

# UNDP Fast Facts

## Montenegro

United Nations Development Programme  
Bul. Sv. Petra Cetinjskog 1A  
81 000 Podgorica  
[www.undp.org.me](http://www.undp.org.me)



*In promoting **sustainable human development**, UNDP Montenegro supports the country's European Union accession priorities, building on its global development network, access to innovative solutions, knowledge, experience and resources. We do so by (i) advancing **democratic society and accountable institutions** with greater citizens' participation, (ii) building an inclusive society with **equal opportunity to all** citizens to reach their full potential and (iii) promoting **green future** through market transformation toward a low emission, resource efficient and resilient economy.*

## UNDP supports Montenegro's public administration reform to meet EU standards

The overarching goal of Montenegro's public administration reform is a modern administrative system, ready to rise to the process of EU accession. To ensure efficient response to the particular demands from the central administration, UNDP has established a Capacity Development Programme (CDP) in 2003. The CDP emerged to fill an institutional building role, which was not being addressed by the larger scale technical assistance programmes that were available. It is UNDP Montenegro's joint programme with the Government of Montenegro. Though tiny (consisting of two staff members only), it has a grand mission: to assist in development and strengthening of public institutions' capacities for further integration into the EU. CDP's tools of the trade are national and international experts, trainings, study tours. This team gained reputation for quick and inexpensive expediting of innovative solutions and technical expertise for improving public administration's internal coordination, efficiency and accountability. CDP also supports all other UNDP's activities related to capacity development and focusing on EU integration.

CDP's main partners are Chief Negotiator, Ministry of Foreign Affairs and European Integration, and number of Ministries and structures relevant for the Accession to the EU.

Directly and indirectly, it has supported institutional changes and strengthening administrative capacities of state administration. Therefore, the CDP has shown that the UNDP could join the efforts with the EU to further assist Montenegro and its small administration in finding the best model for fulfilling accession requirements – and all that without increasing the numbers of institutions and civil servants.

## What we do

The power of CDP's support in capacity development can be illustrated with examples like preparation of the National Programme for Integration to EU, improved inter-ministerial

coordination that resulted in systematic preparation of more than 4,600 Answers on the European Commission Questionnaire, increased ownership and institutional capacities to meet the EU pre-accession funding demands and utilize the European Instrument for Pre-Accession Assistance and other foreign and domestic resources, etc.



Behind CDP's results and impacts on government's capability to solve new demanding tasks that come from European integration process stays heavy and strenuous work. The CDP usually organizes 15 trainings per year, with 450 – 500 participants in total. The average annual number of study visits organized is 4. Also, the CDP usually engages approximately 20 international and 7 national experts per year. The sustainability of CDP approach is confirmed by the fact that around 80% of local consultants engaged to provide support to various ministries stayed in those institutions as regular public servants. In addition, the work of CDP makes an important part of regular quarterly reporting on the European integration process in Montenegro which Government provides to the Parliament.

**In line with the Country Programme Action Plan 2012-2016, the CDP does the following:**

- Helps Government of Montenegro's legislative, strategic and policy development.

- Supports the negotiation structures for the EU Accession.
- Assists in Government's coordination of donor assistance, with the specific focus on programming, implementation and monitoring of EU assistance.
- Provides technical advisory support in drafting analytical and policy papers, conducting research and studies, reviewing relevant draft documents.
- Boosts the development of human resources by strengthening individual knowledge, skills and competencies. This is done through organizing trainings, workshops, seminars, on-the-job training, coaching and mentoring programs, study tours and other means for HR development.
- Support to Government's commitment to the values of Open Government Partnership.
- Improves transparency and citizen participation in decision making, through projects such as the e-governance system, e-petition initiative and the digitalization of governmental services and processes.
- Support for the Preparation of IPA National Programmes 2009, 2010, 2011 and 2012, 2013;
- Support to the Parliamentary Committees for International Cooperation and European Integration and for Constitutional issues and Legislation to develop a more effective role in the harmonization of Montenegrin legislation with the *Acquis*;
- Organization of five generations of the world-wide recognized Montenegrin Summer School for Young Diplomats;
- Strengthening of communications capacities of the Government Public Relations Bureau;
- Development of the Study on competitiveness of Montenegrin Economy;
- Development of the Economic and Fiscal Programmes 2009-2011, 2010 -2012 and the Pre-accession Economic Programme 2011-2013;
- Development of the Strategy of Public Administration Reform in Montenegro 2011. - 2016. - "Aurum" and the Analysis which served Government to prepare the Draft Plan on reorganization of public administration;

## Value added

UNDP's operations in Montenegro focus on the country's key priorities linked to EU accession, bringing in best international practices and facilitating the engagement of civil society. UNDP promotes evidence based policy making, provides advocacy support, technical assistance, access to knowledge, innovation and expertise, as well as coordination support to the Government. Our comparative advantages in accelerating Montenegro's sustainable human development stem from our impartiality and global presence, as well as from our successful track record in helping the country attract and use development assistance effectively. UNDP operating within the framework of UN Delivering as One strives to further contribute to UN coherence in the country according to the Joint UN Integrated Framework for the period 2012-2016.

## Key results

Over the past ten years, UNDP in Montenegro, through CDP, provided the following:

- Help in preparation of the Stabilization and Association Agreement (SAA) with the EU;
- Support in establishing new governmental coordinative structures for the implementation of SAA, including development the National Programme for Integration: Chapter 3 – The ability to assume membership obligations;
- Introduction of new EU related dimensions in the state exam and development of Manual for State exam for all civil servants;
- Development of assessment framework on the state of governance in the context of European integration in Montenegro, "Transparency and Accountability in the Montenegrin Governance System";
- CDP has succeeded, with relatively modest funds, in achieving enviable results in developing and strengthening administrative capacities. **The main CDP characteristics**, which grant it an advantage as compared to the customary donor activity models, are as follows:
  - **Partnership:** Strong ownership by the Government of Montenegro is reflected in the institutional management arrangement – Supervisory Board and Executive Committee, while the management unit of the Program is situated in the Government;
  - **Strategic approach:** Confirmed by focusing on the key strategic priorities of the Government of Montenegro in the strengthening of the European integration process;
  - **Focus:** Reflected in the detailed needs analysis and targeted activities in order to overcome the identified problems;
  - **Flexibility:** Necessary in the situation of variable circumstances in which state institutions operate and in which the process of EU integration takes place;
  - **Timeliness:** CDP's support was exercised exactly in the time when state institutions needed it. In some cases, CDP was of crucial importance to the institutions, supporting them to understand the problem and assess the real needs and thus contributing to faster and suitable response;
  - **Complementary effect:** All CDP activities are coordinated with other projects and other donors. In some cases, CDP support represented a preparation for higher volume activities within bigger European projects, and in some cases the continuation of the necessary activities after the end of some EU projects. In addition, the CDP implemented funds of various donors, including EU, USA, Government of Norway, Government of Netherlands, etc;
  - **Networking:** The CDP has developed activities that integrated the overall potentials of Montenegro, thus assisting the small state administration to develop a network and engage all potentials in society, both in the civil sector and in the academic institutions.