Programme Period: July 2012 – Dec 2013

Key Result Area (Strategic Plan): ____________

Atlas Award ID: ____________

Start date: July 1, 2012
End Date: Dec 31, 2013
PAC Meeting Date: June 27, 2012
Management Arrangements DIM

YYYY AWP budget: 2012 - 2013

Total resources required: 200,000
Total allocated resources: 71,000
Regular: 71,000

• Other:
  o Donor: ____________
  o Donor: ____________
  o Donor: ____________
  o Government: ____________

Unfunded budget: 129,000
In-kind Contributions:

United Nations Development Programme
Country: Montenegro
Project Document

Project Title

UNDAF Outcome(s):

Expected CP Outcome(s):
(Those linked to the project and extracted from the CPAP)

Expected Output(s):
(Those that will result from the project and extracted from the CPAP)

Implementing Partner: n/a
Responsible Parties: UNDP CO Montenegro

Brief Description: The Project supports primarily the preparation of NHDR on Sustainable growth (Towards a Resource Efficient Economy: Fulfilling Montenegro’s Promise as an Ecological State (draft title)) and Policy Analysis

Balanced and equitable regional economic growth based on sustainable planning and use of natural resources that will provide a high quality of life and long-term economic opportunities for its inhabitants

A full-fledged NHDR on Resource Efficiency, with a focus on how this relates to human development and environmental sustainability and a description of the policy framework and necessary actions to move towards a more resource efficient, greener and more competitive economy which is fully consistent with advancing sustainable human development

n/a

This NHDR would represent one of the first such national-level studies and is expected to support the development of the right policy mix in the country for a resource efficient and low-carbon economy agenda with the aim of increasing investment in the resource efficient and low-carbon economic growth model, increased employment, and sustainable environmental stewardship whilst advancing human development in Montenegro.
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1. Background on National Human Development Report

The Human Development Report (HDR) was launched for the first time back in 1990 with a single objective: **to put people back at the center of the development process.** Human Development concept advocates a shift from traditional income measurement to development toward issues such as, as follows: equity, equality, sustainability, productivity and empowerment. Income figures at national level reveal neither the income composition nor the actual beneficiaries of economic growth. Thus, Human Development Index (HDR signature trademark) serves as an alternative to GNP as development measurement.

The concept of Human Development proceeds from the perspective of the individual, incorporating the language of “capabilities” (Nobel Laureate Amartya Sen), to assert that each individual has a moral right to develop his or her inherent capacities (intellectual, physical, social) and to exercise freedom of choice in shaping his or her own life. Human Development stresses the significance of access to education, health care and other social services, as well as guarantees of basic political rights and freedoms, including gender equality and freedom of movement, and the ability to participate in the activities of the community with self-respect and without shame. The social, economic and political context within which this takes place is described, but not explicitly characterized in terms of the obligations and responsibilities of actors or institutions. Measurements of human development include individual levels of achievement in terms of income, education and health (per capita GDP, educational achievement, environmental sustainability, gender equality, longevity, among other).

**National Human Development Reports (NHDR)** advocates human development, stimulate dialogue and positive policy for national development strategies and monitors human development by provision of facts and figures that measure progress and pinpoint critical imbalances. NHDR in their formulation and follow up processes, seek to inform the decision-making ones and to focus on national policy formulation and consensus building among the national stakeholders. It adds to debate on alternative approaches and identify new prospects for development.

The NHDR is the main policy analysis and advocacy tool of UNDP. It presents an independent and objective analysis, applying the human development perspective to priority national concerns and shape policies and programmes by providing options and broad recommendations on pertinent themes. These reports have proved to be powerful instruments to address central aspects of poverty eradication and human development. It is important to note that such reports represent a culmination of inclusive consultations that help to build consensus among national stakeholders. Its publication is the centre-piece of a dynamic process that involves participatory preparation, extensive dissemination and advocacy, sustained follow-up and impact monitoring.

In the recent years, UNDP Montenegro through its Human Development Reports has been drawing attention of country’s policy-makers and civil society to the of Montenegro’s socio-economic development. The reports have stimulated national debates and resulted in many initiatives promoting and strengthening human development. The aim of the reports has been to bring together the human development facts, influence national policy and mobilize various sectors of economy and segments of society. It introduces the human development concept into national policy dialogue—not only through human development indicators and policy recommendations, but also through the country-led and country-owned process of consultation, research and report writing. As an advocacy tool designed to appeal to a wide audience, the report can catalyze public debates and mobilize support for action and change.

Given the importance of human development in policy making consideration and the socio economic situation of Montenegro (as detailed out in the next sections), this project will primarily focus on the development of the 2012-2013 NHDR on Resource Efficiency, in addition to equally supporting the development of selected policy analysis and projects related to the human development concept.
2. Situation analysis

2.1. Country Overview

Following referendum on independence (May 21st, 2006) Montenegro became independent state (June 3rd) and already on June 28th, 2006 it became the 192nd member state of the United Nations and recently the country has been granted EU membership candidate status. There are 21 municipalities that vary greatly in terms of geography, economy, ethnic composition and organizational structure. Montenegro is divided into three geographic regions:

1. Central region consisting of the municipalities of: Podgorica, Nikšić, Danilovgrad, Cetinje and Plužine.
2. Southern region: Ulcinj, Bar, Budva, Tivat, Kotor and Herceg Novi.

There are growing economic and human development discrepancies between the south/central regions and the north. Municipalities of the south region are concentrating mostly on tourism and maritime industry; municipalities of the central region are concentrating on industry, trade, education, construction and administration activities; lastly municipalities of the north region are concentrating on wood processing, forestry, mining industry and industrial sectors. The north is considered the most disadvantaged region with lowest HDI values and the highest poverty rates.

2.2. Socio economic situation

Montenegro recorded an impressive economic growth in the years following its independence, reaching 7.5% in 2008. As a middle-income country, Montenegro continues to face developmental challenges, particularly those of vulnerable groups and regional disparities, which were exacerbated by the global financial crisis, causing a severe economic downturn (about 6 per cent in 2009). The country experienced a slow recovery in 2010 with some 1.1% of GDP growth and is expected to grow (IMF projections) by around 2% in 2011. The poverty rate increased from 4.9 per cent in 2008 to 6.8 per cent in 2009, jeopardizing gains made towards achievement of the Millennium
Development Goals. While the economy is expected to pick up, issues of income poverty and inequality remain at the centre of the human development agenda - both unemployment rate and poverty rates are twice as much higher in the North compared to South of the country. This largely explains the variations in HDI and related improvements across the regions and municipalities of Montenegro, being significantly lower in the North (0.789) as compared to capital Podgorica with HDI of 0.863.

The Roma, Ashkaelia, Egyptians (RAE) are the most vulnerable population with a poverty rate of 36%; followed by displaced persons 34%, social welfare recipients 30%; pensioners 15.7%; the long-term unemployed 12.3% and people with disabilities 11.9%. Policy and legal frameworks for gender equality are in place; however, due to pervasive norms and attitudes, women’s participation in political and economic life remains low.

Montenegro, which enshrined the “Eco-State” concept in its Constitution, has adopted legal and policy frameworks of harmonization in line with international environmental norms and standards. Nonetheless, this sector continues to face serious challenges due to limited institutional capacities and to the need to settle on a model of sustainable growth, particularly in the coastal tourism sector. The 2010 EU Progress and Analytical report, and UNDP Capacity Assessment of the Montenegrin system for environmental protection both conclude three key challenges in this field: a) overlapping mandates, b) fragmented authorities and c) insufficient capacities that negatively impact the country’s ability to comply with the EU accession process requirements as these concern environmental chapter of the acquis. In addition, even though the recent Eco-footprint report shows that Montenegro’s footprint is within its bio-productive limits, Montenegro remains the most inefficient consumer of energy and most inefficient water consumer in Europe. Coupled with persistent illegal deforestation and usage of space with over 100,000 illegal settlements nationwide straining the quality of service provision, the country faces significant challenges with regard to resource efficiency, which may increasingly impact its competitiveness and standard of living in addition to increased vulnerability to climate related risks. During the last decade Montenegro’s records have been unprecedented in terms of meteorological events including fires, floods, hail and heat. In year 2010 alone, the country witnessed the 2 worst floods in its history, impacting over 3,000 households and 12 out of 21 municipalities. Additionally, such severe flooding drew attention to the lack of a comprehensive, functioning system of disaster risk reduction and response. The sector as a whole will require substantive support if it is to tackle the emerging priorities of climate change mitigation and adaptation and embark on a transition toward a low emissions, resource efficient economic system.

Montenegro has made good progress, in particular in addressing the identified key priorities, and having achieved overall satisfactory results, and is now ready to open accession negotiations with the European Commission. The European Council has endorsed calls for Montenegro to formally start accession talks with the bloc on 30th June 2012. At the same time, several challenges remain. Implementation of the Public Administration Reform Strategy needs to take due account of the need to rationalize administrative structures and strengthen administrative capacity, notably in areas related to European integration, while ensuring the financial sustainability of public administration. Since the new government has been in place, government coordination and policy making has further improved, especially in relation to the quality of consultations with the civil society. However, the overall capacity of ministries to conduct impact assessments and deliver high quality legislation is still limited. Also, the administrative capacity to coordinate European Integration process, including financial assistance, is weak and in need of further strengthening. Legislative amendments that will contribute to enhancing transparency, accountability and efficiency of the administration at the local level are still to come.

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1 Montenegro has achieved the Millennium Development Goals on child mortality, maternal mortality and HIV and other diseases. Work remains to be done in reducing poverty, promoting gender equality, and promoting environmental sustainability. The Millennium Development Goal targets of Montenegro are nationalized.
2 The level of inequality in Montenegro increased from 6 in 2004 to 9.8 in 2008 (Decile coefficient).
3 Regional development disparities remains as one of the challenges as the poverty rate in the North of the country is estimated at 19.2%, versus 5.5% in the south and 6.7% in the central region, respectively (source NHDR 2009). As per NHDR findings severe social exclusion of certain vulnerable groups are a cause for concern.
4 Women’s political representation is currently limited to 11 per cent in Parliament; 1 (of 17) Ministers; and 1 (of 21) Mayors.
5 Report developed as a background document for the pan-European inter-agency report for the Rio+ conference on sustainable development in the region.
6 The gross consumption of electricity is 8.5 times higher than the EU-15 value, with the intensity of total energy consumption 5.6 times higher than the EU; per capita usage of water is almost double the Western European standard of 150lt.
Reforms need to continue, in particular in view of consolidating the track record in combating corruption and organized crime and ensuring full implementation of the anti-discrimination legislation. Corruption remains present in many areas and represents a serious problem affecting equal access to services as well as efficiency of their provision. Progress in the implementation of the anti-corruption strategy and action plan has been made. Strategic and legislative framework on anti-corruption has been strengthened in the key areas of political party financing, conflict of interest, incriminations, protection of whistleblowers and public procurement with the adoption of new laws or their amendments. However, implementation of the new anticorruption legislation is yet to start. The legal framework has been improved but is not completed. Further efforts are needed to align it fully with the acquis. The capacity of the Ministry of Justice to implement the existing framework for judicial cooperation in criminal matters remains to be strengthened. Implementation of the legislative framework is uneven. The judiciary faces the challenge to fully demonstrate its independence, accountability and efficiency in practice, by concrete results, including decisions on corruption cases at all levels and effective implementation of the newly adopted legislation.

Civil society remains relatively weak; public policy debate is dominated by a handful of vocal non-governmental organizations, while many others struggle with weak management and organizational capacities, hence failing to attract significant funding and to be heard in the public arena. The new Government has taken steps to enhance the dialogue between the Government and civil society to effectively address the human development agenda, but there is room for further improvement.

### 2.3. The Global and national trend towards a Resource efficient economy

In the past two decades since the 1992 Rio de Janeiro Conference on Sustainable Development, a number of global trends have shaped thinking about how to bring about development in a way that “meets the needs of the present without compromising the ability of future generations to meet their own needs”. The paradigm of measuring development based solely upon economic growth as measured by Gross Domestic Product (GDP) has been supplanted by a new paradigm which addresses environmental sustainability and human development – which incorporates income, health and opportunity (as represented by education). In recent years, the global financial crisis has led to a major global economic slow-down which has exacerbated wealth inequality and undermined various pre-existing assumptions about how to achieve economic growth. Furthermore, there has been a dramatic increase in energy prices – particularly petroleum prices – and drastic changes in the physical systems underlying life on earth due to climate change. There is an overwhelming trend in development thinking that development must be sustainable economically, environmentally, and socially – or else that development is not sustainable.

This trend in thought comes against the background of the build-up to the Rio +20 United Nations Conference on Sustainable Development – which will commemorate 20 years since the 1992 conference and at which there will be a focus on developing a vision of “The Future We Want”. One of the ways in which this trend has manifest itself is an increasing global focus on the operationalisation of sustainable development translated into a resource efficiency economy.

Montenegro is also in a position wherein existing paradigms of economic development have not resulted in the widespread prosperity and “ecological state” which was envisioned in 1991. Economic growth over the course of the last decade has not been widely distributed – resulting in inequalities between regions and amongst the population. Unemployment in 2011 remained at 19.7% - the same as in 2010 and slightly higher than in 2007 (19.4%). In particular, the northern region of the country suffers from far greater unemployment than the southern and central regions. Furthermore, there is a sense that the boom of the 2000’s is over and that this boom has not resulted in the sustainable growth of the economy – but rather that it has come at the expense of the physical environment and sustained economic system underpinning the country. Montenegro is currently very dependent on energy imports, has a number of unsustainable (both financially and environmentally) industrial sectors, has a growing tourism industry that mostly only benefits the coastal areas during the summer, and has not yet lived up to its promise to be an “ecological state”. Aware of the need for a change in development trajectory, the Montenegrin Government is now seeking to reassert its vision to become an “ecological state” and move towards a Resource Efficient Economy.

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Montenegro has a number of internal and external factors which may motivate it to move towards a Resource efficiency economy.

Internal factors include among others:
- The value that Montenegrins place on the environment and on equitable, sustained economic development – exemplified by the definition of the country as an “Ecological State”.
- The over-dependence – particularly in the energy sector – on imports when there are local resources – and especially environmentally friendly local resources – available.
- The need for development of local industries and locally-based economic activities which yield sustained economic prosperity for the broader population.

External factors include among others:
- Increasing commodity prices – including agricultural prices and energy prices for oil and natural gas – resulting in increasingly negative trade balances related to energy in particular;
- Climate change and other environmental considerations which will have an increasing impact on energy prices – increasing prices for fossil-fuel based energy, and decreasing prices for renewable energy sources; and
- Accession requirements for the EU – which have already been codified to some extent in Montenegro’s membership to the Energy Community – thus requiring that Montenegro adopt the *acquis communautaire* related to energy.

Moving towards a growth path which will have the dual benefit of stimulating the growth needed to provide jobs and well-being to its citizens, and of ensuring that the quality of this growth leads to a sustainable future will require the country to tackle these challenges and turn them into opportunities. Preparing the Montenegro economy for this transformation in a timely, predictable and controlled manner will enable it to further develop its wealth and wellbeing, whilst reducing the levels and impact of its resource use.

2.4. Resource efficiency in Europe

The vision of Europe by 2050 is the following: “By 2050 the EU's economy has grown in a way that respects resource constraints and planetary boundaries, thus contributing to global economic transformation. Our economy is competitive, inclusive and provides a high standard of living with much lower environmental impacts. All resources are sustainably managed, from raw materials to energy, water, air, land and soil. Climate change milestones have been reached, while biodiversity and the ecosystem services it underpins have been protected, valued and substantially restored”.

Resource efficient development is viewed as the route to this vision. It is about allowing the economy to “create more with less, delivering greater value with less input, using resources in a sustainable way and minimising their impacts on the environment”.

Promoting efficient use of resources is also viewed as critical to improve competitiveness and profitability of businesses and is also therefore an integral part of the EU's agenda for global competitiveness. It also helps ensure a sustainable recovery from the economic crisis and it can boost employment.

The Europe 2020 Strategy and its flagship initiative on "A Resource Efficient Europe" is expected to set the EU on the path to this transformation towards Resource efficiency. This Roadmap sets the milestones, which illustrate what will be needed to put us on a path to resource efficient and sustainable growth with corresponding actions that are needed in the short term to start off this process. The Roadmap provides a framework explaining how policies interrelate and build on each other in which future actions can be designed and implemented coherently. The inter-linkages between key sectors and resources and their associated EU policy initiatives are equally outlined in the Roadmap.
3. Strategy: Rationale for NHDR

3.1. Objective of the Report

The proposed 2013 National Human Development Report will provide a clear Roadmap for a Resource Efficiency path for Montenegro, based on the potentials for implementation, the existing barriers to implementation, and the policies necessary to bring about this transformation, in line with the requirements for achieving a Resource Efficient Europe, as per the developed Roadmap.

This NHDR will focus on what it takes for Montenegro to reach a resource efficient, greener and more competitive economy as per Europe 2020 with strong positive and sustainable human development impact.

The Report will examine the current and future policies and practices of the Government, in the framework of the currently being developed National Development Plan 2013-2020 (which will focus on four identified policy area: a) Smart growth; b) Sustainable Growth; c) Inclusive growth; and d) Management of Public Sector – these are consistent with the EU 2020 Strategy) and their alignment specifically to the Roadmap to a Resource Efficient Europe by 2020. The Roadmap to a Resource Efficient Europe sets the milestones, which illustrate what will be needed to put Europe on a path to resource efficient and sustainable growth and provides a description of actions that are needed in the short term to start off this process. The Roadmap also provides a framework explaining how policies interrelate and build on each other in which future actions can be designed and implemented coherently. The focus of the proposed NHDR will therefore include an in depth analysis of stated national goals, policies and corresponding actions versus those set out in the Roadmap, including an analysis of pre-determined sectors and what are the gaps (policy, institutional, legal) to enable Montenegro to move towards a Resource Efficient, greener and more competitive economy would help to fulfil those requirements.

In carrying out the analysis of the potential for a resource efficient, greener and more competitive economy in Montenegro, the study parameters must be established. Essentially, this means establishing what we want to find out from the study. It is proposed that pre-identified sectors (those with stronger potential for leading to a resource efficient, greener and more competitive economy and aligned to those of the Europe 2020 Roadmap on Resource Efficiency as well as positive human development impact) be analysed from a number of dimensions, namely economic, environmental and social inclusion:

**Economic considerations**
- Investment needs (capital costs and ongoing costs for Business as Usual (BaU) versus moving towards a resource efficient economy);
- Gross Domestic Product (or Gross Value Added) related to the sub-sector;
- Hidden costs within a sub-sector (environmental externalities, subsidies);
- Current trade balances related to a sub-sector (export and import in terms of EUR per year and impacts related to multiplier effects)

**Social inclusion considerations**:
- Employment creation within a sector related to investments, the regional aspects of these jobs, and the types of jobs that are created (for example, whether the resource efficiency measures would lead towards job creation or contribute towards reducing regional development disparities North-South. Social dimensions of investments (CSR, VG employment, etc)
- Which sector of economy is likely to be affected? What would be impact on labour market – supply and demand of labour.
- Impacts on access of basic public utility services (water, energy, heating, transport). Especially having in mind projected raise of energy prices, increased demand and levels vulnerable groups’ poverty an exclusion
- Impacts on access to basic social, health, education employment services (especially to vulnerable ones) (for example, with introduction of less costly more efficient supported by IT technologies (which are more
resource efficient) - for example: e- libraries and e-governance
• Impacts that resource efficiency measures could have on (improving) conditions/services provided to beneficiaries in residential institutions and similar (for example: in hospitals, day-care centers for Pwd/elderly by introducing better energy efficiency measures and use of green energy sources
• Projections on how the introduced resource efficiency measures will impact income levels of households
• Would potentially introduced resource efficiency measures lead to less poverty and inequality? How?
• How it will impact quality of life?
• Would recommended resource efficiency measures be affordable for all (for example, Incentives needed to VG to introduce some resource efficiency measures)
• Would possible fiscal measures (favouring ‘resource efficiency) impact the employment /social sphere

Environmental considerations
• Climate change impacts due to investments (in terms of tonnes of GHG over the course of the lifetime of investment);
• Impacts on other pollutants due to investments (e.g. tonnes of NOx, SO2, mercury, deforestation);
• Other impacts on the environment analysed in a narrative form – such as waterways, biodiversity, etc.
• Impact of various national and international conventions on investment in coal and other forms of non-clean energy
• Account ecosystem service valuations and possibilities for integrating those in the official budget/financial planning;
• In line with sectoral Roadmaps for resource efficiency, analyze the current status of Montenegro and projected achievements by 2020 as per the National Development Plan (propose alternative scenarios for reaching those targets)

In addition to the above, the NHDR will also look into the requirements for a strong and effective system of ‘Smart government’ that needs to be in place in view of coordinating policy actions across all levels to achieve the desired impact. Furthermore, the NHDR will develop specific possible pilots (modules) in selected areas or sectors with clear strategies and corresponding results for scaling up and to start up (scale up) green economy (building on UNDP priority areas and service lines).

Communications and advocacy activities will be organized in order to promote the findings of the NHDR, and they will entail defining key report messages; organizing a public event to present the report; creating a database of media coverage to serve for monitoring and analysis/evaluation of numbers/profiles of media articles/reports; organizing interviews on various NHDR topics with UNDP and partner experts; writing think pieces, blogs, etc., for UNDP, national print and online media to mobilize public opinion on the importance of NHDR themes; etc.. - as per HDR Toolkit http://hdr.undp.org/external/toolkit/index.html

3.2. Structure of proposed NHDR

While it is perhaps too early to determine the exact structure of the report, the following are proposed as possible substantive blocs that would be necessary to have in NHDR:
  a) Review of human development dynamics in Montenegro with specific focus on most vulnerable groups and on key factors defining this dynamics and look at the effects of resource inefficiency on human development and how they are relevant for Montenegro
  b) Resource inefficiency and challenges therein - review of the global and European perspective on Resource efficiency / inefficiency, current and future impacts; overview of the current situation regarding resource efficiency in Montenegro and future projections and implications (on economic, social inclusion and environmental grounds)
  c) Review of current national goals and policies and gaps to move towards a resource efficiency economy, based on the requirements defined in the Roadmap to a Resource Efficient Europe by 2020
  d) an extensive analysis of specific pre determined high potential sectors (for moving towards a more resource efficient economy), a description of resource efficiency scenario for each and implications on human
development agenda

e) Descriptions of existing policies, institutional and legislative framework (and gaps therein) for each pre
determined and identified sub-sector – along with actual spending and implementation of these policies.
f) Review of key recommendations and required policy and institutional framework and necessary actions to
move towards a Resource Efficient economy for Montenegro
g) specific possible pilots (modules) in selected areas or sectors with clear strategies and corresponding results
to start up and scale up a resource efficiency path in the country, building on UNDP priority areas and
service lines.

3.3. Gender Mainstreaming

As defined by the United Nations, gender mainstreaming is: “… the process of assessing the implications for women
and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a
strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design,
implementation, monitoring and evaluation of policies and programmes in all political, economic and societal
spheres so that women and men benefit equally and inequality is not perpetuated.”

This Project implementation will ensure that gender mainstreaming concerns are integrated not only as a question of
social justice, but as necessary aspect for ensuring equitable and sustainable human development by the most
effective and efficient means making a gender dimension explicit in all policy sectors. Sufficient technical capacity
and human resources to successfully implement gender main-streaming must also be ensured.

Depending on available resources, NHDR will be designed not only in form of publication i.e. paper report but it is
envisaged that it will have different editions/annexes/by products (for example, TV, social media editions,
development programming and action plans). It will be developed in a participatory manner intensively, throughout
implementation process applying modern knowledge and innovation tools.

4. Management Arrangements

The project duration is estimated to be 1.5 years and will be managed and implemented by UNDP Country Office
Montenegro within the DIM authority, in line with the UNDP Programming for Results Management User Guide. It
will therefore be directly implemented by UNDP who will be responsible for managing the project and ensuring that
its results are achieved within the established limits of time, quality and cost based on a regularly updated workplan
with a corresponding budget.

A Project Board (PB) will be appointed to oversee the implementation of the project, guide the project team, review
and make recommendations on the project’s strategies/workplans/activities, facilitate the cooperation of the project
with relevant partners, public and private, and ensure continuous and effective communication between the project
and its beneficiaries. Any substantial changes in the project document should be discussed and agreed on by the PB.
This group is consulted by the Project Manager for decisions when project management tolerances (normally in
terms of time and budget) have been exceeded.

Chaired by the UNDP Resident Representative (Deputy Resident Representative as alternate), the PB will be
comprised of representatives of relevant government agencies, donors, NGOs, private businesses, and other possible
stakeholders, as appropriate. The PB will meet regularly during the course of the project (every three months). Ad
hoc meetings of the PSC may be organized when and if required, at the request of any of its members at any time of
the project implementation.

A Project manager will be recruited and will be in charge of making all necessary arrangements for the activities
envisaged by the project document. He/she will bear the responsibility of drafting and updating work plans, and
producing necessary reports. The Manager will also be required to make substantive contribution to the
achievement of the main project’s results. The international and local experts in cooperation with the Project
Manager will be responsible for the provision of the substantive inputs for and technical review of the strategic
papers to be produced.

The project assurance role will be performed through established peer review group (in particular, peer reviewers from UNDP Bratislava Regional Centre (BRC) and Human Development Office in HQ) and will support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project support function will be provided by the 3 UNDP Team leaders as well as the human development advisor in UNDP BRC.

5. Monitoring and Evaluation

The RRF reflects the project outputs corresponding to the outcomes of Country Programme Document 2012-2016. This project will be effectively monitored by assessing progress against the qualitative and quantitative indicators outlined in the Results Framework.

A Communication and Monitoring Plan will be activated and updated to chart key management actions/events, and logs will be used to keep track of potential problems, risks, lessons learned, and progress. Additionally, the project will be subject to periodic reviews (end of year project review as stipulated by the RBM guidelines) in accordance with UNDP rules and regulations. NHDR Project Manager will submit quarterly / semi annual monitoring progress reports to the Project Board, as appropriate. The end of year report will be accompanied with the financial report.

6. Legal Context

This document, together with the CPAP signed by the Government and UNDP, by reference constitutes together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document. The CO will play the role of implementing partner/executing agency and the overall project will be executed in DIM modality within existing UNDP internal rules and procedures by the CO.

- The overall project execution, implementation and the project administration
- Maintaining the project’s conceptual clarity and comparable standards regarding data collection, monitoring, project evaluation at different stages etc.
- Exchange of information, knowledge codification and application
- Consultancy and expert support necessary at phases of the project implementation
- Maintaining working contacts with the partners
- Application of the commonly agreed standards and procedures regarding data collection
- regular monitoring and reporting
### 7. Results and Resources Framework

**Intended Outcome as stated in the CPAP’s RRF:** Balanced and equitable regional economic growth based on sustainable planning and use of natural resources that will provide a high quality of life and long-term economic opportunities for its inhabitants. **Related UNDP Strategic Plan focus area:** Energy and environment for sustainable development; Crisis prevention and recovery

**Outcome indicators as stated in the CPAP’s RRF, including baseline and targets:**
1. Quality of life: HDI disaggregated by region (2010: North: 6.21, South: 7.6; Centre: 6.5);
2. Unemployment rates disaggregated by region (North: 29.6%, South 10.3%, Centre: 18%)/MONSTAT;
3. Greenhouse gas emissions (2003: 5320.17 CO2 equivalent tonnes);
4. National Communications to UNFCCC.

**Related Strategic Plan focus area:** Energy and environment for sustainable development; Crisis prevention and recovery

**Applicable Key Result Area:** Energy and Environment

**Project title and ID (ATLAS Award ID):** Development of National Human Development Report on Sustainable Growth (Towards a Resource Efficient Economy: Fulfilling Montenegro’s Promise as an Ecological State (draft title)) and Policy Analysis; **Award ID:** 00067795

<table>
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<tr>
<th>INTENDED OUTPUTS</th>
<th>OUTPUT TARGETS FOR (2012-2013)</th>
<th>INDICATIVE ACTIVITIES</th>
<th>RESPONSIBLE PARTIES</th>
<th>INPUTS</th>
</tr>
</thead>
</table>
| **Component 1:** A full-fledged NHDR on Resource Efficiency, with a focus on how this relates to human development and environmental sustainability and a description of the policy framework and necessary actions to move towards a more resource efficient, greener and more competitive economy which is fully consistent with advancing human development | **Targets (year 1)** Project Manager recruited Advisory Board composed Writers’ team recruited Research methodology developed Survey undertaken and underway Background papers completed Zero draft near completion | 1. Activity Result: Preparatory and participatory activities for NHDR development
   - Action 1.1. – Project Manager recruitment
   - Action 1.2. Writers’ team recruitment; Desk review, data collection; data mining
   - Action 1.3. Advisory Board; Consultative meetings with the stakeholders, including with BRC mission advisors;
   - Action 1.4. – Contracting of a research agency and expert guidance/ support and quality check up of the research agency | Project Manager (PM) Project support staff: DRR, Team Leaders, Advisory Board | **Activity 1:** Salary for PM and contribution to salary of Programme Assistant; A BRC mission (travel and DSA); First honoraria instalments for writers’ team and translators; Instalment for research

**Activity 1- 2012: 50.000 US$**
Component 2: Based on NHDR findings and recommendations, policy analyses and programming document developed in line with the country’s strategic framework and development priorities and EU 2020 agenda

Baseline: No quality programming documents in accordance with “green agenda” and EU 2020 Agenda currently exists

Indicator: Number of policy analyses and programming documents developed

<table>
<thead>
<tr>
<th>Targets (year 1)</th>
<th>Activity 2: Draft programming/policy papers developed</th>
<th>Activity 2: Engagement of local experts for desk review Engagement of international experts for programming/policy documents drafting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy analyses /programming papers drafted</td>
<td>• Desk review in regard to Montenegro ‘green Agenda’ and EU 2020 Agenda undertaken; National priorities identified</td>
<td></td>
</tr>
<tr>
<td>Policy analyses /programming documents consulted with partners and agreed with the Government</td>
<td>• NHDR findings used for development of program/policy analysis documents</td>
<td></td>
</tr>
<tr>
<td>Programming documents further developed in specific project intervention which would be subject to fundraising</td>
<td>• Consultations with the Government held</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Draft documents developed</td>
<td></td>
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</tbody>
</table>

Project Manager (PM) Project support staff: DRR, Team Leaders, Advisory Board

Activity 2 2012: 21,000 US$

Total activities 2012: 71,000 US$

8. Annual Work Plan
8.1. Annual work plan: 2012

<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS</th>
<th>PLANNED ACTIVITIES</th>
<th>TIMEFRAME</th>
<th>RESPONSIBLE PARTY</th>
<th>PLANNED BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>And baseline, indicators including annual targets</td>
<td>List activity results and associated actions</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td>Activity 1 1: A full-fledged NHDR on Resource Efficiency, with a focus on how this relates to human development and environmental sustainability and a description of the policy framework and</td>
<td>1. Activity Result: NHDR Project implementation unit functional</td>
<td>X</td>
<td>X</td>
<td>X</td>
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necessary actions to move towards a more resource efficient, greener and more competitive economy which is fully consistent with advancing sustainable human development

**Baseline:**
i) Some resource efficiency analysis has been undertaken by UNDP and UNEP, but there is no a comprehensive strategic green development national document/agenda.

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
<th>Responsible Parties</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Action - Writers’ team recruitment (Consultancy services); Desk review, data collection; data mining;</td>
<td></td>
<td>Project Manager, BRC advisors, DRR, Team Leaders, Writers’ team</td>
<td>$9,000</td>
</tr>
<tr>
<td>• Action - Advisory Board; Consultative meetings with the stakeholders, including with BRC mission advisor/s;</td>
<td></td>
<td>Project Manager, Writers’ team</td>
<td>$ 2,000</td>
</tr>
<tr>
<td>• Action – Contracting of a research agency; expert guidance/ support and quality check up of the research agency work</td>
<td></td>
<td>Project Manager, BRC, DRR, Team Leaders</td>
<td>$23,000</td>
</tr>
</tbody>
</table>
ii) There is currently no standard approach to applying energy and environment analysis in country development contexts
iii) There is currently no available overarching inventory of energy and environmental data

**Indicators:**
- Applicable, systematic green development national agenda in place and supportive to EU accession driven national agenda
- Inventory of data sources and geographical presentation available and regularly used by national and international actors

**Targets (2012)**
Concept and background papers completed
Intensive consolatory process undertaken (including Advisory Board meetings) Research methodology developed
Survey conceptualized and undertaken – 0 draft produced

<table>
<thead>
<tr>
<th>GM</th>
<th>TOTAL Activity 1</th>
<th>$50,000</th>
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</table>

### EXPECTED OUTPUTS
And baseline, indicators including annual targets

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>PLANNED ACTIVITIES</th>
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<tbody>
<tr>
<td>Activity 2</td>
<td>Based on NHDR findings and recommendations policy analyses</td>
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</table>

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
<th>RESPONSIBLE PARTY</th>
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<tbody>
<tr>
<td>Q1</td>
<td>Q2</td>
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<td>X</td>
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<thead>
<tr>
<th>PLANNED BUDGET</th>
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<tbody>
<tr>
<td>Funding Source</td>
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<td>UNDP</td>
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</table>
and programming document developed in line with countries strategic framework and development priorities and EU 2020 agenda

Baseline: No quality national programming documents in accordance with “green agenda and EU 2020 Agenda currently exists

Indicator
# of policy analyses and programming documents developed

**Targets (2012)**
Concept and background papers
Policy analyses/programming papers drafted
Policy analyses/programming documents consulted with partners and agreed with the Government
Programming documents further developed in specific project intervention which would be subject to fundraising

<table>
<thead>
<tr>
<th>Montenegro ‘green Agenda’ and EU 2020 Agenda undertaken; National priorities identified</th>
<th>consultants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action - Consultations with the Government held</td>
<td>X X X</td>
</tr>
<tr>
<td>Project Manager, TLs, DRR, RR</td>
<td></td>
</tr>
<tr>
<td>UNDP</td>
<td>2,000</td>
</tr>
<tr>
<td>Action - NHDR findings used for development of program/policy documents</td>
<td>X</td>
</tr>
<tr>
<td>Project Manager International experts</td>
<td></td>
</tr>
<tr>
<td>UNDP</td>
<td>5,000</td>
</tr>
<tr>
<td>Action – Draft documents developed</td>
<td>x</td>
</tr>
<tr>
<td>Project Manager, International experts, TLs, DRR</td>
<td></td>
</tr>
<tr>
<td>UNDP</td>
<td>10,000</td>
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</tbody>
</table>

| GM | n/a |
| TOTAL Activity 2 | $21,000 |
| TOTAL Activity 1 and 2 | $71,000 |
### 8.2. Annual work plan: 2013 (provisional plan)

**Expected Outputs**

And baseline, indicators including annual targets

#### Planned Activities

<table>
<thead>
<tr>
<th>Activity 1: A full-fledged NHDR on Resource Efficiency, with a focus on how this relates to human development and environmental sustainability and a description of the policy framework and necessary actions to move towards a more resource efficient, greener and more competitive economy which is fully consistent with advancing sustainable human development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline:</strong></td>
</tr>
<tr>
<td>i) Some resource efficiency analysis has been undertaken by UNDP and UNEP, but there is no a comprehensive strategic green development national document/agenda.</td>
</tr>
<tr>
<td>ii) There is currently no standard approach to applying energy and environment analysis in country development contexts</td>
</tr>
<tr>
<td>iii) There is currently no available</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity Result:</th>
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<tbody>
<tr>
<td>1. Activity Result:</td>
</tr>
<tr>
<td>- Action – NHDR Project implementation unit functional - Project Manager (100%) salary contribution to Programme Assistant salary (30%), contribution to Communication and Utilities (5,000 usd) and travel (5,000 usd)</td>
</tr>
<tr>
<td>- Action - Writers’ team Consultancy services); peer review</td>
</tr>
<tr>
<td>- Action - Advisory Board; Consultative meetings with the stakeholders, including with BRC mission advisor;</td>
</tr>
<tr>
<td>- Action – research agency contractual costs; expert guidance/support and quality check up of the research agency work, NHDR advocacy products developed</td>
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</tbody>
</table>

<table>
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<tr>
<th>Timeframe</th>
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<tbody>
<tr>
<td>Q1</td>
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</table>

<table>
<thead>
<tr>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>RR, DRR, Project Manager</td>
</tr>
<tr>
<td>Project Manager BRC, DRR, Writers’ team</td>
</tr>
<tr>
<td>Project Manager Writers’ team</td>
</tr>
<tr>
<td>Project Manager, BRC, DRR, Team Leaders</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Planned Budget</th>
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</thead>
<tbody>
<tr>
<td>UNDP</td>
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<td>UNDP</td>
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<td>UNDP</td>
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<td>UNDP</td>
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<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$52,000</td>
</tr>
<tr>
<td>$20,000</td>
</tr>
<tr>
<td>$10,000</td>
</tr>
<tr>
<td>$36,000</td>
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</table>
overarching inventory of energy and environmental data

**Indicators:**
- Applicable, systematic green development national agenda in place and supportive to EU accession driven national agenda
- Inventory of data sources and geographical presentation available and regularly used by national and international actors

**Targets (2013)**
Final NHDR developed, launched and promoted

<table>
<thead>
<tr>
<th>GM</th>
<th>n/a</th>
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<tbody>
<tr>
<td>TOTAL Activity 1</td>
<td>$118,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS</th>
<th>PLANNED ACTIVITIES</th>
<th>TIMEFRAME</th>
<th>RESPONSIBLE PARTY</th>
<th>PLANNED BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>And baseline, indicators including annual targets</td>
<td>List activity results and associated actions</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
</tr>
<tr>
<td>Activity 2</td>
<td>Based on NHDR findings and recommendations policy analyses and programming document developed in line with countries strategic framework and development priorities and EU 2020 agenda</td>
<td>1. Activity Result: Action Consultations with the Government held</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Baseline: No quality national programming documents in accordance with “green agenda and EU 2020 Agenda currently exists</td>
<td>Action - NHDR findings used for development of program/policy documents</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Action – a number of program/policy analyses documents developed</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Indicator:</td>
<td>Number of policy analyses and programming documents developed</td>
<td>Targets (2013)</td>
<td>Policy analyses /programming documents consulted with partners and agreed with the Government</td>
<td>Programming documents further developed in specific project intervention which would be subject to fundraising</td>
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</tbody>
</table>

|            | experts, Team Leaders, DRR |               |                                                  |                                                               |

| GMS        |                               |               |                                                  |                                                               |
| TOTAL Activity 2 |                               |               |                                                  |                                                               |
| TOTAL Act and ACT 2 |                               |               |                                                  |                                                               |

|                               |                               |               |                                                  |                                                               |
| n/a                           |                               |               |                                                  |                                                               |
| $11,000                       |                               |               |                                                  |                                                               |
| $129,000                      |                               |               |                                                  |                                                               |
# Annex 1: Risk Analysis

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Date Identified</th>
<th>Type</th>
<th>Impact &amp; Probability</th>
<th>Countermeasures / Management response</th>
<th>Owner</th>
<th>Submitted, updated by</th>
<th>Last Update</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Resource Mobilisation unsuccessful - lack of donor interest</td>
<td>14/06/2012</td>
<td>Strategic (Donors’ partnerships fail to deliver)</td>
<td>Resources not (or not sufficiently) mobilized to cover the costs of the report development especially when it comes to envisaged NHDR by products. Medium</td>
<td>CO invests efforts to mobilize resources with the potential donors</td>
<td>UNDP, DRR, PM</td>
<td>Project Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Lack of national ownership - of the government, local government and the other stakeholders</td>
<td>14/06/2012</td>
<td>Political (Government, EU and other non-UN partners lack of commitment)  Organizational (Execution capacity)</td>
<td>Due to other priorities the project might experience difficulties in securing ownership and support from top national (but also local government) and the key non-UN partners due to quite demanding, ambitious reform agenda. The report would ultimately not be successful and have reduced impact due to lack of national/local stakeholders’ ownership. Medium</td>
<td>Efforts should be made to secure sufficient time and money for stakeholder consultations and their active involvement. RR / DRR to engage with high level officials, prominent CSO activists or independent intellectuals into the Project’s Advisory Board</td>
<td>UNDP RR, DRR, Team Leaders, NHDR PM</td>
<td>Project Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Type of Problem</td>
<td>Date</td>
<td>Organizational (Execution capacity)</td>
<td>Impact on the Report</td>
<td>Responsibility</td>
<td>Project Manager</td>
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<tr>
<td>3</td>
<td>UNDP CO capacity to define the optimal objective and scope of the Report and ensure sustainable follow up</td>
<td>14/06/2012</td>
<td>The report’s objective and scope are not clearly defined and the Report does not contribute to the extent possible in moving the agenda forward</td>
<td>BRC mission on defining the objective and scope of the Report conducted in late October</td>
<td>UNDP PM, DRR, Team Leaders</td>
<td>Project Manager</td>
<td></td>
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<tr>
<td>4</td>
<td>Poor quality of report (background papers, chapters, studies, research)</td>
<td>14/06/2012</td>
<td>Project might suffer from poor quality work from consultants or research agency.</td>
<td>Extensive quality assurance by PM, advisory board, stakeholder meetings and core team meetings as well as internal cross-practice engagement and peer review will ensure that the quality of the report is good and that expectations are met.</td>
<td>PM, Team Leaders</td>
<td>Project Manager</td>
<td></td>
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</tr>
<tr>
<td>5</td>
<td>Problems with the survey – poor data quality and lack of existing data</td>
<td>14/06/2012</td>
<td>Project may be affected by poor quality of work of the research agency’s or delays and the disputable data quality and analysis or lack of existing data that is the basis of the analytical work and uniqueness of the report.</td>
<td>Extensive quality assurance through the survey’s design and onwards to ensure that the survey is conducted properly and feeds the missing data. Ensure proper employment of the existing data, datasets and analysis to avoid duplications.</td>
<td>PM</td>
<td>Project Manager</td>
<td></td>
<td></td>
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<tr>
<td>6</td>
<td>Engagement of expert, local writers team</td>
<td>14/06/12</td>
<td>Due to the limited labour market, it might be difficult to secure adequate national CO having expensive experience in knowledge and analytical products</td>
<td></td>
<td>PM, Team Leaders</td>
<td>Project Manager</td>
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<tr>
<td>expertise</td>
<td>development should have ‘gained’ a pool of potential candidates</td>
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<tr>
<td>Medium</td>
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</table>
Annex 2: Terms of Reference: NHDR Project Manager (National)

Job title: NHDR Project Manager (National)
Post Reference: NHDR on Sustainable growth - Towards a Resource Efficient Economy: Fulfilling Montenegro’s Promise as an Ecological State
Project ID: TBD
Duty Station/Office: Podgorica, Montenegro
Contract modality: Service Contract
Duration of Appointment: 12 months, with possibility for renewal

Background:

**National Human Development Reports (NHDR):** Human development is about much more than the rise or fall of national incomes and economic growth. It is about creating an environment in which people can develop their full potential. The most basic capabilities for human development are to lead long and healthy lives, to be knowledgeable, to have access to the resources needed for a decent standard of living and to be able to participate in the life of the community. Without these, many choices are simply not available, and many opportunities in life remain inaccessible. Development is thus about expanding choices for people.

The UNDP’s Human Development Report tackles global development priorities and it is an independent work. It is commissioned by and is the product of a selected team of leading scholars, development practitioners and members of the Human Development Report Office of UNDP. The NHDR, similarly, are country-specific policy and analytical papers which address development priorities and challenges of a given country where UNDP is active. For examples and more information, please log to: [http://hdr.undp.org/en/](http://hdr.undp.org/en/)

The NHDR is the main policy analysis and advocacy tool of UNDP. It presents an independent and objective analysis, applying the human development perspective to priority national concerns and shape policies and programmes by providing options and broad recommendations on pertinent themes. These reports have proved to be powerful instruments to address central aspects of poverty eradication and human development. It is important to note that such reports represent a culmination of inclusive consultations that help to build consensus among national stakeholders. Its publication is the centre-piece of a dynamic process that involves participatory preparation, extensive dissemination and advocacy, sustained follow-up and impact monitoring.

The Project supports the preparation and publication of National Human Development Reports (NHDR) for Montenegro on Sustainable growth - Towards a Resource Efficient Economy: Fulfilling Montenegro’s Promise as an Ecological State for the year 2013-14. The proposed National Human Development Report will address possible implementation of a Resource efficient growth agenda in Montenegro based on the potentials for implementation, the existing barriers to implementation, and a description of the policy framework and necessary actions to move towards a more resource efficient, greener and more competitive economy which is fully consistent with the EU 2020 priorities and with advancing human development.

Along with examining the potential impacts of a resource efficient Economy, the NHDR would also examine the current policies and practices of the Government. This would include a critical examination of subsidies for unsustainable resource use, and an analysis of stated goals and policies versus actual spending practices. Especially prevalent in this analysis will be an examination of requirements under the EU acquis and Europe 2020 and how moving towards a Resource Efficient Economy would help to fulfill those requirements.

This NHDR is due to represent a national Resource Efficient economic growth model with strong evidence based policy recommendations for pursuing a path to sustainable human development. It will be strongly anchored on the priorities of the Europe 2020 strategy which is about delivering growth that is: smart, through more effective investments in education, research and innovation; sustainable, thanks to a decisive move towards a low-carbon...
economy; and inclusive, with a strong emphasis on job creation and poverty reduction. The strategy is focused on five ambitious goals in the areas of employment, innovation, education, poverty reduction and climate/energy.

As the NHDR will be developed in a participatory process, it is expected that primarily the national and local authorities but also business sector, non-government, academia and other stakeholders will be actively part of the process to revise the overall development agenda and increase investment (both short and long term) in Resource efficiency for economic growth, increased employment, and sustainable environmental stewardship.

Proposed Strategy:

This NHDR would focus on what it takes for Montenegro to reach a resource efficient, greener and more competitive economy as per Europe 2020 with strong positive and sustainable human development impact.

The Report will examine the current and future policies and practices of the Government, in the framework of the currently being developed National Development Plan 2013-2020 (which will focus on four identified policy area: a) Smart growth; b) Sustainable Growth; c) Inclusive growth; and d) Management of Public Sector – these are consistent with the EU 2020 Strategy) and their alignment specifically to the Roadmap to a Resource Efficient Europe by 2020. The Roadmap to a Resource Efficient Europe sets the milestones, which illustrate what will be needed to put Europe on a path to resource efficient and sustainable growth and provides a description of actions that are needed in the short term to start off this process. The Roadmap also provides a framework explaining how policies interrelate and build on each other in which future actions can be designed and implemented coherently. The focus of the proposed NHDR will therefore include an in depth analysis of stated national goals, policies and corresponding actions versus those set out in the Roadmap, including an analysis of pre-determined sectors and what are the gaps (policy, institutional, legal) to enable Montenegro to move towards a Resource Efficient, greener and more competitive economy would help to fulfill those requirements.

In carrying out the analysis of the potential for a resource efficient, greener and more competitive economy in Montenegro, the study parameters must be established. Essentially, this means establishing what we want to find out from the study. It is proposed that pre-identified sectors (those with stronger potential for leading to a resource efficient, greener and more competitive economy and aligned to those of the Europe 2020 Roadmap on Resource Efficiency as well as positive human development impact) be analysed from a number of dimensions, namely economic, environmental and social inclusion:

Economic considerations

- Investment needs (capital costs and ongoing costs for Business as Usual (BaU) versus moving towards a resource efficient economy);
- Gross Domestic Product (or Gross Value Added) related to the sub-sector;
- Hidden costs within a sub-sector (environmental externalities, subsidies);
- Current trade balances related to a sub-sector (export and import in terms of EUR per year and impacts related to multiplier effects)

Social inclusion considerations:

- Employment creation within a sector related to investments, the regional aspects of these jobs, and the types of jobs that are created (eg whether the resource efficiency measures would lead towards job creation or contribute towards reducing regional development disparities North-South. Social dimensions of investments (CSR/, VG employment, etc)
- Which sector of economy are likely to be affected? What would be impact on labour market – supply and demand of labour.
- Impacts on access of basic public utility services (water, energy, heating, transport). Especially having in mind projected raise of energy prices, increased demand and levels vulnerable groups’ poverty an exclusion
Impacts on access to basic social, health, education employment services (especially to vulnerable ones) (eg with introduction of less costly, more efficient supported by IT technologies (which are more resource efficient)- eg e-libraries, e-governance,

Impacts that resource efficiency measures could have on (improving) conditions/services provided to beneficiaries in residential institutions and similar (eg in hospitals, day-care centers for People with disability (PWD) /elderly by introducing better energy efficiency measures and use of green energy sources

Projections on how the introduced resource efficiency measures will impact income levels of households

Would potentially introduced resource efficiency measures lead to less poverty and inequality? How?

How it will impact quality of life?

Would recommended resource efficiency measures be affordable for all (eg are Incentives needed to VQ to introduce some resource efficiency measures)

Would possible fiscal measures (favouring ‘resource efficiency) impact the employment/social sphere

Environmental considerations

Climate change impacts due to investments (in terms of tonnes of GHG over the course of the lifetime of investment);

Impacts on other pollutants due to investments (e.g. tonnes of NOx, SO2, mercury, deforestation);

Other impacts on the environment analysed in a narrative form – such as waterways, biodiversity, etc.

Impact of various national and international conventions on investment in coal and other forms of non-clean energy

Account ecosystem service valuations and possibilities for integrating those in the official budget/financial planning;

In line with sectoral Roadmaps for resource efficiency, analyze the current status of Montenegro and projected achievements by 2020 as per the National Development Plan (propose alternative scenarios for reaching those targets)

In addition to the above, the NHDR will also look into the requirements for a strong and effective system of ‘Smart government’ that needs to be in place in view of coordinating policy actions across all levels to achieve the desired impact.

Furthermore, the NHDR will develop specific possible pilots (modules) in selected areas or sectors with clear strategies and corresponding results to start up and scale up a resource efficiency path in the country, building on UNDP priority areas and service lines.

Duties and Responsibilities:

NHDR Project Manager will be primarily responsible for the development of the above-mentioned NHDR, in addition to equally supporting the UNDP Country office in the development of selected policy analysis and project development related to the theme of human development. He / she will work under supervision and overall guidance of the UNDP Resident Representative (and Deputy Resident Representative) and in close coordination with the Team Leaders on Social Inclusion, Economy and Environment and Democratic Governance respectively, he / she will be responsible for the following:

Lead the overall process of preparation of the NHDR; i.e. the overall project execution, project administration – in accordance with UNDP procedures and in accordance with guidelines provided within NHDR Toolkit http://78.136.31.142/external/toolkit/contents/tools.html

In close collaboration with the Team Leaders and UNDP advisors in Bratislava Regional Centres, as well as other team, conceptualize the content, context, and appearance itself and promotion of the NHDR; Select specific areas which should be targeted by the researches; Facilitate the development of the methodology and overall scope of the research

Initial scoping exercise, consultation with the stakeholders ensuring participatory process

Collect, review and evaluate the existing studies and other related documents

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• Manage preparation of Terms of Reference / Request for Proposal; conduct selection and undertake contracting procedures of a professional research agency - in accordance with UNDP procedures;
• Engagement and coordination/management of local and international consultants – in accordance with UNDP procedures;
• Where appropriate perform and facilitate interpretation/analyses of the researches findings of the collected raw and other data/material and of focus groups’ interviews;
• When appropriate edit the selected NHDR chapters (like, as follows: introduction; overview, situation analysis, conclusions, executive summary, etc) and ensure human development consistency throughout the Report;
• Coordinate, guide and edit the narrative/written inputs (chapters) from national authors;
• Structure policy recommendations generated through national authors’ discussions, survey results, focus group findings, and institutional research;
• Exchange of information, facilitate knowledge codification between different participants
• Ensure good quality edit and conduct proof-read of the entire NHDR text (both English and Montenegrin language version), ensuring for its quality and make it accessible/understandable to wide audiences;
• Contract graph design agency and ensure proper cover page and arrangement of appropriate highlights, boxes, tables, graphs, etc. throughout the text – making these readers friendly;
• Integrate comments received from at least peer review;
• Facilitate and participate in the public consultation process and integrate comments received from the stakeholders;
• On UNDP behalf act as a representative for all the NHDR related issues including appearances in media
• In cooperation with the CO Communication Officer, arrange the NHDR’s launch, promotion, related advocacy for its sustainable follow up.
• In addition to the NHDR, to support the development of pre-identified and agreed upon policy analysis work as well as development of project proposals/documents on priority areas jointly identified with the government

Given the participatory nature in the development of the Report, it will be important for the Project Manager to ensure a participatory approach and the promotion of the NHDR report by:
• Ensuring that all members of the NHDR team consult relevant stakeholders during the preparation of their contributions
• Actively participating in the consultation process organised throughout the preparation of the report.
• In close collaboration with the UNDP office, and the NHDR team brief counterparts on process and findings as they emerge.
• Participating at the launch of the NHDR and other follow up events.

Qualifications and knowledge:
• At least University Degree; preferably post graduate degree in social sciences
• A minimum of 3 years of experience in a management/project coordination capacity with progressively increasing responsibilities, preferably with an International Organization, government, a donor agency or an NGO;
• Working experience in the field of energy and environmental related issues an asset
• Knowledge of environmental, energy and social statistics and methods of data collection and line indicators, and
• Excellent writing (both in English and Montenegrin) and good analytic skills;
• Experience in production of UN/UNDP, EC and similar knowledge products
• Initiative and strong team-building, communication and negotiation skills;
• Demonstrated ability to manage and motivate people in a complex political environment and achieve set goals under time pressure;
• Familiarity with results-based management;
• Familiarity with the national development, governmental and social inclusion policy priorities and policies;
• Proficiency in English is a requirement.
Experience in substantive editing and re-writing and in development of analytical products (including proofreading, formatting and pre-printing).

Cyber/internet-literacy, knowledge of mainstream ICT office software.

Experience:

- Minimum four years project management experience;
- Experience in leading preparation and managing knowledge and publication projects and coaching authors and participatory process. Previous experience and involvement in UN/UNDP publication project is a great asset.
- Experience in integrating written outputs into interesting and practical publication;
- Experience in analysing socio-economic issues and minimum four years experience in dealing with vulnerable groups issues;
- Experience in collecting, processing and analysing environmental, energy, demographic, social and economic statistics is an asset
- Experience with quantitative and qualitative research is an asset;
- Experience in writing, editing, publishing work;
- Experience in coordinating and managing authors/experts and inputs for development of quality knowledge publications;

Personal skills:

- Demonstrates integrity by modelling the UN’s values and ethical standards
- Sensitivity for vulnerable people and cultural/ethnic sensitivity and knowledge of public administration structure and organisation
- Self-starting, independent and responsible personality, able to work both independently and in a team
- Good communication and presentation skills
- Deals with UNDP policy issues and promotes vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, ethnic and age sensitivity and adaptability