue	Preschool institution: "Dragan Kovačević"

Name	Position	Organization
Fana Delija	Director	NGO Centre for Roma Initiatives
Jelena Milic	Coordinator	Defendology Daily Centre
Municipality of Herceg Novi		
Jelena Cavic	Case manager	Center for Social Work
Vesna Bojic-Crnogorcevic	Case manager in CSW	Center for Social Work
Katarina Kokosar	Psychologist	Kindergarten Herceg Novi
Darko Klasic	Secretary of the Secretariat for culture and education	Municipality of Herceg Novi
Jadranka Orlandic	Member of the Commission for orientation of children	Municipality of Herceg Novi
Vesna Odalovic	Director	NGO Nova sansa
Stevo Lazarevic	member of the NGO board	NGO Nova sansa
Dragana Zecevic-Plavanski	member of the NGO board	NGO Nova sansa
Janko Labović	Director, Children's Home Mladost	Ministry of Labor and Social Welfare
Municipality of Tivat		
Milenka Boskovic	Pedagogist	School "Drago Milovic" Tivat
Municipality of Kotor		
Vesna Antovic	Family outreach worker programme coordinator	NGO Family Center, Kotor
Tanja Raicevic	Family outreach worker	NGO Family Center, Kotor
Municipality of Bar		
Vesna Rolovic	Director	Centre for Social Work Bar
Andrijana Rakovic	Psychologist	Centre for Social Work Bar
Stanka Vukcevic	Director	Primary School 'Anto Djedovic'
Vlatka Gazevic	Pedagogue	Primary School 'Anto Djedovic'
Slavica Vujović	Pedagogue	General High School 'Niko Rolovic'
Vesna Pavićević	Psychologist	General High School 'Niko Rolovic'
Municipality of Ulcinj		
Mirjeta Gjoni	Deputy secretary	Municipality of Ulcinj
Bilal Alaj	Director	Daycare Centre for Children and Youth with disabilities "Sirena"
Irena Nuti	Sociologist	Centre for Social Work
Nazif Veliq	Director	NGO New Horizon
Almedina Dodić	Project coordinator	NGO New Horizon
Hatixhe Nelaj	Journalist	TV TEUTA

Name	Position	Organization
(Hatixhe Nelaj)	Director of SOS centre	SOS Telephone for Women and children victims of violence
Municipality of Bijelo Polje		
Vesna Minić	Director	Centre for Social Work
Senka Krgovic	Lawyer	Centre for Social Work
Ivana Boskovic	Social worker	Centre for Social Work
Enes Halilovic	Social worker	Centre for Social Work
Aleksandar Rovcanin	Social worker	Centre for Support to children and family
Gordana Konatar	Psychiatrist	Primary Health Care
Julija Boskovic	Paediatrician	Primary Health Care
Svetlana Pavicevic	Director	Primary School 'Vladislav Ribnikar'
Dijana Kovacevic	Pedagogue	Primary School 'Vladislav Ribnikar'
Municipality of Berane		
Marijana Tajic,	Special Pedagogue, case manager, supervisor	Centre for Social Work
Marija Stanisic	Psychologist, case manager	Centre for Social Work
Ana Popovic Golubovic	Psychologist, and NGO director	Primary Health Care NGO 'Iskra'
Jovan Komatina	Director	Public preschool institution 'Radmila Nedic'
Milena Akovic	Member	Youth Club Berane
Milena Bujanja Obradovic	Journalist	Radio Berane

PARTICIPATION IN MEETINGS AND HEARINGS

54th Session of the Committee on Human Rights and Freedoms: "Post-legislative oversight of the Law on the Prohibition of Discrimination against Persons with Disabilities with an emphasis on the application of Article 21 of Law on discrimination relating to discrimination in the field of education, education and vocational training." The meeting had a broad participation of high-level representatives from line ministries, Ombudsman, United Agencies, and CSOs and was organized for a study on child protection to be prepared by the Westminster Foundation.

Annex 3: Perception Survey

BACKGROUND.

To get a better understanding of stakeholders' appreciation of UNICEF's work in Montenegro an online perception survey was administered to 52 partners that were not interviewed for the CPE. They represented CSOs, government institutions, and academia with knowledge of UNICEF's programme in Montenegro as well as at least some knowledge of child rights and protection issues.

The survey was administered in both Montenegrin and English. A total of 25 out of the 52 provided responses to the survey. The information provided by respondents was kept anonymous in line with the general principles for the CPE for primary data collection.

In line with the principles of perception surveys, the number of open-ended questions was kept low but with ample space and opportunities for the respondents. The following presents an analysis of the information provided by respondents to each of the five questions. At the end of this brief there is a summary of the background of the respondents based on the information provided.

ANALYSIS OF THE SURVEY

Overall, survey respondents provided very positive feedback and perceptions on UNICEF's work in Montenegro. The responses showed appreciation of UNICEF's engagement across education, child and social protection, inclusion, capacity development, advocacy and awareness raising and overall expertise. Responses showed UNICEF's critical role as an agenda setting agency with knowhow on how to promote child rights and protection.

The following sections provide responses to individual questions in the survey.

1. Please describe in a few lines what you consider to be UNICEF's most important success story in Montenegro during the last couple of years - that is a UNICEF initiative or activity that has contributed or is likely to contribute to an important change.

The analysis of survey responses indicates that UNICEF plays a significant role in promoting children's rights in Montenegro. According to the responses, one of UNICEF's most important contributions in Montenegro is its application of an integrated programmatic approach combining knowledge generation, capacity building through trainings; peer networking and exchanges; full-scale and multi-faceted campaigns; and projects and programme for implementation of specific issues such as patronage nurses. Various success areas are noted by respondents, including:

- Together with the EU and the Austrian Development Agency, UNICEF has successfully launched a number of initiatives such as 'The Parenting for Lifelong Health' initiative in municipalities. The initiative targets families of children aged 2 to 9 and seeks to promote positive parenting and a healthy parent-child relationship.

- UNICEF's training for patronage nurses engaged several institutions, ensuring that staff from different fields can establish better cooperation and share their knowledge with everyone in their field.
- Training programmes for employees in the social and child welfare system, marked the first steps in establishing a partnership between the Institute for Social and Child Welfare and UNICEF. The partnership included analysis of work of centres for social welfare.
- Many UNICEF initiatives were identified as success stories, including 'Support for inclusive education', 'Development of interactive services in preschools', 'Use of textbooks in DAISY format', 'Development of reading and writing skills Methodical models, 'My values and virtues', 'Support to breastfeeding', 'Everyone in kindergarten, 'Parenting for Lifelong Health', and 'Children's Education.'
- The long-term vision of integrated and multi-sector initiatives where components feed into each other was highlighted by some respondents as important. For instance, UNICEF's focus on early identification of children at risk of dropping out of school has led to greater understanding of which children are at risk and for what reasons. This led to a greater focus on peer violence, followed by the implementation of the programme on suppression of peer violence and vandalism in educational institutions in Montenegro. As a result, changes were made to the statutes of all education institutions, with the aim of increasing accountability of the directors of those institutions.
- A number of initiatives implemented by UNICEF were identified by respondents as having led to important changes in Montenegro. The mentioned initiatives include
 - 'Every child needs a family' with placement of children under three in foster families instead of institutions,
 - 'Talk about opportunities', which addressed social exclusion and discrimination of children with disabilities, and
 - 'Equal access of children to justice' addressing children to the justice system.
- The Media literacy campaign was named by two respondents as particularly important given the often poorly media coverage on a number of issues. As a consequence, many Montenegrins, including are ill informed if informed at all. The Media literacy campaign has allowed many children, parents and the society as a whole to be better informed on key issues. Moreover, the campaign has developed general awareness of the importance of media literacy. Respondents also noted that the Media literacy campaign is particularly important at a time when inaccurate news lead to a decline in the general respect for professional and ethical standards.
- Finally, three respondents highlighted UNICEF's cooperation with the Government of Montenegro for protection of the child rights through

reforms of the juvenile system, including updating the normative framework such as the Law on the Treatment of Juveniles in Criminal Procedure. This has been followed-up by support measures for implementation, including training of professionals involved in the work with children, as well as through the financial assistance of non-governmental organizations, sports societies, etc. Moreover, the initiative has led to greater awareness on the use of legal aid institutes for victims and witnesses.

2. Please, under the questions below, identify some key factors that you believe allowed this to become a success story

a) External factors, for instance related to other initiatives happening at the same time, policy changes etc.

External factors

As regards to identification of key external factors contributing to UNICEF's successful cooperation in Montenegro, a majority of respondents named the Government's engagement and readiness for policy changes. One respondent particularly named the EU accession process and harmonization of initiatives in the region and beyond as a driving factor. One respondent noted, though, that public policy is inert and without a real will to reform.

Other driving external factors for the identified successes include public engagement and interest on topics such as education and social inclusion as well as media attention and the Media literacy campaign as explained above. As regards relation to other initiatives, according to one respondent, UNICEF's initiative took place in parallel with the "All in kindergarten" initiative, thus contributing to the fact that more children with special educational needs received adequate support.

Finally, one respondent noted that UNICEF's building on successful global initiatives and priorities and adoption of those to local needs and realities is a driving factor for the success.

Internal factors

As regard internal factors related to UNICEF's approach, all respondents praise UNICEF's overall engagement, while emphasizing different aspects of the organization's work. A majority of respondents name technical and expert support as proven to be extremely useful for beneficiaries, followed by qualified, professional, and dedicated staff. For instance, some respondents referred to UNICEF's highly skilled staff ("extremely good experts") as a critical contributing factor to UNICEF's successful programmes. Some respondents specifically linked the success of the Media Literacy campaign to the knowledge and skills of UNICEF staff.

Around one third of the respondents named UNICEF's openness for cooperation, close collaboration with Government bodies and in general adequate implementation partners as one of the most significant driving factors for success. For instance, the UPSHIFT programme was developed in a very short time thanks to a qualified implementation partner with a strong national network of contacts. Moreover, respondents lined the success of the UPSHIFT programme to the close cooperation among UNICEF, partners, and the Government.

The multi-stakeholder partnership approach in UNICEF's initiatives was highlighted as critical, for instance for the success of the socio-emotional skills programmes, where the involvement of the Department of Education from the initial design and piloting stages of the programmes. Moreover, respondents referred the importance of the

involvement of, as well as feedback from professionals in the education sector such as professors and educators.

One respondent named involvement of celebrities in the campaigns as significant for public attention. Finally, two respondents named trainings and education of officials as a key example of UNICEF's good approach. One respondent, however, noted that UNICEF is sometimes can be seen as rigid in implementation.

3. If you were to recommend others, either in Montenegro or abroad, to learn from the success story, what would you want them to pay particular attention to when adopting or replicating the success story?

Several key aspects of UNICEF's work were highlighted in the recommendations for replication by other actors. One of the often-mentioned approaches was UNICEF's emphasis on involvement of local and national actors in project implementation, including intersectoral cooperation and partnerships with line ministries such as Ministries of Education, Labour and Social Welfare, Home Affairs, and Health, as well as inclusion of municipalities. Moreover, participation of local experts and frontline staff such as teachers as well as parents and children were mentioned by three respondents.

According to two respondents, education and trainings were significant parts of UNICEF's intervention that should be replicated in other settings. One successful example includes education of nurse trainers in the initiative on patronage nurses, which trains nurses to improve their knowledge of preventative work, especially with mothers and children at an early age.

Four respondents specifically named UNICEF's focused campaigns as successes to be replicated by others.

Finally, several respondents highlighted UNICEF's professional relationships as well as great perseverance and dedication to its mission, as something to be recommended for replication. This includes UNICEF's wide network of volunteer mentors, holistic approach, and good communication with the public.

4. What are the things UNICEF does best that you would like to see it continue doing in the future?

Some of the UNICEF's successful approaches identified by respondents include the recognition of children's needs and that every child should be cared for and able to exercise their rights. UNICEF has promoted this approach for instance through the promotion of inclusive education

Another successful approach that UNICEF should continue to apply according to respondents is the positive cooperation with local partners and Government institutions as well as provision of professional, consulting, and financial support.

Respondents noted that UNICEF's cooperation with and support to key health institutions and active non-governmental child-care associations should be continued across all segments of child protection as it is also seen as an effective approach.

Two respondents considered continuation of the Media Literacy Campaign as specifically important while three respondents found critical that UNICEF's systematic lobbying for child rights and policy change should be continued.

Knowledge management was highlighted by several respondents as something that UNICEF should continue in the future, including comprehensive research and evidence-based initiatives.

One respondent emphasizes that the Early Childhood Development initiative is of particular importance for future programming.

According to one respondent, UNICEF's most valuable approach is that it strives to make Montenegro's good practices visible to others, and that it provides the insights into good practices from other countries through study visits and access to conferences and trainings.

Finally, two respondents considered that it is difficult to single out a specific approach since the whole package of UNICEF's programme is valuable and should be continued.

5. Are there any other things related to UNICEF's activities and performance in Montenegro that you would like to share with us?

Additional comments allowed some new insights into the understanding of UNICEF's work in Montenegro but also confirmed some of the previously expressed opinions. Several respondents restated their appreciation of UNICEF's activities and praised the well-designed and recognizable and successful initiatives.

Two respondents reaffirmed the importance of UNICEF's campaigns to raise public awareness on the significance of child rights and protection and praised UNICEF's effective combination of different media and social approaches in presenting campaigns and activities in general. In addition, respondents highlighted the importance of UNICEF's involvement in all relevant areas that function as points of contact with children such as social and child welfare, education, and health.

Some respondents referred to the significance of UNICEF's support to strengthening the capacity of national institutions to develop and implement adequate policies that will bring about sustainable positive change in the lives of all children.

Very little criticism towards UNICEF's approach was expressed. But one respondent considered that new initiatives need to be launched by the Government with support from UNICEF.

Respondents' background

Focus of work:

- 12 respondents work directly with child rights,
- 13 respondents work directly with child protection,
- 6 respondents are engaged in development activities, and

More specifically, the respondents are involved in a wide range of activities related to the CP:

- judiciary education;
- monitoring the quality of professional work and services in social and child welfare institutions;
- supervisory support for the promotion of professional work and social and child welfare services;
- licensing of professional workers
- research into social rights and problems, activities and effects of social and child protection;
- preparing analyses and reports and proposing measures for improvement in the field of social and child protection; developing a quality system in social and child welfare,
- coordinating the development of service standards and proposing to the state administration body responsible for social welfare, improving existing ones and introducing new standards;

- participating in the development, implementation, monitoring and evaluation of the effects of the implementation of strategies, action plans, laws and other regulations pertaining to the development of social and child protection activities;
- organizing professional development of professionals and associates), public relations and youth work and youth policy.

Annex 4: Evaluation Matrix

Please note:

- CP refers to UNICEF Country Programme in Montenegro 2017-2021 including programmes launched under the former country programme but that are still active, including Innovation Lab.
- Where no relevant benchmarks have been identified at the time of the development of the evaluation matrix, attempts will be made to identify good practices during the in-country data collection that can serve as benchmarks.
- Relevance and Coherence have been merged in to one overall set of questions to reflect the strategic and institutional level of the CP and hence the evaluation and avoid otherwise necessary duplications.

RELEVANCE & COHERENCE Assessment of the extent to which the design and intended results of the CP are consistent with the needs of children and the priorities of the Government of Montenegro, and if they remained suited to the country context during the period covered by the evaluation.				
Evaluation Questions		Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
Q1	Is the CP, its focus, components, and change strategies aligned with 1/the needs of children and adolescents affected by poverty, adversity, and exclusion 2/national policies and priorities, particularly, those related to the EU accession process and the SDGs, and 3/delivering as One.	<ul style="list-style-type: none"> - Extent to which UNICEF’s CP design and implementation align with national policies and priorities of relevance for children’s rights, - Extent to which the CP design and implementation reflect children’s needs and bottlenecks that are obstacles to progressive realization of their rights disaggregation for age, sex, rural/urban, ethnic group, income quintiles, - Evidence that the barriers and bottleneck analyses children’s rights 	<ul style="list-style-type: none"> - CP documentation, incl result framework, reports from planning workshops, MTRs, - MICs & other national statistics, - National documentation from line ministries, and independent institutions on EU accession and SDGs, - UNDAF documentation, 	<ul style="list-style-type: none"> - Desk review - Interviews: UNICEF, MONTSTAT, SWIS, MEIS, National and municipal government, institutions at national and municipal level, CSOs, UN, EU, - Perception Survey

		<p>reflect best knowledge at the time of analysis are that they are being regularly reviewed and updated if necessary,</p> <ul style="list-style-type: none"> - Extent to which objectives and activities respond to relevant national needs analyses, - Evidence that the CP is based on sound, timely, and disaggregated data. - Extent to which deployed strategies reference data of relevance to child rights, equity, incl. the recommendations put forward by the committee on the rights of children in Montenegro, and the SDGs. - Documented description of relevant integration of CP components and change strategies in UNDAF, - Documented contribution of UNDAF and the UNDAF process to the CP. - The extent to which the CP and the UNDAF mutually reinforce each other <p>Potential benchmark: average EU indicators</p>	<ul style="list-style-type: none"> - Studies, reports, evaluations, - UNICEF M&E data - Eurostat - Key staff at national government, municipals, CSOs, EU, UNICEF, UNCT / Res. Coordinator 	
Q2	To what extent is UNICEF coordinating with national partners, including other UN organizations, civil society,	<ul style="list-style-type: none"> - Evidence of UNICEF’s leadership in national coordination mechanisms, 	<ul style="list-style-type: none"> - UN documentation 	<ul style="list-style-type: none"> - Desk review - Interviews with key stakeholders

	independent institutions and academia to avoid overlaps, leverage contributions and catalyse and advocate for joint work?	<ul style="list-style-type: none"> - Evidence of UNICEF’s role in ensuring efficiency of coordination mechanisms, - Evidence of UNICEF’s capacity to leverage actions from other actors, - Evidence of synergies between coordination mechanisms and CP. - Evidence of national partner stakeholder analysis in CP planning and monitoring and in relation to emerging needs with a view to identify partners <p>Possible Benchmarks: no relevant identified</p>	<ul style="list-style-type: none"> - Documentation of national coordination mechanisms - UNCT, UNICEF, CSO, Government, partners, 	
Q3	To what an extent is the combination of implementation strategies deployed by UNICEF relevant given the CP objectives and the country context and, if not, what should UNICEF do to enhance their relevance?	<ul style="list-style-type: none"> - Evidence of national commitment to the CP, incl. its components and change strategies and level of participation in the CP development and implementation; - Evidence of analysis of alternative approaches, - Evidence that the hypotheses, assumptions, and change strategies are based on the best knowledge at the time of design and that they are being updated regularly, 	<ul style="list-style-type: none"> - UNICEF: Annual reports, workplans, studies, evaluation and other knowledge products, reports from planning workshops, MTRs - National documentation from line ministries - Key staff at UNICEF, line ministries, CSOs, EU, UN, 	<ul style="list-style-type: none"> - Desk review - Interviews: UNICEF, line ministries and national institutions, CSOs, EU, World bank, UN partners

		<ul style="list-style-type: none"> - The extent to which deployed implementation strategies reflect documented barriers to realization of child rights, - Evidence of positive synergies between and within deployed CP implementation strategies and the evolving role of UNICEF, - Evidence of flexibility in design to respond to emerging needs. - Evidence of regular review of design of appropriateness to respond to needs and opportunities. <p>Potential benchmark: Regional experience from other EU candidates.</p>		
Q4	To what an extent has human rights-based, GEEW responsive, and equity focused approaches been applied in the CP design and implementation?	<ul style="list-style-type: none"> - Evidence that the CP incorporates human rights standards and takes into account the UN treaty body recommendations, - Evidence that duty bearers and rights holders participate in all phases of the CP, - Evidence that the CP addresses causes of non-realization of human rights (rational, structural, cultural) 	<ul style="list-style-type: none"> - UNICEF: Annual reports, workplans, studies, evaluation and other knowledge products, reports from planning workshops, MTRs - National documentation from line ministries, and independent institutions on GEEW and Human rights, - Key staff at UNICEF, line ministries, incl. Department for gender equality, institutions, incl. Ombudsperson, Human 	<ul style="list-style-type: none"> - Desk review - Interviews: UNICEF, line ministries, OESC, and national institutions, CSOs, EU, World bank, UN partners

		<ul style="list-style-type: none"> - Evidence of updated GEEW assessments and their integration into CP planning and implementation, - Evidence that CP M&E system actively reflects GEEW at all levels with disaggregated data, - Evidence of involvement of the national institutional framework for promoting GEES (Women’s machinery) in the design and M&E of the CP, - Tagging of UNICEF’s Gender Equality Marker of programmes, projects, and activities under the CP, - Evidence that the exclusion and inclusion indicators related to child rights (ethnicity, geographical location, poverty, sex, disability) have been used in the CP development, implementation and M&E. <p>Potential benchmarks: regional experience</p>	<p>Rights organizations, CSOs, EU, UN,</p>	
--	--	---	--	--

EFFECTIVENESS Assessment of progress that has been made to address the equity gaps that are affecting the most vulnerable children,				
Evaluation Questions		Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
Q5	To what extent has the CP contributed to systems for equitable access of all children to education, justice, health, and social and child protection?	<ul style="list-style-type: none"> - Evidence of children’s access to education, justice, health, and social and child protection (e.g. disaggregated data on poverty, geographical location, sex, ethnic group, age), - Extent to which planned programme results were or are likely to be achieved, <p>Possible Benchmarks: No relevant identified</p>	<ul style="list-style-type: none"> - CP result framework, - National and municipal statistics, incl. MICSs - Studies and evaluations, - UNICEF, Line ministries, national institutions, institutions at municipality level, CSOs. 	<ul style="list-style-type: none"> - Desk review - Interviews with stakeholders at national and municipal levels.
Q6	What progress has been made to address the equity gaps that are affecting the most vulnerable children, e.g., children with disabilities, Roma and Egyptian children and children affected by poverty?	<ul style="list-style-type: none"> - Evidence of the CP addressing identified barriers to equity, - Extent to which outcomes have been achieved strategies, - Inclusion of equity issues in the national institutional framework related to child and adolescence rights and enforcement of those rights, - Evidence of increased national capacity and commitment to: a) address inequity, including evidence of budgetary allocations to 	<ul style="list-style-type: none"> - CP documentation, - MICS and other national statistics, - Studies and evaluations, - MONTSTAT, UNICEF, Line ministries, national institutions, institutions at municipal level, CSOs, research institutions, 	<ul style="list-style-type: none"> - Desk review - Interviews with stakeholders at national and municipal levels,

EFFECTIVENESS Assessment of progress that has been made to address the equity gaps that are affecting the most vulnerable children,				
Evaluation Questions		Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
		implement policies, legal frameworks and reformed practices of relevance to child rights; and b) monitor realizations of child rights through institutionalized CRM. Possible Benchmarks: EU countries		
Q7	To what extent does the CP address the documented scale and scope of the child rights issues affecting different groups of children?	<ul style="list-style-type: none"> - Evidence used for the barriers' analysis for the CP, - Evidence of preparation of relevant models for scale-up as per UNICEF's Sine Non Qua - Evidence of capacity assessments used for scaling up, - Evidence of use of CRM for CP monitoring, - Proportional relationship between inequity issues documented at national level and inequity issues addressed with support by UNICEF - Evidence of strategies set in place to scale-up including investment case Possible Benchmarks: no relevant identified	<ul style="list-style-type: none"> - CP documentation, - National and municipal statistics, incl. MICSs, - Studies and evaluations, - UNICEF, Line ministries, national institutions, institutions at municipality level, CSOs. 	<ul style="list-style-type: none"> - Desk review, - Interviews with stakeholders at national and municipal levels

EFFECTIVENESS Assessment of progress that has been made to address the equity gaps that are affecting the most vulnerable children,				
Evaluation Questions		Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
Q8	Has implementation of the CP led to unintended positive and / or negative results and, if so, have these been appropriately assessed and addressed if necessary?	<ul style="list-style-type: none"> - Evidence of use of studies, participatory workshops, and other tools to identify unintended results from the CP, - Evidence of flexibility of CP design, including regular revisions based on lessons learned. <p>Possible Benchmarks: no relevant identified</p>	<ul style="list-style-type: none"> - CP documents, - UNICEF MNE Communication, - UNICEF technical units, national media, implementing partners, institutions at national and municipal level, CSOs 	<ul style="list-style-type: none"> - Desk review, - Interviews stakeholders and national and municipal level - Perception Survey - W/s with CO
Q9	To what extent did UNICEF contribute to the UNDAF objectives and the UN collaboration in Montenegro?	<ul style="list-style-type: none"> - Evidence of UNICEF’s participation and role in the UNDAF process, including its leadership role, - Evidence that child right issues are integrated in the UNDAF process, including resource mobilization strategies, <p>Possible Benchmarks: no relevant identified</p>	<ul style="list-style-type: none"> - UNDAF documentation - UNICEF, UNCT, MOFA 	<ul style="list-style-type: none"> - Desk Review - Interviews with key stakeholders
Q10	To what an extent are the programmatic priorities defined as inter-sectoral realistic to implement given the envisaged timeframe, the operational context and the	<ul style="list-style-type: none"> - Evidence of integrated implementation of the CP, - Level of CP implementation that is still compartmentalized, 	<ul style="list-style-type: none"> - CP documentation - UNICEF, Implementing partners, UNCT, National and municipal levels. 	<ul style="list-style-type: none"> - Desk review, - Interviews with key stakeholders

EFFECTIVENESS Assessment of progress that has been made to address the equity gaps that are affecting the most vulnerable children,				
Evaluation Questions		Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
	human and financial resources available and, if not, what programmatic priorities should UNICEF pursue to support national partners in enhancing inter-sectoral cooperation?	<ul style="list-style-type: none"> - Level of inter-sectoral approaches within UNICEF work/functionalities committees for the implementation of the CP, - Extent to which CO staff manage to coordinate intersectoral work as per CO plans through inter-sectoral committees, among other, <p>Possible Benchmarks: no relevant identified</p>		

EFFICIENCY Assessment of the extent to which UNICEF achieves value for invested resources including considerations upon, e.g., management of funds, operational planning strategies, implementation of activities and delivery of outputs.				
Evaluation Questions		Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
Q11	To what extent are the financial and human resources allocated by the CO appropriate to support the implementation of strategies and achievement of CP results and, if not, what could be done to ensure resources match programmatic ambitions and needs?	<ul style="list-style-type: none"> - Extent to which the financial and human resources allocated by the CO match programmatic ambitions, - Extent to which financial and human resources are available at in a timely manner vis-à-vis workplans, - Evidence of flexibility in resource availability to respond to emerging needs and changed context, - Evidence of prioritization within CP activities in case of insufficient funding, including delayed funding and availability of human resources, - Evidence of impact of insufficient and delayed resource availability for CP implementation, e.g. sub-optimal performance, - Evidence of risk management. 	<ul style="list-style-type: none"> - CP documentation, - Donors, Implementing Partners, UNICEF management, RM, and technical divisions 	<ul style="list-style-type: none"> - Desk review, - Interviews with key stakeholders

EFFICIENCY Assessment of the extent to which UNICEF achieves value for invested resources including considerations upon, e.g., management of funds, operational planning strategies, implementation of activities and delivery of outputs.				
Evaluation Questions		Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
		Possible Benchmarks: no relevant identified		
Q12	To what an extent has the CO demonstrated capacity to take appropriate actions to identify or pursue funding opportunities?	<ul style="list-style-type: none"> - Evidence of a coherent approach to RM activities involving coordination among programme, communications and management and in collaboration with national partners - Evidence of the diversity and innovativeness of RM activities, - Evidence of strategies set in place to diversify funding opportunities including with the private sector, - Evidence of RM activities adjustment to changing needs and opportunities context, - Evidence of new partnerships for CP implementation, - Evidence of use of good RM practices and lessons learned <p>Possible Benchmarks: COs in the Western Balkans, e.g., Serbia and Croatia</p>	<ul style="list-style-type: none"> - CP documentation - UNICEF mgt and administration, UNCT, partners 	<ul style="list-style-type: none"> - Desk review - Interviews with key stakeholders

EFFICIENCY Assessment of the extent to which UNICEF achieves value for invested resources including considerations upon, e.g., management of funds, operational planning strategies, implementation of activities and delivery of outputs.

	Evaluation Questions	Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
Q13	<p>To what extent has UNICEF strategically approached and used the challenges, driving factors and opportunities at national and international level to optimize its long-term contribution and position itself as an effective partner to the Government of Montenegro?</p>	<ul style="list-style-type: none"> - Evidence of UNICEF taking a proactive role/participation in development and implementation of national policies and strategies, including for the EU accession process, - Evidence of strategies set in place by UNICEF to build upon EU accession momentum and other relevant events, - Evidence of UNICEF being responsive to the Government's needs, - Evidence of UNICEF's technical and financial support to the Government's participation in regional and international child right initiatives, - Perceptions of stakeholders on the role of UNICEF in Montenegro and the role it should be playing in the future. 	<ul style="list-style-type: none"> - National strategies - UN documentation on regional and international events with MNE participation, - Government institutions, - Media - UNICEF mgt and administration, UNCT, partners 	<ul style="list-style-type: none"> - Desk review - Interviews with key stakeholders

EFFICIENCY Assessment of the extent to which UNICEF achieves value for invested resources including considerations upon, e.g., management of funds, operational planning strategies, implementation of activities and delivery of outputs.				
Evaluation Questions		Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
		Possible Benchmarks: no relevant identified		
Q14	Is implementation of the CP supported by a clearly defined RBM system to plan gather and use credible evidence on the programme performance and results?	<ul style="list-style-type: none"> - Existence of mechanisms for ongoing periodic collection, documentation, analysis and utilization of M&E data to inform programme adjustments and planning. - Evidence of coherence of results frameworks, from CPD through to RWPs, specific programmes/intervention and implementation agreements with partners (Gov't, CSOs) - Evidence of coherence of TOCs, inclusive of implementation strategies, assumptions and risks. <p>Possible Benchmarks: no relevant identified</p>	<ul style="list-style-type: none"> - CP documentation, incl. TOCs, annual mgt plans workplans, RAMs. PCAs, SSFAs and LoA, - UNICEF Management and administration 	<ul style="list-style-type: none"> - Desk review, - Interviews with key stakeholders

SUSTAINABILITY Assessment of the extent to which continuation of positive effects from the CP interventions were ensured, including their potential for scale-up and replication				
Evaluation Questions		Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
Q15	Are CP results sustainable and, if not, what can UNICEF do to advance sustainability at both national and local levels?	<ul style="list-style-type: none"> - Evidence of national ownership and commitments, including budgetary allocations to child rights and human resource required to implement reforms, policies, legal measures and system strengthening interventions established with UNICEF support, - Evidence of non-government partners', incl. private sector. Commitment to child rights, incl. funding, - Evidence of capacity at national and municipality level to continue CP objectives (higher-level results in a self-sustained manner, - Evidence that UNICEF has initiated a national dialogue on long-term Child rights initiatives under national leadership and responsibility in Montenegro (including exit strategies, where relevant, and future investments) 	<ul style="list-style-type: none"> - CP documentation - UNICEF mgt, Government, institutions at national and municipality level 	<ul style="list-style-type: none"> - Desk review, - Interviews with key stakeholders

SUSTAINABILITY Assessment of the extent to which continuation of positive effects from the CP interventions were ensured, including their potential for scale-up and replication				
Evaluation Questions		Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
		Possible Benchmarks: no relevant identified		
Q16	What progress has been made to develop innovative and promising interventions to advance fulfilment of child rights, and given national priorities and partner capacities, what could be done to advance scale-up?	<ul style="list-style-type: none"> - Evidence of UNICEF supported innovations and innovative approaches being tested or in use by Government and other partners or UNICEF itself, - Evidence of models designed or being designed for scale up, incl. monitoring for multiplier and replicability, - Evidence of investment cases developed and promoted for scale up of models and promising innovative interventions - Evidence of national acceptance of and budgeting for (ownership and commitment to) adaptation and/or implementation of innovations and models, 	<ul style="list-style-type: none"> - CP documentation - Documentation from innovations and pilot activities and lessons learned events, - UNICEF technical divisions, research institutions, Government, institutions at national and municipality level 	<ul style="list-style-type: none"> - Desk review, - Interviews with key stakeholders - Perception Survey

SUSTAINABILITY Assessment of the extent to which continuation of positive effects from the CP interventions were ensured, including their potential for scale-up and replication				
Evaluation Questions		Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
		<ul style="list-style-type: none"> - Evidence of an ‘embrace-failure’ culture with lessons-learned as a key activity of innovations and pilots, - Evidence of generation of lessons learned from innovations and pilots. <p>Possible Benchmarks: no relevant identified</p> <p>-</p>		

IMPACT CHANGES Assessment of the extent to which the CP contributes to or can be reasonably expected to contribute to positive long-term changes for children in Montenegro.				
Evaluation Questions		Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
Q 17	What foundations for longer-term impact of UNICEF’s work can be reasonably expected for children in Montenegro	<ul style="list-style-type: none"> - Evidence of the robustness and commitment, i.e., political will of national system for child rights monitoring, 	<ul style="list-style-type: none"> - CP documentation - Evaluations and studies - UNICEF mgt, Government, think tanks, institutions at 	<ul style="list-style-type: none"> - Desk review, - Interviews with key stakeholders

IMPACT CHANGES Assessment of the extent to which the CP contributes to or can be reasonably expected to contribute to positive long-term changes for children in Montenegro.

Evaluation Questions		Measure / Indicator Benchmark	Main Sources of Information	Main Data Collection Methods
		<ul style="list-style-type: none"> - Evidence of a multi-sector and multi-stakeholder institutional framework for mandated with child rights realization. - Evidence of Government commitment to scale-up and implement legal frameworks, reform and system-strengthening measures identified as bottlenecks to realization of child rights in Montenegro - Result achieved <p>Possible Benchmarks: no relevant identified</p>	national and municipality level	

Annex 5: Online survey

Dear.....

UNICEF's country programme 2017-21 in Montenegro is currently being evaluated by an independent evaluation team from The KonTerra Group. The evaluation will provide an assessment of the overall performance of the programme and UNICEF's priority setting and strategic positioning during the period under evaluation. It also seeks to draw out lessons and identify good practices to inform future programming.

As part of the evaluation, the team has developed a short survey (link inserted below / attached) to which we kindly invite you to respond. The survey takes about five minutes to complete and seeks the opinion of key partners who, directly or indirectly, support realization of child rights and child protection in Montenegro.

The survey complements other data collection tools for the evaluation, namely a literature review and interviews. The survey will provide an important input on stakeholders' appreciation of UNICEF's activities in Montenegro.

The survey is anonymous and your name and the name of the organisation for which you work will not be quoted in the evaluation report or any other document that will be published.

Participation in this survey is voluntary and you may withdraw at any time or answer only some of the questions. The survey is anonymous, which implies that the results will be reported so no comments made can be attributed to specific individuals. All information will be kept confidential, so please feel free to express your views!

We hope you will be able to fill in the survey by Monday 24 February 2020. If you have any questions don't hesitate to contact the evaluation Team Leader, Ms. Lene Poulsen on email: lene.poulsen@gmail.com

Thank you in advance.

Survey

1. Please describe in a few lines what you consider to be UNICEF's most important success story in Montenegro during the period under evaluation (2015-19), that is a UNICEF initiative or activity that has contributed or is likely to contribute to an important change.

2. Please identify some key factors that you believe allowed this to become a success story.
 - a. **External factors**, for instance related to other initiatives happening at the same time, policy changes etc.

 - b. **Internal factors** related to UNICEF's approach, role and/or organisational characteristics, for instance its engagement in partnerships consultations, technical assistance, staff profiles, etc.

3. If you were to recommend others, either in Montenegro or abroad, to learn from the success story, what would you want them to pay particular attention to when adopting or replicating the success story?
4. What are the things UNICEF does best that you would like to see it continue doing in the future?
5. Are there any other things related to UNICEF's activities and performance in Montenegro that you would like to share with us?

Finally, for our analysis of the results of the survey we would like to know:

1. Type of organization (government, CSO, international, research/think tank) you work for:
2. Focus of your work (child rights, child protection, development in general, cooperation in general, other-please specify):

Thank you very much for your time and input. The final evaluation will be made public on UNICEF's website later this year.

Annex 6: Interview Guidelines for Semi-Structured Interviews

Introduction – Points to highlighted in each introduction

Key points for general introduction / opening statements

- Introduce yourself as independent consultant, not UNICEF staff. We are recruited by Konterra, an independent evaluation firm based in the US,
- General introduction to the evaluation:
 - The evaluation of UNICEF's Country Programme in Montenegro is a **reality check of the relevance, approach, and focus of UNICEF's cooperation with partners in Montenegro to improve children's rights.**
 - UNICEF's programme focuses on:
 - Child Protection,
 - Quality education and adolescent empowerment, and
 - Child Rights Monitoring (CRM) and Access to Justice.
 - The evaluation is **forward looking** aiming at improving UNICEF's support based on lessons-learned that will be gathered through:
 - Results achieved to date,
 - Understanding key contributing and constraining factors for the effectiveness of UNICEF's work
 - Future strategic directions
 - The evaluation will be informed by interviews with key stakeholders:
 - National Government and its institutions
 - 8 Municipal Governments and their institutions
 - CSOs
 - Research institutions
 - Front line staff at municipal level
 - Other partners: UN, EU, donors
 - The evaluation will use three main data collection tools:
 - Interviews with key stakeholders perceptions on UNICEF's role and approach,
 - desk review of documents: evaluations, monitoring, research, etc.
 - perception survey among UNICEF stakeholders on UNICEF's strategic positioning.
 - At the end of the data collection, the independent team will present its findings and work with UNICEF staff for a joint development of conclusions and recommendations.
 - The evaluation report will be finalized over the coming months and will then be made public on UNICEF's webpage.
- the information provided in in the interviews is **confidential and we will ensure that no points in the evaluation report can be traced back to the people providing information.**
- the interview will last around 45 minutes to an hour.

Focus of the questions

Please note

- 1/each point refers to the questions in the questions in the Evaluation Matrix
- 2/it is NOT expected that each interview will cover all questions in the Evaluation Matrix
- 3/Parentheses after each question highlight which sources should inform the specific question.

Opening questions

- General information about the person(s) being interviewed: – background, how long they have been working at their current job, what they do, how is it, and what experience do they have working / collaborating with UNICEF.
 - (for all interviews)

Relevance & Coherence

1. Alignment with 1/children's needs, 2/policy framework, 3/UNDAF
 - (UNICEF, Gvt & Gvt Institutions, UNCT, EU)
2. UNICEF's level of coordination with other institutions, incl. UNICEF's role
 - (UNICEF, Gvt, UNCT, EU, Research)
3. Role of implementation strategies
 - (UNICEF, Gvt, Municipalities, Institutions, UNCT, EU, CSOs)
4. Human rights, GEEW, Equity in planning and implementation
 - (UNICEF, Gvt, Municipalities, Institutions, CSOs)

Effectiveness

5. Results in equitable access for all children
 - (UNICEF, Gvt, Institutions, Municipalities, Front line staff, CSO, Research)
6. Progress addressing most vulnerable children
 - (UNICEF, Gvt, Institutions, Municipalities, Front line staff, CSO, Research)
7. CP coverage of child rights issues
 - (UNICEF, Gvt, Institutions, Municipalities, Front line staff, CSO, EU, Research)
8. Unintended positive & negative impact, structures of picking them up
 - (UNICEF, Gvt, Institutions, Municipalities, Front line staff, CSO, EU, Media, Research)
9. Are intended intersectoral approach and results realistic
 - (UNICEF, CSOs, Gvt, Municipalities, Frontline Staff, Institutions)

Efficiency

10. Timeliness and appropriateness of technical and financial resources

- (UNICEF, CSOs, Gvt, Municipalities)

11. Responsiveness & pro-activeness of UNICEF's RM

- (UNICEF, Gvt, EU, UNCT, donors, private sector)

12. UNICEF's strategic approach

- (UNICEF, Gvt, EU, CSOs)

13. Role and appropriateness of RBM system

- (UNICEF)

Sustainability

14. National ownership and commitments for CP results

- (UNICEF, Gvt, Institutions, CSOs)

15. Focus and approach to innovation

- (UNICEF, Gvt, Municipalities, Institutions, Frontline staff, CSOs, Research, Media)

Impact

16. Expectations for longer term impact

- (UNICEF, Gvt, Municipalities, CSOs, Frontline staff, EU, UNCT)

Final remarks

- Any other remarks, information?
- Any suggestion for background documentation?
- If you have additional information later on, then please contact us. We can always be contact through UNICEF.
- Thank you for your time and invaluable information

Annex 7: Municipalities Visited

Circles indicate municipalities visited for in-country data collection.



Annex 8: Evaluation Terms of Reference

TERMS OF REFERENCE

**Independent Evaluation of UNICEF Country Programme in Montenegro
2017-2021**

1. BACKGROUND

1.1. PURPOSE

These terms of references (ToRs) have been drafted for the evaluation of the Country Programme (CP) 2017-20 that UNICEF has developed in partnership with the Government of Montenegro (GoM). Country Programme Evaluations (CPEs) in UNICEF are strategic evaluations that provide an assessment of the totality of UNICEF's programme of work¹. They align with the evaluation criteria developed by the OECD Development Assistance Committee (DAC)² and come with a strong focus on assessing the relevance of UNICEF's programmatic approaches, position and selected priority issues as these have evolved in response to emerging needs, government priorities, partner inputs and the often changing geopolitical and socioeconomic environments in which UNICEF operates. Applied change strategies³, country offices (CO) operational and workforce planning, and UNICEF's engagement with partners may also form part of the assessment. Being strategic evaluations, CPEs are mostly used⁴ to draw out lessons to inform the formulation of a proceeding CP. At national level, CPEs may also inform United Nations Development Assistant Framework⁵ (UNDAF) planning and evaluation processes and, at regional and global levels, they may inform multi-country evaluations, synthesis and strategic evaluations undertaken to assess and/or document UNICEF's performance, management decisions and policy and programme development.

1.2. CONTEXT OF THE EVALUATION

Montenegro is an upper middle-income country (UMIC) in the Western Balkans surrounded by Croatia and Bosnia Herzegovina to the north, Serbia to the East, Kosovo to the south east and Albania to the south. According to the latest population census (2011), the total population of Montenegro was 620,029 of which, 49.4% were men and 50.6% were women. The total number of children was 145,126, or 23.4% of the population with 51.9% being male and 48.1% being female. In 2017, the National Statistical Office (MONSTAT) estimated the population had grown to 622,359 with a birth rate of 1.4.

The past two decades in Montenegro have been characterized by political stability, social and political reform and a transition from steady to uneven and unsteady economic growth. In 2017, the Montenegrin gross domestic product (GDP) was EUR 4,299 million, or EUR 6,354 per capita, and following a decade of GDP growth rate fluctuations⁶, the GDP growth rate was 4,7%. The socio-economic situation remains fragile and defined by high rates of poverty and social exclusion (see EU SILC 2013–2017)⁷. Poverty in Montenegro, defined as the relative poverty line set at 60% of the national median equivalised disposable income, was 23.6% in 2017; a 1.6 percentage point decline from 2013 (MONSTAT 2018). Poverty is strongly related to labour market status, with the highest poverty rates found among people who are unemployed (44.8% in 2017) and those who remain inactive (31%)⁹.

¹ UNICEF, 2018A and UNICEF 2019

² The DAC evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability) were first outlined in 1991 under the OECD, and they are currently under revision. Please refer to OECD 2019: <https://www.oecd.org/development/evaluation/2755284.pdf>.

³ In UNICEF's Strategic Plan 2014-17, change strategies refer to: 1) Capacity Development; 2) Evidence Generation, Policy Dialogue and Advocacy; 3) Partnerships; 4) South-south Collaboration and Triangular Corporation; 5) Identification of Innovation; 6) Integration and Cross-sectoral Linkages; and 8) Service Delivery (UNICEF 2013).

⁴ CPEs may also be commissioned if the programme of work or context in which UNICEF operates undergo radical changes, or if audit reports recommend they are done.

⁵ With the ongoing UN reform process, the UNDAF will be renamed to United Nations Sustainable Development Cooperation Framework (UNSDCF).

⁶ The GDP growth in Montenegro has been fluctuating the past two decades. In 2006 the GDP growth rate was 8.6, in 2009 it was -5.8, in 2014 it 1.8, in 2016 2.9. Please refer to:

<https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=ME&view=chart>

⁷ Statistics on Income and Living Conditions, MONSTAT, 2018, available at

<http://monstat.org/userfiles/file/publikacije/STATISTIKA%20DOHOTKA%20I%20USLOVA%20ZIVOTA.pdf>

⁸ Ibid

⁹ A person is economically inactive, according to the International Labour Organisation definition, if he or she is not part of the labour force. So inactive people are neither employed nor unemployed. So inactive people are neither employed nor unemployed. The inactive population can include pre-school children, school children, students, pensioners and housewives or -men, for example, provided that they are not working at all and not available or looking for work either; some of these may be of working-age. The inactivity rate is the

Although unemployment rates have been declining from 18% in 2014 to 16% in 2017, they have been persistently high, and the majority of unemployed people remain unemployed for more than a year (World Bank 2019¹⁰).

Montenegro has made impressive development gains during the past ten years and managed to achieve most of its Millennium Development Goals targets by 2015, except in relation to poverty reduction, gender equality and environmental sustainability. However, not all children have benefitted equally and although the government has committed to honour most international human rights treaties, there are still significant regional and urban/rural inequalities to be addressed, as well as divergences between socioeconomic quintiles, and deprivations based on discrimination. Child poverty is also a concern, with 31.7% of children living in income-poor households, 8 percentage points higher than the national relative poverty rate. In addition, the at risk of poverty or social exclusion (AROPE) rate of children was 40% in 2017 (MONSTAT 2018).

Furthermore, continued shortcomings in the education and health sectors negatively impact Montenegro's human capital development, as highlighted in the [World Bank Human Capital Index from October 2018](#). Children born in Montenegro today will reach only 62 per cent of their productive potential as adults, highlighting the need for continued advances in poverty reduction and human capital development.

The family unit in Montenegro is perceived as being responsible for ensuring a protective environment for raising children. However, children are, to a large extent, not recognized as rights holders. Furthermore, while traditional family roles help guarantee the stability of the Montenegrin family, in some instances, the roles also perpetuate gender inequality, and sometimes violence, affecting children and their families.¹¹

Though there is a good institutional and legislative framework for the protection and promotion of human rights in Montenegro, women, Roma, people with disabilities, older and LGBT people remain exposed to social marginalization and discrimination. Women face various forms of discrimination in the political, social and economic spheres, where only 23.5% of women are Members of Parliament (men 76,5%), 8% own property (men 92%) and 9,6% private businesses (men 90,4%). In addition, domestic violence is widespread affecting 33% of women¹². According to a recent publication of the Statistical Office of Montenegro¹³, earnings of men are, on average, 16% higher than the earnings of women. Gender differences also come across in relation to child raising practices where boys are more volatile than girls when it comes to certain forms of violence. According to the 2013 MICS, 73% of boys and 65.7% of girls are subjected to violence¹⁴. In addition, the level of acceptance of gender-based violence within the family is particularly high among Roma and Egyptians where 41.1% of women and 52.9% of men agree that a husband is justified in beating his wife in relation to a number of everyday life situations¹⁵. In contrast, in the general population only 2.7% of women and 4.5% of men agree.

As a functional multi-ethnic, politically stable country, with a national agenda that gives due weight to children's rights, Montenegro is in a good position to facilitate equitable outcomes for all children. Much of the country's legislative framework is now aligned with international human rights instruments. However, further efforts are required to translate these reforms into well-functioning implemented instruments that equally benefit all children, particularly, those affected by poverty,

proportion of inactive persons in the total population of the same age group. (Eurostat-Statistics explained, <https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Glossary:Inactive>)

¹⁰ The World Bank database, April 2019, available at <https://data.worldbank.org/indicator/SL.UEM.TOTL.ZS?locations=ME>

¹¹ Government of Montenegro and UNICEF, 2014

¹² Ministry of Human and Minority Rights of Montenegro, 2017

¹³ Available at: https://www.monstat.org/eng/publikacije_page.php?id=205

¹⁴ MONSTAT and UNICEF, 2014.

¹⁵ These are: 1) If the wife goes out without telling the husband; 2) if she neglects the children; 3) if she argues with him; 4) if she refuses sex with him; and 5) if she burns the food (MICS Montenegro 2013).

adversity¹⁶ and exclusion, as noted in the recent report from the UN Committee on the Rights of the Child in Montenegro¹⁷.

The EU accession continues to be the main driving force behind Montenegro's reform efforts. The 2018 EU Enlargement Report¹⁸ commended Montenegro for further alignment of its legislation with EU standards but noted the need to enhance efforts to effectively protect human rights. The report also underlined that the Roma minority remains a highly vulnerable and discriminated community, and that gender-based violence and violence against children (VAC) present an ongoing concern, as illustrated by findings of the MICS from 2013.

As an UMIC, multi-ethnic society with a growing economy and stable political system on a steady path towards EU accession, Montenegro is well-placed to ensure that all children can realize their rights. To this end, the GoM continues to pursue reforms tied to three interlinked national priorities: 1) advancing accession to the EU; 2) boosting macro-economic and fiscal reforms; and 3) implementing the 2030 Agenda for Sustainable Development. Fulfilling the rights of all children in Montenegro, especially those affected by poverty, adversity and exclusion is at the core of these reform efforts. The [Country Programme of Cooperation \(CP\) 2017-2021](#) with its strong focus on 'leaving no child behind', makes a significant contribution to advancing Montenegro's national priorities as described below.

1.3. SUBJECT OF THE EVALUATION

ALIGNMENTS

UNICEF developed its CP document¹⁹ jointly with the GoM and civil society partners for the period 2017-2021. The CP is strongly aligned with key national priorities, notably, the EU accession process²⁰.

The UN and the Sustainable Development Goals (SDGs). The CP is an integral part of the UN's work in the country, which is articulated in the [Integrated UN Programme for Montenegro 2017-2021 \(UNDAF\)](#) defined in broad consultations with the GoM and in alignment with the SDGs framed by the [2030 Agenda for Sustainable Development](#).

To this end, UNICEF's CP Outcomes contribute and eight of the seventeen SDGs, namely: SDG 1 (No Poverty); SDG 3 (Good Health and Well-Being); SDG 4 (Quality Education); SDG 5 (Gender Equality); SDG 8 (Decent Work and Economic Growth); SDG 10 (Reduced Inequalities); SDG 16 (Peace, Justice and Strong Institutions); and SDG 17 (Partnerships for the Goals).

Furthermore, CP Outcomes contribute to three of four **UNDAF result areas** relating to social inclusion, and democratic and economic governance²¹. UNICEF is playing an active role in the UN collaboration, chairing the UN Results Group on Social Inclusion composed of government and UN representatives, the internal UN working group on gender and human rights, and the task team on youth and adolescents.

UNICEF's Strategic Plans. While, to a large extent, the CP is a continuation of the preceding CP (2012-16), it also reflects recommendations from a comprehensive mid-term review conducted in 2014. Developed under **UNICEF's Strategic Plan (SP) 2014-17**²², the CP contributed to four of seven SP outcomes relating to:

¹⁶ The term 'adversity' relates to the concept of adverse childhood experiences – such as abuse, neglect, domestic violence and parental separation, substance use, mental illness or incarceration

¹⁷ UN Committee on the Rights of the Child, 2018

¹⁸ European Commission, 2018

¹⁹ UNICEF, 2016

²⁰ Evaluation team will be provided with key government development and human rights strategies with which the CP aligns.

²¹ Integrated UN Programme for Montenegro 2017-2021, available at [https://www.un.org.me/Library/DaO-](https://www.un.org.me/Library/DaO-UNDAF/1a%20Integrated%20United%20Nations%20Programme%20for%20Montenegro%202017%20-%202021.pdf)

[UNDAF/1a%20Integrated%20United%20Nations%20Programme%20for%20Montenegro%202017%20-%202021.pdf](https://www.un.org.me/Library/DaO-UNDAF/1a%20Integrated%20United%20Nations%20Programme%20for%20Montenegro%202017%20-%202021.pdf)

²² UNICEF, 2013A

- **Health:** Improved and equitable use of high-impact maternal and child health interventions, from pregnancy to adolescence, and promotion of healthy behaviors;
- **Education:** Improved and equitable access to and completion of quality, inclusive education with a focus on improving learning outcomes;
- **Child protection:** Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children; and
- **Social inclusion:** Improved policy environment and systems for disadvantaged and excluded children, guided by improved knowledge and data.

Since 2018, the CO has been reporting against the current **SP (2018-21)**²³ under which it aligns with four of five Goal Areas as outlined below.

- **Goal Area 1:** Every Child Survives and Thrives – in relation to which UNICEF focuses especially on early childhood development that addresses the needs of vulnerable children in Montenegro.
- **Goal Area 2:** Every Child Learns – in relation to which UNICEF works focuses on quality education, inclusiveness and early childhood education.
- **Goal Area 3:** Every Child is Protected from Violence and Exploitation – in relation to which UNICEF strengthens existing national institutional capacity to align policies and deliver child protection services in line with international standards for children.
- **Goal Area 5:** Every Child has an *Equitable Chance* in Life – where UNICEF focuses on poverty reduction and social assistance schemes. The concept of ‘equitable chances’ is mainstreamed across all CP components, which implies that issues of children affected by poverty, adversity and exclusion are addressed from multiple angles and in an integrated manner.

UNICEF’s Gender Action Plans (GAP). As with the SP 2014-17, the CP was designed against UNICEF’s GAP covering the same period²⁴, where the emphasis was on mainstreaming gender across CP components. Under the GAP 2018-21²⁵ there is additional focus on targeted gender interventions that may be pursued under the new CPD in 2022-2026. In the current CP, gender is primarily mainstreamed across all interventions.

CP COMPOSITION

The overarching goal of the CP is to contribute to enhancement of equitable systems for progressive realization of the rights of children in Montenegro. Aligned with the SDGs, it adheres to the principle of ‘leaving no child behind’ and focuses on children affected by poverty, adversity and exclusion. It is defined by a cross-sectoral and human rights-based approach and sets out to achieve three outcomes concerning: 1) Social and child protection, 2) Quality education and the empowerment of adolescents, and 3) Child rights monitoring and child access to justice, including judicial reform. The expected budget for the CP 2017-21 is \$11,609,000.

The implementation strategies that UNICEF applies to achieve its outputs refer to: 1) policy dialogue and advocacy; 2) capacity development; 3) evidence generation; 4) identification/promotion of innovation; 5) piloting; and 6) integration of cross-sectoral linkages²⁶ tied to practical models for quality and inclusive service delivery. These are supported by efforts of state and non-state actors at local level

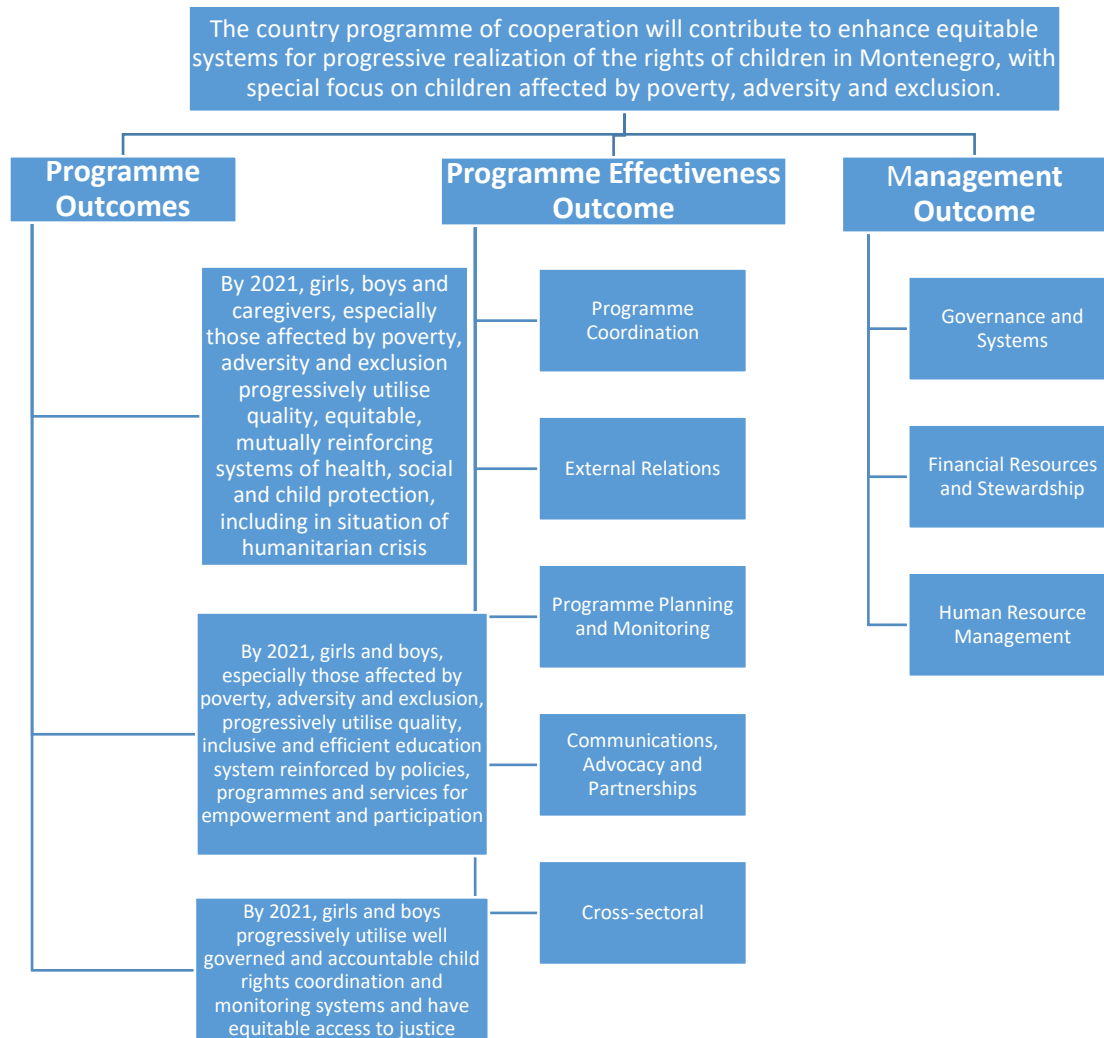
²³ UNICEF, 2017A

²⁴ UNICEF, 2013B

²⁵ UNICEF, 2017B

²⁶ In UNICEF’s 2014-17 strategic plan (SP) implementation strategies refer to: Capacity Development; Evidence Generation, Policy Dialogue and Advocacy; Partnerships; South-South and Triangular Cooperation; Identification and Promotion of Innovation; Integration and Cross-Sectoral Linkages and Service Delivery. Under the SP 2018-21 the equivalent to implementation strategies is entitled “Change Strategies” and refer to: Programming at-scale results for children; Gender-Responsive Programming; Winning Support for the Cause of Children from Decision-Makers and the Wider Public; Developing and Leveraging Resources and Partnerships for Children; Leveraging the Power of Business and Markets for Children; United Nations Working Together; Fostering Innovation in Programming and Advocacy for Children; and Using the Power of Evidence to Drive Change for Children (UNICEF 2013 and 2017).

to carry out effective child rights implementation, monitoring and reporting. The overall structure of the CP with defined programme outcomes and operational outcomes for, respectively, effectiveness and management are depicted in the figure below and the CP Theory of Change (TOC) is attached to these ToRs as Annex A.



RECENT DEVELOPMENT

Given the cross-sector nature of the expected result and the need to engage with partners in a more integrated and holistic manner, in 2018, the CO undertook a Strategic Moment of Reflection in relation to which it developed an internal cross-sectoral strategy for the period 2018-21. The cross-

sectoral strategy²⁷ was developed with a view to produce sustainable results in the lives of children, especially, considering that:

- Multiple overlapping deprivations experienced by children cannot be addressed by any one sector alone;
- A focus on reaching the most vulnerable and excluded children requires holistic, multi-sectoral approaches;
- Accelerated progress is needed to reach the ambitious targets of the CP and to support Montenegro to meet its EU accession goal and SDG commitments.

In the cross sectoral strategy, UNICEF established four cross-cutting priority areas for its programme listed below:

1. Early childhood development.
2. Adolescent and young people's skills and empowerment.
3. Safe, inclusive communities—protecting children from violence, adversity and exclusion, especially the most vulnerable and excluded groups.
4. Child poverty reduction.

In consultation with Government partners, it was agreed that these four multi-sectoral priorities would be addressed in the 2019–2020 work plan, keeping in mind that concerted efforts will be needed to make this vision a reality. Achieving cross-sectoral priorities, ultimately, will require strong leadership, coordination among partners with mutual accountabilities and political will to allocate the required human and financial resources.

2. EVALUATION RATIONALE, STAKEHOLDERS, OBJECTIVES AND SCOPE

2.1. RATIONALE

While the CPE is undertaken for both accountability and learning purposes, the evaluation is formative and has a strong focus on learning. Being a strategic evaluation, the CPE is undertaken at mid-term to identify promising interventions, draw lessons and provide recommendations that can inform the planning process for the next CPD (2022-2026). To this end, the CPE will look back to account for progress towards results and contributions made, and it will assess the relevance of the CP and its strategic focus given Government priorities and the unmet needs of children in Montenegro during the period 2015-2019.

The intention is, furthermore, to guide the United Nations Country Team (UNCT) strategic planning process for the UNDAF expected to commence in 2020. Being a year of election, the exact timing of the UNDAF planning process remains to be finally confirmed.

2.2. STAKEHOLDERS

The primary target audience of the evaluation is the UNICEF CO and the GOM. Other audiences with a stake in the evaluation include partner UN organisations under the Delivering as One framework; the parliament; independent state bodies and the civil society; regional organisations; international financial institutions and key partners including the European Union as well as children and adolescents.

It is envisaged that the evaluation findings will be used by UNICEF and its national partners as follows:

- **The GOM including all relevant line ministries** – to gain insights into the steps, which need to be taken to improve the realization and protection of children's rights, including through improved cross sectoral cooperation and collection and use of data;
- **Parliamentary Committees** – to enhance the joint work on child rights' monitoring and to give more attention to child rights in their regular work;
- **Independent bodies and civil society** - to further strengthen the joint work on child rights and to influence child related policies and programmes;

²⁷ UNICEF, 2018

- **Academia** – to generate more interest in child related programmes of relevant faculty programmes, more research on child rights in the country, and to lead scientifically-informed public debates on child rights;
- **UN System in Montenegro** – to help design future programmatic interventions of the UN and a new Integrated UN Programme between the UN system and the GoM 2022-2026;
- **UNICEF CO in Montenegro** – to design the new UNICEF CP Document 2022-2026 and future programmatic interventions in close cooperation with the government and civil society.

For a complete stakeholder list please refer to Annex B.

2.3. OBJECTIVES OF THE EVALUATION

The CPE has three objectives, which are to:

1. Provide an independent assessment of the performance of the 2017-2021 CP seen in relation to expected results and contributions made to:
 - Reduce human rights issues affecting children for which equity gaps and gender forms a part; and
 - National priorities including the EU accession and the sustainable development;
2. Assess UNICEF’s strategic positioning, programmatic priorities and implementation strategies used to achieve CP objectives given UNICEF’s mandate, government priorities and the socio-economic context in Montenegro;
3. Identify good practices, draw lessons on significant and promising interventions and provide forward-looking recommendations to guide priority-setting in future programming.

2.4. EVALUATION SCOPE

Results. The evaluation will assess key results achieved as these are outlined in the CPD, in the cross-sectoral strategy developed for the period 2019-2021 and in UNICEF’s Results Assessment Module.

Means to results achievement. The performance assessment will consider UNICEF’s deployment of implementation strategies, its use of communication for development (C4D) to foster social norm change and stimulate a demand for change, and its use of communication as a policy advocacy and branding tool²⁸. To this end, mainstreaming of gender as a cross-cutting issue will be considered as well.

a) **Time.** While the timeframe of the CP is 2017-2021, the scope is defined to include a combination of programmes implemented from 2015 until the end of 2019. Programmes implemented from 2015 refer to: social and child protection (including early childhood development), quality education, adolescent empowerment, child rights monitoring and child access to justice.

The geographical scope is national covering the North, Central and South regions. The main focus will be on interventions implemented at national level, but a sample of sub-national level interventions will be included as a basis to assess modelling and capacity building efforts.

The organizational scope of the evaluation goes beyond the CO and includes provision of technical support and oversight from UNICEF’s RO in Geneva and, if relevant, UNICEF’s headquarters in New York.

Evaluation criteria. Aligned with DAC, the evaluation criteria in use reflect the new draft DAC guidelines in which the criteria “Synergies” is introduced, and the former criteria of “Impact” has been replaced by “Longer-term Changes”.

²⁸ To this end, UNICEF developed an advocacy and communication strategy in 2018 to strengthen the impact of its work vis-à-vis policy makers and the broader public; key advocacy areas focusing on advancing child rights in the EU accession process, reducing inequity and poverty, promoting ECD and supporting adolescent skills, development and empowerment, among others.

Being a strategic evaluation, the CPE has a strong overall focus on relevance. In addition, it will look at effectiveness, efficiency, sustainability, synergies and longer-term changes.

3. EVALUATION QUESTIONS AND EVALUABILITY

3.1. EVALUATION QUESTIONS

The questions that provide direction for this evaluation are listed below under the headings of the DAC criteria with which they align.

Relevance refers to assessment of the extent to which the design and intended results of the CP were consistent with the needs of children and the priorities of the Government, and if they remained suited to the country context during the period covered by the evaluation.

1. To what extent is UNICEF's CP aligned with national priorities and policies, particularly, those related to the EU accession process and the Sustainable Development Goals?
2. To what an extent has a human rights-based, a gender sensitive and equity focus approach been applied in the CP design and implementation?
3. To what an extent was the combination of implementation strategies deployed by UNICEF relevant given the CP objectives and the country context and, if not, what should UNICEF do to enhance their relevance?

Effectiveness refers to assessment of the extent to which the CP results were achieved or can be expected to be achieved taking into account the operational environment in which UNICEF works.

4. What progress has been made to address the equity gaps that are affecting the most vulnerable children, i.e., children with disabilities, Roma and Egyptian children and children belonging to the poorest quintile of the population?
5. To what an extent does UNICEF's contribution meet the documented scale and scope of the child rights issues affecting different groups of children in Montenegro?
6. Has implementation of the CP led to unintended positive and negative results and, if so, have these been appropriately addressed?
7. To what extent did UNICEF contribute to the UNDAF objectives and the UN collaboration in Montenegro?
8. To what an extent are the programmatic priorities defined as inter-sectoral realistic to implement given the envisaged timeframe, the operational context and the human and financial resources available and, if not, what programmatic priorities should UNICEF pursue to support national partners in enhancing inter-sectoral cooperation?

Efficiency refers to assessment of the extent to which UNICEF achieves value for invested resources including considerations upon, e.g., management of funds, operational planning strategies, implementation of activities and delivery of outputs.

9. To what extent are the financial and human resources allocated by the CO appropriate to support the implementation of strategies and achievement of CP results and, if not, what could be done to ensure resources match programmatic ambitions and needs?
 10. To what an extent has the CO demonstrated capacity to take appropriate actions to identify or pursue funding opportunities?
 11. To what extent has UNICEF strategically approached and used the challenges, driving factors and opportunities at national and international level to optimize its contribution and position itself as an effective partner to the GoM?
 12. Is implementation of the CP supported by a clearly defined RBM system?
- b) **Sustainability** refers to assessment of the extent to which continuation of positive effects from the CP interventions were ensured, including their potential for scale-up and replication.

13. Are CP results sustainable and, if not, what can UNICEF do to advance sustainability at both national and local levels?
 14. What progress has been made to develop innovative and promising interventions to advance fulfillment of child rights, and given national priorities and partner capacities, what could be done to advance scale-up?
- c) **Synergies** refer to assessment of the extent to which UNICEF's CP was planned and implemented in synergy with relevant partners.
15. To what extent is UNICEF coordinating with partners, including other UN organisations, civil society, independent institutions and academia to avoid overlaps, leverage contributions and catalyse and advocate for joint work?
 16. What can UNICEF do to increasingly engage with the private sector and other relevant partners to diversify and secure future funding?
- Longer-term changes.** These refer to an assessment of the extent to which the CP contributes to, or can be reasonably expected to contribute to positive long-term changes for children in Montenegro.
17. What foundations for longer-term impact can be observed?

3.2. EVALUABILITY

EVALUATIONS AND STUDIES THAT WILL INFORM THE EVALUATION

Several in-depth evaluations have been conducted since 2014 (listed below) covering the child rights monitoring system, early childhood education, the child care system reform, inclusive education and justice for children. The CPE will draw upon findings from these evaluations, and the CPE will be planned to avoid duplication of efforts with a focus on CP components that have not yet been evaluated. These relate to: youth and adolescents; social and emotional skills development; adverse childhood experiences; poverty and social protection; and early childhood development.

- [Programme-Informing Evaluation of the 2014-2017 Child Rights Monitoring System in Montenegro](#), 2018.
- [Evaluation of the Programme "Montenegro – Investment case on Early Childhood"](#), 2017.
- [Evaluation of the project "Using textbooks in DAISY format - Primary school teacher training"](#), 2015.
- [Evaluation of the "Child Care System Reform"](#), 2014.
- [Evaluation of the "Justice for Children Initiative"](#), 2014.

It is expected that a UNDAF evaluation will be undertaken during the same time period as the CPE. To ensure complementarity between the UNDAF and CPE evaluations, a meeting will be organized between the two evaluation teams during the Inception Phase to ensure coordination.

DATA AVAILABILITY AND RELIABILITY

The evaluation team should expect limitations with regards to data quality. During a mid-term review undertaken in 2014 for the 2012-2016 CP, it was observed that the ability of national institutions to generate and use reliable disaggregated data for evidence-informed policies was limited.

Furthermore, the quality of data related to selected CP output and outcome indicators is characterised by similar constraints. This is most notable in relation to data on violence against children and justice.

UNICEF possesses a solid database of information on the public system and the situation of child rights in Montenegro. The information in the database refer to findings from the 2013 MICS5 and MICS6 from 2018, and numerous research and studies carried out from 2014 onwards.

THEORIES OF CHANGE

A TOC for the CP 2017-2021 was developed in 2015, and TOCs related to early childhood education and adolescence were prepared in August/2016 in relation to, respectively, the planning of the

evaluation entitled the “Investment Case on Early Childhood” and, in July 2017 in relation to the programme “Empowerment & Participation of Adolescents in Montenegro”, supported by ING²⁹. Furthermore, in relation to development of the CO intersectoral-strategy that refers to an internal document developed to guide and strengthen internal collaboration, TOCs were established for each of the four cross-sectoral priority areas of work³⁰. For this evaluation, the evaluation team will review the TOCs to inform the development of evaluation questions and the evaluation planning. The TOC for the CP developed for the CPD is attached to these ToRs as Annex B.

4. METHODOLOGY

4.1. EVALUATION DESIGN AND APPROACH

The evaluation will be guided by the “Norms and Standards” and the “Ethical Guidelines for Evaluation” developed by the United Nations Evaluation Group (UNEG³¹), and UNICEF’s corporate guidance for equity focused evaluations. It will be planned and implemented with a non-experimental design, using mixed methods and drawing upon secondary data when possible, generating primary data, only, when credible secondary data is not available. The team will be expected to generate primary data through Key Informant Interviews and, if relevant, focus group discussions, however, UNICEF welcomes use of alternative data generating approaches that add further value. Interviews will be conducted with UNICEF staff and with other stakeholders in Podgorica and possibly in selected municipalities in the north and south regions. Being a strategic evaluation field site visits are expected to be limited.

d) Though an effort will be made to include quantitative data as much as possible, the evaluation will have mainly a qualitative character. Information will be gathered from secondary sources, including but not limited to reports and analyses from UNICEF CO in Montenegro (e.g., progress reports, studies, assessments, position papers, annual plans, annual reports, and evaluation reports) and UNICEF global policies and strategies. Furthermore, reports, strategies, policies and action plans from Montenegrin institutions will also form part of the evaluation.

The evaluation process needs to achieve a balanced analysis and reconcile perspectives of different stakeholders through the use of different sources and methods. In order to enlarge the evidence base to the maximum extent possible, triangulation between sources of information as well as among team members will be used to enhance the validity of the findings. The team will be expected to explain its approach to triangulation and quality assurance of all evaluation deliverables and to clarify, how it plans to engage key evaluation stakeholders to promote participation, ownership and utilization of the evaluation. Finally, the team will draw upon Appreciative Inquiry to generate lessons and recommendations. References will be cited in relation to documentation used from both UNICEF as well as information from external sources. The proposed evaluation methodology should reflect a human rights-based and equity-focused approach reflecting gender sensitivity and diligent attention to ethical issues.

The evaluation process, from ToR development to final report dissemination and follow-up actions will involve a national evaluation reference group (ERG) that will act as sounding board for the evaluation and be consulted at critical times during the evaluation process. During the Inception Phase, the evaluation team is expected to develop an evaluation plan matrix that outlines how evaluation questions will be addressed and that explains methods in use to answer each evaluation question, judgement criteria or indicators and information sources.

²⁹ The ING Group is a Dutch multinational banking and financial services corporation with headquarters in Amsterdam. More information available at <https://www.ing.com/Home.htm>.

³⁰ Please refer to UNICEF 2019.

³¹ United Nations Evaluation Group. Norms and Standards for Evaluation, 2016, available at <http://www.unevaluation.org/document/detail/1914>

4.2. EVALUATION PHASES AND REQUIREMENTS

e) The evaluation will be conducted in three phases: inception, data generation & main field mission, report finalisation.

f)

g) **The Inception Phase**

- **Introductory Meetings.** The evaluation will commence with a kick-off meeting with the evaluation manager and initial briefing meetings with selected RO and CO staff.
- **A desk review of secondary information.** The evaluation team will undertake a document review for which an electronic library will be established, comprising relevant documentation as explained above that will be up-dated regularly during the evaluation process.
- **An inception mission (IM).** Once the initial desk review is completed, an inception mission to the UNICEF CO will be organised for the team leader. One important purpose of the IM is to introduce the evaluation and the team to CO staff and key evaluation stakeholders, including members of the ERG, with a view to establish a common vision for the evaluation. In addition to discussing with CO staff the practicalities of the evaluation field missions, other important purposes of the IM refer to verification of: a) the CP Theory of Change (TOC); b) evaluability vis-à-vis the planned evaluation focus and programme of work; c) the team's understanding of the chronology of external and internal events – also referred to as the established events timeline; and d) the stakeholder analysis conducted during the desk review.
- **A detailed inception report (IR).** At the end of the inception phase, the evaluation team will submit a 20 page IR excluding annexes that outlines the evaluation scope and methods based on information gathered during the inception phase. The IR will provide: a) a concise description of the country context focusing on key areas covered by the CP; b) a description of UNICEF's programme; c) the evaluation approach and methodology (including sampling strategies for all primary data collection); d) an elaborated evaluation framework; e) justifications of proposed changes to the evaluation ToRs; f) a description of the quality assurance mechanism of the evaluation team; and g) strategies for managing data gaps or data reliability issues and risks. The IR will also include ethical considerations relating to primary data generation. Attached to the IR will be an evaluation plan matrix as explained above; a stakeholder analysis; a timeline; the CP TOC; all data generation tools; a work plan, and an overview of the division of labour between the evaluation team members.
- **Quality Assurance.** The IR will be subject to an internal review conducted by the evaluation manager, internal evaluation stakeholders and the ERG. A quality assurance check will be undertaken by an external reviewer from which a satisfactory rating is a requirement for final approval. Finally, should proposed data gathering involve vulnerable groups, sensitive subjects and/or use of confidential data, an ethical review will also be conducted.

The Field Mission Phase

- **An additional desk review** based on gaps identified in the inception phase.
 - **A three-week field mission** with full participation of all team members during which data will be generated, and findings verified and triangulated. The field mission will include: a) meetings and in-depth interviews with stakeholders in Podgorica and the north and south country including but not limited to UNICEF staff, policy and decision makers, service providers and representatives from civil society organisations; b) if required, field visits; c) Debriefings with UNICEF CO and RO staff, the ERG and, if relevant, other stakeholders to share preliminary findings.
- h)

The Reporting Phase

- **A Draft Report.** The evaluation team will prepare a draft evaluation report that will be subject to a review undertaken by the evaluation manager, CO staff in Montenegro and members of the ERG. An external quality assurance that requires a satisfactory rating will be undertaken and, if required, an ethical review. Following the first review of the draft report and the initial quality assurance, the evaluation team will incorporate the comments provided and prepare a final report. If the first draft report does not pass UNICEF's external quality assurance with a

satisfactory rating, a second draft report will be submitted for quality assurance. As with the IR, it is a requirement for evaluation reports to have a satisfactory rating before they can be considered final.

- **Report Standards.** The final evaluation report that will be 40-60 pages without annexes and executive summary will contain but may not be limited to the following: a) and executive summary; b) evaluation features including approach and methods as well as evaluation purpose and goals; c) a description of context and situation analysis of Montenegro including relevant regional aspects; d) a presentation of UNICEF’s interventions in Montenegro in the period under consideration; e) evaluation findings structured along the lines of the DAC criteria; f) evaluation findings on cross cutting issues such as gender, equity and coordination; g) conclusions logically derived from the body of the findings; h) good practices and lessons learned; and i) Recommendations that are feasible and practical to the maximum extent possible and targeted and tailored towards UNICEF and/or its partners. The evaluation report should use gender- and child sensitive and use a human rights-based language throughout, including data disaggregated by sex, age and disability where possible.
- **Final Debriefings.** Once a final draft report has been approved, the evaluation Team Leader will travel to Podgorica to discuss the evaluation findings and recommendations with CO staff, the ERG and, if relevant, other national stakeholders. The Team Leader will, furthermore, present the evaluation findings to relevant stakeholders from UNICEF’s RO in Geneva and, if required, selected headquarter staff.

- i)
- j) UNICEF evaluation reporting standards and quality assurance templates are attached to these ToRs as Annex C.

5. WORKPLAN AND EVALUATION MANAGEMENT

5.1. MANAGEMENT ARRANGEMENTS

k) UNICEF RO will manage the evaluation under the leadership of a Regional Evaluation Advisor with an RO-based evaluation manager who will collaborate closely with the CO evaluation expert in Montenegro. As the main counterpart, UNICEF RO, with support from the team in the country, will be responsible for provision of support to the evaluation process, which will involve logistical support and provision of relevant information, among other. The administrative arrangements will be the responsibility of the evaluation manager, with support from CO in Montenegro.

5.2. TIMING AND DELIVERABLES

l) The table below outlines the expected timing, working days and deliverables of the evaluation mission.

- m)
- n)
- o)
- p)
- q)

Activity	Responsible	Timing	Working days		
			Team Leader	Int. Team Member	National Team Member
Preparatory phase:					
Development of the ToR	UNICEF	May 2019			
Selection/contracting of evaluators	UNICEF	late Aug-early Sep 2019			
Inception Phase:					

Desk review of the existing documents	Evaluator(s)	Sep/ Oct 2019	10	7	7
Inception Mission	Evaluator(s)	Second week of Oct or first week Nov 2019	5		
De-briefing meeting with UNICEF during the Inception Mission	Evaluator(s)	First week of Nov 2019			
Submission of the Inception Report towards which team members will contribute with, at least, 5 pages	Evaluator(s)	Second week of Dec 2019	2	1	1
Mission Phase:					
Main mission of the team in Montenegro (15 working day)	Evaluator(s) with the support of UNICEF	Last week of Jan–second week of Feb 2020	19	19	19
De-briefing meeting with UNICEF during the main mission	Evaluator(s)	Feb 2020			
Reporting:					
Development of the draft evaluation report, including a presentation of key findings and preliminary recommendations to the ERG, CO staff and , if required, other stakeholders	Evaluator(s)	Last week of March 2020	15	10	10
Feedback on the draft report from UNICEF and key national partners	UNICEF	Last week of April 2020			
Development of the final report incl. comments and suggestions & executive summary including a presentation of key findings to the Evaluation Reference Group and selected national counterparts	Evaluator(s)	May 2020	4	3	3
Final presentation of the evaluation report to CO staff in Montenegro; to UNICEF staff in the RO and, if required, other stakeholders	Evaluator (s)	May-June 2020	2		
Use of evaluation findings:					
Dissemination of the final report to all partners and stakeholders	UNICEF	May/June 2020			
Agreement reached with key stakeholders on how to translate key findings into activities and integrate them into further programming and future planning	UNICEF	June 2020			
Total			56	40	40

r)

5.3. ETHICS

Special measures will be put in place to ensure that the evaluation process is ethical and that the participants in the evaluation process can openly express their opinion. The sources of information will be protected, and known only to the evaluator(s). The Evaluation Team will ensure that the evaluation process is in line with UNEG Ethical Guidelines, i.e. ensuring ethical conduct in data generation will be imperative. Specific attention should be paid to issues specifically relating to:

- Harm and benefits;
- Informed consent;
- Privacy and confidentiality; and
- Conflict of interest of the evaluation informants.

Consequently, the Team Leader has to ensure that it is clear to all subjects that their participation in the evaluation is voluntary. All participants should be informed or advised of the context and purpose of the evaluation, as well as the privacy and confidentiality of the discussions.

6. EVALUATION TEAM

6.1. GENERAL COMPETENCY REQUIREMENTS

The team will consist of an international team leader, an international team member and a national social policy expert team member who is familiar with the socio-economic, political and institutional environment in Montenegro. All three evaluators should speak and write English fluently, and the national expert should speak Montenegrin. All three team members will be professionals with a relevant higher academic/post-graduate degree and, as a team, they should have expertise in the sectors and implementation strategies relevant to the CP in Montenegro (listed below) and an in-depth understanding of the strategies applied by the UN in development contexts (listed below). All team members should have knowledge of UNICEF's mandate and experience of working closely with Government partners and/or UN agencies and, at least two team members should have experiences of working in an upper MIC. To support establishment of a gender sensitive evaluation process, the team will consist of both male and female members. It is considered an advantage if one or more team members have knowledge of or professional experience in working with Appreciative Inquiry.

Sectors:

- Social policy (public budgeting for children);
- Child and social protection;
- Early childhood development;
- Quality education 2100 century skills – adolescence development;

Implementation Strategies:

- capacity development;
- policy dialogue and advocacy; and
- innovation.

The Team Leader

The Team Leader must have documented professional experience in conducting rigorous independent evaluations that meet professional evaluation standards - and more than 12 years of professional experience. The Team Leader should, furthermore, have a strong development background with a profound understanding of Human Rights-Based programmes. It is also a requirement that the Team Leader has expertise in strategic planning, and experience from the Europe and Central Asian Region or from a MIC is considered an advantage. As the leader of the evaluation, the candidate will demonstrate previous experience in managing a multi-disciplinary team and delivering quality evaluation outputs.

The Team Members

Each of the two team members should have relevant higher academic/post-graduate degrees and a minimum of five to seven years of relevant professional experience including research or/and evaluation

Further to the requirements mentioned above, main roles and responsibilities are as follows:

Team Leader (international)

The Team Leader has the overall responsibility for the CPE. He/she will be responsible for coordination issues and for submitting quality deliverables. Specific tasks of the team leader will include but may not be limited to:

- Guide the extensive desk review of existing information on the context, national policies and priorities and UNICEF's work, including all relevant programme and project documents and reports, previous studies, research and evaluations;
- Develop and provide detailed methodological guidance for the team with regards to the tool development and the development of the data gathering, analysis and quality assurance approach;
- Facilitate meetings/interviews with UNICEF's national counterparts and humanitarian and development partners;
- Provide guidance in preparing evaluation deliverables;
- Follow the methodology described in the ToR, prepare check-lists as appropriate and consult with the Team Members as necessary on methodological issues;
- Coordinate with the evaluation team to consolidate inputs from team members and ensure timely delivery of evaluation products;
- Manage the evaluation work plan, respecting deadlines for specific activities and deliverables;
- Maintain a high level of communication with the team members and UNICEF staff involved in management of the evaluation;
- Review all relevant documentation related to the CPE;
- Lead the field mission and decide upon the division of roles and responsibilities among team members during the entire evaluation process;
- Conduct interviews with a range of key stakeholders and informants as per the inception report;
- Assess UNICEF's work government and other partners' contribution and comparative advantage in the context of existing policies, plans and emerging issues;
- Lead the planning and conduct of analysis and discussion of evaluation questions and issues common to the whole team;
- Lead the consolidation of the teams' inputs for the inception and field mission;
- Undertake the inception mission and present the evaluation to CO staff and the ERG and verify main deliverables associated with the inception mission;
- Submit the IR, the draft and final CPE reports, and develop and deliver a) an aide-memoire at the end of the field mission; and b) a power point presentation on the main findings and recommendations emerging from the evaluation once the evaluation report has been finally approved.

Common tasks and duties of the evaluation team

- All team members are requested to refer attentively to the documentation made available in the electronic library developed for the evaluation, including the ToR, context information and information on and preparatory analysis of UNICEF's interventions;
- All team members are requested to familiarize themselves with UNICEF's global normative products in the substantive areas for which they are responsible. These are available on the UNICEF website www.unicef.org;
- All team members will contribute to concise written reports as per their specific area of expertise and the division of labor outlined in the IR: a) at the end of the desk review phase and prior to the start of the field mission they will contribute with, at least, 5 pages; and b) for the draft evaluation report, they will contribute with, at least, 10 pages. Team members will also contribute to the revision of the final draft report and provide inputs to team discussion during all evaluation phases. Evaluation team members will participate actively in all phases of the evaluation engaging in analyses and discussions of findings.
- Complementary to the evaluation ToR, the evaluation team leader will prepare a number of orienting documents and tools (including an evaluation matrix) in discussion with the evaluation team. These documents should be read by all team members and will be used as a framework for guiding the questions to be asked and data to be gathered during the evaluation;
- All team members will be requested to participate during the entire field mission.

Ethical considerations of respondents will be of utmost priority in determining the most appropriate methods and their implementation, and will be documented and included in all reports. Use will be made of the UNEG Ethical Guidelines for Evaluation³². Source protection will be guaranteed to respondents and for transparency purpose, in general no UNICEF staff will be present in interviews. Information collection methods, sources and questions will be identified that facilitate a balanced view regarding gender, age and ethnic background of beneficiaries. Use will be made of existing UNEG guidance on incorporating gender and human rights into evaluation³³.

³² UNEG 21 July 2007. Ethical Guidelines for Evaluation

³³ UNEG 2011. Integrating Human Rights and Gender Equality in Evaluation. Towards UNEG Guidance

REFERENCES

European Commission, 2018

Montenegro 2018 Report.

Available at <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-montenegro-report.pdf>

Government of Montenegro and UNICEF, 2014

Midterm Review (MTR) of the Country Programme of Cooperation 2012–2016.

Ministry of Human and Minority Rights of Montenegro, 2017

Action Plan for Achieving Gender Equality (APAGE) 2017-2021 with the implementation programme for 2017-2018, Podgorica, 2017.

Available at:

<http://www.minmanj.gov.me/ResourceManager/FileDownload.aspx?rid=285226&rType=2&file=Action%20Plan%20for%20Achieving%20Gender%20Equality%20APAGE%202017-2021.pdf>.

MONSTAT and UNICEF, 2014

Montenegro Multiple Indicator Cluster Survey 2013.

Available at: <https://app.box.com/s/zq4l86xhf53ck6gp2rftbr3cj3jazgdj>, key findings and infographics can also be found at: https://www.unicef.org/montenegro/media_15873.html. MICS indicator 8.3 – Violent discipline, refers to children aged 1-14.

OECD 2019

OECD DAC Criteria, Draft Proposal for Adaptation, January.

UN Committee on the Rights of the Child, 2018

Periodic Report on Montenegro, Podgorica.

Available at: https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=CRC/C/MNE/CO/2-3&Lang=En

UNEG, 2007

Ethical Guidelines for Evaluation

UNEG, 2011

Integrating Human Rights and Gender Equality in Evaluation. Towards UNEG Guidance.

UNICEF, 2013A

Strategic Plan 2014-2017.

UNICEF, 2013B

Gender Action Plan 2014-17

UNICEF, 2016

The Country Programme Document.

UNICEF, 2017A

Strategic Plan 2018-21.

UNICEF, 2017B

Gender Action Plan 2018-21

UNICEF, 2018A

CPE in UNICEF paper 5: Options paper, November

UNICEF, 2018B

Bridges and Champions for Change: A strategy to achieve cross-sector priorities for children in Montenegro

UNICEF, 2019

Planning, managing and conducting Country Programme Evaluations, Draft Guidance, March 2019.

UNICEF, 2019B

Bridges & Champions for Change: A Strategy to achieve Cross-sector Priorities for Children in Montenegro 2018-2021

World Bank, 2019

World Bank data on unemployment figures in Montenegro. Please refer to URL:

<https://data.worldbank.org/indicator/SL.UEM.TOTL.ZS?locations=ME?>

ANNEX A. CPD TOC

ANNEX B. STAKEHOLDER LIST

ANNEX C. UNICEF'S QUALITY ASSURANCE TEMPALES (GEROS & UNIVERSALIA)

ANNEX D. UN NORMS AND STANDARDS

Annex 9: Glossary of Terms

In order to avoid unnecessary confusion, the CPE has applied the following definitions for common concepts used. The CPE recognizes that there are many other definitions that might be valid for other circumstances.

Accessibility	- The extent to which project activities can be reached / obtained by targeted beneficiaries; e.g. knowledge about the possibilities to participate, location of distributions, etc.
Activity	- Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs.
Acute Malnutrition	- Weight for height below normal standards. Also referred to as wasting.
Advocacy	- Any attempt to persuade another side to agree to one's demands.
Capacity Development / Building / Strengthening	- The process by which individuals, groups, organizations, institutions and countries develop, enhance and organize their systems, resources and knowledge, all reflected in their abilities, individually and collectively, to perform functions, solve problems and achieve objectives.
Chronic Malnutrition	- Height for age below normal standards. Also referred to as stunting. Most statistics only refers to children between 6 and 59 months of age.
Coherence	- The extent to which activities of different actors are complementary or contradictory.
Communication	- The process of transmitting information in a way that will be understood and thus communication goes beyond simple information dissemination. To ensure that the information will be understood any communication should be based on a good knowledge of the context of the target group, in terms of values, priorities, resources, capacities, etc. Communication becomes even more important and takes on added dimensions when it involves inter-cultural or inter-organizational communication.

Consultation	- A process that finds out what targeted stakeholders think about specific activities, projects, or approaches. Focus groups, questionnaires, and interviews are common consultation techniques.
Coordination	- The process of systematically analysing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives
Cross-disciplinarity	- This concept is often seen as a method where people from one discipline considers another discipline but based on their own knowledge, approaches, and methodologies, for instance a health work uses a health lens to analyze the education sector. For UNICEF Montenegro Cross-disciplinarity is defined as a method where knowledge and resources are shared among several sectors for a common a product (see interdisciplinarity).
Cross-sector collaboration	- For UNICEF Montenegro Cross-sector collaboration is defined as "The linking or sharing of information, resources, activities, and capabilities by organizations in two or more sectors to achieve, jointly, an outcome for children that could not be achieved by organizations in one sector alone"
Equity	- All children have an opportunity to survive, develop and reach their full potential without discrimination, bias or favouritism.
Equity based approach	- An approach that seeks to understand and address the root causes of inequity so that all children, particularly those who suffer the worst deprivations in society, have access to education, health care, sanitation, clean water, protection and other services necessary for their survival, growth and development.
Gender equality	- Women and men, and girls and boys, enjoy the same rights, resources, opportunities and protections. It does not require that girls and boys, or women and men, be the same, or that they be treated exactly alike.
Harmonization	- The process through which two or more parties apply consistency in their procedures, rules, and regulations for specific activities.

Information system	- Series of interrelated activities for information management (for instance for baselines, early warning, needs assessments, monitoring, or evaluation) that may include one or several of the following functions: normative guidance, data generation, data cleaning and storage, data analysis., and communication
Innovative	- Systems/projects/approaches/etc offering new approaches to perform certain activities and functions.
Interdisciplinarity	- Integrating knowledge, approaches, and methodologies from different disciplines, for instance education and health.
Intra-disciplinarity	- Working within one discipline, for instance education.
Knowledge management	- Working through a process of defining, structuring, retaining and sharing the knowledge and experience within an organization.
Multidisciplinarity	- Working through a process where people from different disciplines work together, each drawing on their own distinct disciplinary approaches and methodologies.
Needs Assessment	- Identification of required interventions to achieve the stated objectives of the program / project based on a comprehensive evaluation of the baseline situation.
Normative work	- Refers to different aspects of strengthening legislation and policy as well as implementation: 1/development of norms and standards, 2/support to governments and others to integrate norms and standards into legislation, policies, and development plans, and 3/support to governments and others to implement legislation, policies, and development plans based on international norms, standards, and conventions.
Ownership	- The targeted stakeholders such as communities local and national authorities exercise effective leadership over the project activities. Ownership is closely linked to effective participation, which should allow only to implement activities that have been identified as priorities by the targeted stakeholders.

- Participation - Participation is about including targeted stakeholders in decision-making processes, including identifying needs and solutions and be actively involved in project and program design, implementation, and monitoring and evaluation. Common participatory techniques include facilitated community meetings and workshops.
- Social Protection - Policies and programmes designed to protect people from shocks and stresses throughout their lives. It can include safety nets, social insurance schemes, labour market regulations or facilitated access to essential services.
- Stakeholders - Agencies, organizations, groups, or individuals who have a direct or indirect role and interest in the objectives and implementation of the Cash project and its evaluation.
-
- Transdisciplinarity - Various disciplines unite in a new framework where disciplinary distinctions will be replaced by a new one, for instance the new approach to early childhood care.
- Vertical Integration - Integration of institutions or programmes working on different levels, for instance central institutions with municipality institutions. See also horizontal integration.