

**EIDHR 2010**

# **Final Evaluation**

**“Strengthening Women Participation in  
Decision-Making Process at the Local Level”**

An Independent Evaluation Report  
by Dragiša Mijačić

July 2012





CENTAR ZA PREDUZETNIŠTVO I EKONOMSKI RAZVOJ  
(CEED)



EUROPEAN UNION  
DELEGATION TO MONTENEGRO

# European Instrument for Democracy & Human Rights 2010 (EIDHR)

## Country Based Support Scheme (CBSS) for Montenegro

### Independent Final Evaluation Report of the Project: “Strengthening Women Participation in Decision- Making Process at the Local Level”

Implemented by: Centre for Entrepreneurship and Economic  
Development (CEED) and the S.O.S. Call Centre Nikšić

Prepared by  
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July 2012

## PREFACE

This report was entirely prepared by the independent evaluation expert Dragiša Mijačić, who was contracted by the Centre for Entrepreneurship and Economic Development to conduct this assignment according to the ToR.

The evaluation expert wish to thank the many individuals from the Department of Gender Equality of the Ministry of Justice and Human Rights, representatives of municipalities and civil society organisations from five participating municipalities (Tivat, Kolašin, Mojkovac, Berane and Danilovgrad) and the project team from the Centre for Entrepreneurship and Economic Development from Podgorica and the S.O.S Call Centre from Nikšić. The evaluation would not have been possible without their insights, advice, knowledge, contributions and support. Special thanks to Jelena Međedović and Jasna Žarković for providing with logistics and field support.

The evaluation was undertaken in late June of 2012.

**Disclaimer:** The views and comments expressed in this text are the responsibility of the evaluation expert and do not necessarily reflect the opinion of any other party, including the Centre for Entrepreneurship and Economic Development, S.O.S. Call Centre, Directorate for Gender Equality or the participating municipalities.

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## LIST OF ACRONYMS AND ABBREVIATIONS

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CBSS	Country Based Support Scheme
CEDAW	Convention of the Elimination of all forms of Discrimination against Women
CEED	Centre for Entrepreneurship and Economic Development
CSO	Civil Society Organisation
DAC	Development Assistance Committee
DEU	Delegation of the European Union in the Republic of Montenegro
EU	European Union
GED	Gender Equality Directorate of the Ministry of Human and Minority Rights
GoM	Government of Montenegro
LAP	Local Action Plan for Gender Equality
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Coordination and Development
OSCE	Organisation for Security and Co-ordination in Europe
OVI	Objectively Verifiable Indicators
SMART	S-Specific, M-Measurable, A-Attainable (Achievable), R-Relevant, T-Timely
SWOT	S-Strengths, W-Weaknesses, O-Opportunities, T-Threats
ToR	Terms of Reference
UN	United Nations

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## EXECUTIVE SUMMARY

The report covers findings, conclusions and recommendation of the final evaluation of the project: “Strengthening Women Participation in Decision-Making Process at the Local Level”, financed within the European Instrument for Democracy & Human Rights 2010 (EIDHR) and jointly implemented by the Centre for Entrepreneurship and Economic Development - CEED (as a lead partner) and the S.O.S. Call Centre Nikšić (as a partner).

### Project Description

The project focused on strengthening women participation in decision-making process at the local level by empowering women at decision-making positions in local self-government bodies and by increasing networking between local self-governments and formal and informal women’s groups. The specific objective of the project is defined in the following way: “by the end of 2013, decision-making process in five pilot Montenegro municipalities (Tivat, Mojkovac, Danilovgrad, Nikšić and Kolašin) will characterize permanent consultation with women's groups”. The project proposal has three expected results, which focused on: Improvement of institutional framework for strengthening women participation in decision-making process (Result 1); Improvement of cooperation between women at decision-making positions and other political and social actors (Result 2); and Increased level of awareness of gender equality in target municipalities (Result 3). The project targeted beneficiaries from five municipalities (Tivat, Mojkovac, Danilovgrad, Nikšić and Kolašin). Total budget for the project intervention was €73,168, out of which EU allocation counted €69,510. Project duration was initially programmed for 12 months, yet later extended with no cost for additional two months. The project started on 1 March 2011 and finished (with non cost extension) on 30 April 2012.

## KEY FINDINGS

### Relevance

The project was relevant both to the EIDHR 2010 objectives and to the needs of the identified target groups. Understanding the concept of gender equality was quite limited among local authorities, high-level civil servants at municipal administrations, local CSOs and citizens in general. There was a need to introduce the concept of gender equality to the beneficiary groups and the project rightly organised raising awareness activities that has increased a level of knowledge in these fields among target groups. Nevertheless, the project was also ambitious in many segments, which caused issues during the implementation phase. The project was especially ambitious in setting up the objectives and indicators since their achievement would require much longer project intervention than this one.

### Efficiency

Efficiency of the project implementation was hampered by various internal and external factors. Initially, the project duration was planned for 12 months, from 1 March 2011 to 29 February 2012. The initial period was extended with no cost for additional 2 months, until 30 April 2012. The project was implemented in a cost-efficient manner, using optimal human resources and operational costs. The project budget did not envisage per diem for local travel to targeted municipalities, which created a problem when the project team had to work several days in a row in the field. However, these obstacles did not hamper the quality of the project activities and outputs by any mean.

### Effectiveness

The project document stipulated three project results, each measured by a single indicator. Indicators for Result 1 and Result 2 were not appropriately designed since they rather refer to outcomes than to outputs. There is evidence the project intervention has contributed to the achievement of the results and the specific objectives. The project has organised the stated

activities in an effective way. However, some of the outputs were not delivered even at the time of project closure, such as the. Assessment of gender equality in targeted municipalities and the Handbook for development of local gender equality plan.

### Impact

There is a contribution of the project intervention to the impact, measured by increased awareness of local authorities from participating municipalities to work on topics related to gender equality. In addition, the project has strengthened links between municipalities and the national government, especially with the Gender Equality Directorate. As a direct result and impact of the increased cooperation, four municipalities signed MoU with GED. The project also contributed to increasing knowledge on the status of gender equality at the local level. There is a high likelihood that the Handbook on for development of local gender equality plan will create a significant impact since GED will use this publication in further preparation of LAPs in Montenegrin municipalities. Assessment of the status of gender equality in five municipalities would also contribute to the impact on developing LAPs in Montenegro.

### Sustainability and Replicability

Sustainability varies between the project results, since likelihood of achieving sustainability is much higher for the Result 1 than for other two results. The Handbook for development of local gender equality plan will be used by GED in developing LAPs across Montenegro, therefore sustainability of this report is almost certain. Assessment of gender equality and matrices will be further used in developing LAPs in five municipalities, as requested by the MoU that municipalities signed with GED. Networks created by the project will sustain to exist through activities organised by GED, CEED and the S.O.S Call Centre Nikšić. Website will remain active for some time, yet its transformation in the online platform for gender equality is not feasible. The project intervention might be easily replicated to other municipalities, yet that requires further donor support.

### Lessons Learned

The Project implementation generated important lessons learnt that are worth for considering for further interventions not only of two implementing partners but also to other development actors. Lessons learned are listed in the body text of the evaluation report.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

The project presents an innovative intervention in contributing to enhancement of an important topic of gender equality at the local level. This was not an easy intervention, especially at the beginning. Nevertheless, the project team adequately dealt with all those matters. The lead project applicant (CEED) signed the MoU with GED, which gave a new impetus to the project implementation. The project intervention succeeded to raise awareness on the issues of gender equality and to institutionalise some instruments for gender equality such as LAPs. The project has also developed the Handbook, which will be used by GED in developing LAPs in all Montenegrin municipalities. Although the project has not promoted the Assessment and the Handbook during the project implementation, those will be presented at the Press Conference that will be organised at the expense of CEED at the end of July 2012.

### Recommendations

- To continue to work on strengthening gender equality in targeted five municipalities;
- To continue cooperating with GED on providing support in implementation of international standards and national legislation;
- To monitor the status of gender equality in five targeted municipalities and provide them assistance, when necessary.
- To promote results achieved by this project to other municipalities that has similar development needs.



# Final Evaluation of the Project “Strengthening Women Participation in Decision-Making Process at the Local Level”

## INTRODUCTION

### EVALUATION OBJECTIVES

This report covers findings, conclusions and recommendations of the mid-term evaluation of the Project "*Strengthening Women Participation in Decision-Making Process at the Local Level*", funded by the European Instrument for Democracy & Human Rights 2010 (EIDHR) Country Based Support Scheme (CBSS) for Montenegro.

The objective of the evaluation is to understand better the project action, achieved results and prospects of impact and sustainability, as well as constraints and benefits from the project implementation. Identification of recommendations and lessons learned are also an important segment of this evaluation.

The evaluation report provides with assessment of Relevance, Effectiveness, Efficiency, Impact and Sustainability, in line with OECD DAC Criteria for evaluation of development assistance, focusing on implemented activities, achieved results and objectives.

The key audience for the evaluation are the project stakeholders: Delegation of the European Union (DEU) in the Republic of Montenegro, Directorate for Gender Equality (GED) of the Ministry of Human and Minority Rights, the Centre for Entrepreneurship and Economic Development (CEED), the S.O.S. Call Centre Nikšić, and participating municipalities in the project intervention (municipalities of Tivat, Kolašin, Mojkovac, Berane and Danilovgrad).

### SCOPE OF WORK

The scope the final evaluation is stipulated within the Terms of Reference (ToR), and it was to focus on the following:

1. Assessment of the *Relevance, Effectiveness, Efficiency, Impact and Sustainability* of project actions, in line with OECD DAC Criteria for evaluation of development programs and projects, focusing on implemented and planned project activities, results, purpose and objectives.
2. In particular, assessment the following project documents<sup>1</sup>:
  - a. Project proposal documents (project proposal, logical framework, work plan, etc);
  - b. Project Reports (monthly reports, reports from different events: workshops, seminars, round tables, etc);
  - c. Project deliverables (Assessment of Gender Equality in 5 participating municipalities, Guidelines for developing Local Action Plans for Gender Equality, Matrices for Local Action Plans for five municipalities);
  - d. Other documents such as Laws and Bylaws in the field of Gender Equality
3. Identification of recommendations and lessons to be learned for future project operations of a similar kind;

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<sup>1</sup> Please see Annex 3 for the full list of the documentation reviewed;

## **Final Evaluation of the Project “Strengthening Women Participation in Decision-Making Process at the Local Level”**

The final evaluation covers the entire period of the project implementation. The evaluation mission took place in late June of 2012, when representatives of project partners, national authorities and all five municipalities have been visited and interviewed.

### **METHODOLOGY**

In preparing the methodology, the evaluation expert used the Terms of Reference (ToR) as the primary guide, designing the process that would give the expected outcomes within a limited timeframe. The evaluation process consisted of four phases:

1. Inception Phase;
2. Desk Review;
3. Field Interviews; and
4. Reporting/Discussion.

During the Inception phase the initial (phone) interviews were conducted with the CEED, with the intention of re-confirming the nature and objectives of the evaluation, set within the ToR. The evaluation questions and potential interlocutors for interviews were discussed in detail. During this phase, the secondary data was delivered as well as logistic arrangements being set for the field interviews.

The Desk Review phase included the review and analysis of the secondary data, primarily the project reports and publications generated within the project intervention. Legislative acts and other important documents external to the project were also taken into consideration. Performance criteria were assessed based on the portfolio review of the key project reports and further validated through the interviews with experts in the field, representatives of the project partners and the project staff members.

Field interviews were organised with the representatives of two implementing partners, CEED and the SOS Call Centre Nikšić, the Gender Equality Directorate and representatives of participating municipalities. Representatives of Civil Society Organisations (CSOs) from five municipalities were also included in the interviews.<sup>2</sup>

During the reporting/discussion phase, a draft evaluation report was prepared and circulated for comment and revised accordingly. Based on the received comments the final report was delivered to representatives of the lead applicant, CEED from Podgorica.

### **LIMITATIONS OF THE EVALUATION**

The main limitation of the evaluation was difficulty to interview beneficiaries of the project activities, especially participants from the workshops and seminars who has not been available for interview. In that regard, field interviews were often held with representatives of municipalities that have not been actively involved in the project, therefore their inputs were limited on number of issues. The evaluation has overcome those limitations by extensive analysis of project reports.

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<sup>2</sup> List of interviewed interlocutors is provided in the Annex 2.

## **PROJECT DESCRIPTION**

### **PROJECT BACKGROUND**

The project has been implemented under the auspices of the European Instrument for Democracy and Human Rights 2010 (EIDHR), Country Based Support Scheme (CBSS) for Montenegro. The project focused on strengthening women participation in decision-making process at the local level by empowering women at decision-making positions in local self-government bodies (councillors, chiefs of municipal departments, communal inspectors, directors of public companies, etc), and by increasing networking between local self-governments and formal and informal women’s groups.

### **PROJECT OBJECTIVES AND RESULTS**

The overall objective of the Project is defined as: “Gender inequality in decision-making process at the local level reduced through increased participation of women in local institutions of charge”.

The specific objective is established in the following way: “by the end of 2013, decision-making process in five pilot Montenegro municipalities (Tivat, Mojkovac, Danilovgrad, Berane and Kolašin<sup>3</sup>) will characterize permanent consultation with women's groups”.

The project proposal has three expected results, stipulated as follows:

- Result.1: Improvement of institutional framework for strengthening women participation in decision-making process.
- Result.2: Improvement of cooperation among women at decision-making positions in local self-governments (councillors, department chiefs, secretaries, directors, etc.) and improvement of cooperation between women at decision-making positions and NGOs and informal groups.
- Result.3: Increased level of awareness of gender equality in target municipalities.

Project activities are organised along the line of expected results and specific objective.

### **TARGET GROUPS**

The project intervention focused on the following target groups, as stipulated in the project document:

- Five pilot municipalities (Tivat, Mojkovac, Danilovgrad, Berane and Kolašin)
- Women in decision-making positions – chief of departments, inspectors, public company directors and employed in local-self government bodies and member of Local Assembly (both men and women) (approximately 150);
- Representatives of NGOs (approximately 15);
- Population in five target municipalities (approximately 250).

Final beneficiaries were 125,080 citizens of five target municipalities.

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<sup>3</sup> The original project document foresaw Nikšić as one of the pilot municipalities. However, at the moment when Project was approved Nikšić adopted the LAP, therefore the project changed its focus to Berane.

## **Final Evaluation of the Project “Strengthening Women Participation in Decision-Making Process at the Local Level”**

### **THE BUDGET AND THE TIMEFRAME**

Total budget for the project intervention was €73,168, out of which EU allocation counted €69,510. The remaining €3,658 was co-financed contribution of the lead applicant CEED. Project duration was initially programmed for 12 months, yet later extended with no cost for additional two months. The project started on 1 March 2011 and finished (with non cost extension) on 30 April 2012.

### **IMPLEMENTATION MODALITY AND PROJECT MANAGEMENT STRUCTURES**

According to the project document, CEED is a leading applicant, and the S.O.S. Call Centre Nikšić acted as a partner. CEED was rather focused on project management and organisation of events, while the S.O.S. Call Centre Nikšić provided content support to the project activities. In July 2011 CEED signed a Memorandum of Understanding (MoU) with the Directorate for Gender Equality (GED) of the Ministry of Human and Minority Rights, which stipulated their engagement in the project. Involvement of GED has put a new impetus in the implementation of this intervention.

The project was managed by Biljana Sekulić from CEED, with support of Nataša Međedović and Dijana Pištalo from the S.O.S. Call Centre Nikšić. CEED also provided with financial officer who took care of the budgetary operations.

## Final Evaluation of the Project “Strengthening Women Participation in Decision-Making Process at the Local Level”

### KEY FINDINGS

#### RELEVANCE

Relevance is defined as the extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, country needs, global priorities and partners’ and donors’ policies<sup>4</sup> and measures the extent to which the objectives of a development intervention are consistent with beneficiaries’ requirements, country needs, global priorities and partner’ and donor’s policies.

The project proposal was relevant to the EIDHR 2010 objectives, especially with the priority area on promotion of political representation and fostering the participation of citizenship in democratic process of the Objective 2 of the Call.<sup>5</sup>

The project proposal was designed to raise awareness on the issue of misrepresentation of women at decision-making positions, as well as to strengthen capacity of women representatives at the managerial and political positions within the system of local self-government in Montenegro. In particular, the project aimed to improve policy making by supporting development of Local Action Plans for Gender Equality (LAP). Besides, the project wanted to increase cooperation between local self-government units and CSOs at the local level, especially with those ones that work with gender equality and related fields. The project focused in organising activities in five pilot municipalities: Tivat, Kolašin, Danilovgrad, Mojkovac and Berane, aiming to generate best practices that could be transferred to other municipalities across Montenegro.

The project proposal was prepared solely by CEED and the S.O.S. Call Centre Nikšić, with limited involvement (if any) of other stakeholders such as municipalities, or GED. This was later reflected on efficiency, effectiveness and sustainability of the project results. Nevertheless, the project design was relevant to the needs of identified beneficiary groups, as well as to the legislation system of Montenegro. Understanding the concept of gender equality was quite limited among local authorities, high-level civil servants at municipal administrations, local CSOs and citizens in general. Therefore, there was a need to introduce the concept of gender equality to the beneficiary groups and the project rightly organised raising awareness activities that has increased a level of knowledge in these fields among target groups.

According to the Law on Gender Equality, each municipality has to adopt the LAPs. Until now, only 6 municipalities in Montenegro has adopted LAPs, while vast majority of them neglected this obligation. The project intervention aimed to contribute to this process, by organising planning of LAPs in five targeted municipalities. However, organising the planning process at municipal level was relevant yet difficult to perform by external parties from non-government sector since municipalities see the NGO support to these processes rather as voluntary exercises than as a valuable technical assistance to policy designing process. However, the process of LAP planning was much improved when GED got involved in the project implementation.

The project was also focusing on creation of networks between women in decision-making, as well as links between participating municipalities and CSOs. Connecting women at power

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<sup>4</sup> Source: OECD DAC Glossary of Key Terms in Evaluation and Results Based Management, p. 32, available at: <http://www.oecd.org/dataoecd/29/21/2754804.pdf>, last visited on 28 July 2012.

<sup>5</sup> Source: European Instrument for Democracy & Human Rights 2010, Country Based Support Scheme for Montenegro, Guidelines for grant applicants, p.5

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horizontally was a relevant exercise, especially in a sense of sharing experience and knowledge among them, that later contributed to awareness raising and empowerment. On the other side, creating networks between municipalities and local CSOs that work in the field of Gender Equality was rather optimistic since there is a limited number of CSOs in the Project area that are active in this field.

The project is relevant and in line with other interventions that are organised by the Government of Montenegro (GoM) and its relevant institutions (such as GED). In cooperation with OSCE, GED implements a similar intervention in 10 municipalities,<sup>6</sup> which targets that each participating municipality adopts a Bylaw on Gender Equality, create a Municipal Assembly Council on Gender Equality, appoint a Gender Equality Coordinator and develop LAPs. In order to create synergy between this initiative and the project, on 12 July 2011 CEED and GED signed a MoU which stipulated roles and responsibilities of both parties in implementation of this project intervention.

To conclude, the project intervention was relevant to the target groups, yet also ambitious in many segments, which caused issues during the implementation phase. The project was especially ambitious in setting up the objectives and indicators since their achievement would require much longer project intervention than this one.

### EFFICIENCY

Efficiency is a measurement of project management performance with regard to achieving the goals by using resources at minimum cost. Effective management is a key part of both efficiency and effectiveness of the available funds. Efficiency is trying to answer the question how economically project resources and inputs (funds, expertise, time, etc.) are converted to results.<sup>7</sup>

Efficiency of the project implementation was hampered by various internal and external factors. Initially, the project duration was planned for 12 months, from 1 March 2011 to 29 February 2012. The initial period was extended with no cost for additional 2 months, until 30 April 2012.

The project was delayed from the very beginning due to many issues. Five targeted municipalities are disbursed across the country, with Berane in the far north and Tivat in the south. Having in mind that gender equality is a fairly new concept to municipal authorities, the project team needed more time than expected to mobilise local beneficiaries to take a part in the project operations. Besides, the GoM introduced extra-ordinary measures due to extreme weather conditions during winter 2011/2012, which also caused delays in project implementation for more than two months.

Delivery of some outputs remains pending even after the project closure, such as promotion of two publications: an Assessment of Gender Equality in five targeted municipalities and Guidelines for Developing Local Action Plans for Gender Equality. Delays in publishing these two documents were not well justified, yet explained by GED demands for engaging an external expert who will develop the Handbook and by the donor and GED's requirement for printing the Assessment according to the prescribed visibility rules.

The project was implemented by the project manager (employed by CEED), 2 project officers (CEED and the S.O.S Call Centre Nikšić), a training coordinator (the S.O.S Call Centre Nikšić) and an accountant (CEED). This presents a cost-efficient model of project implementation and

<sup>6</sup> Municipality of Berane is included in those 10 municipalities

<sup>7</sup> Source: *OECD DAC Glossary of Key Terms in Evaluation and Results Based Management*, p. 21, available at: <http://www.oecd.org/dataoecd/29/21/2754804.pdf>, last visited on 28 July 2012

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ensures equal participation of both partners. CEED was more engaged on project management operations while the S.O.S Call Centre Nikšić was focused on Gender Equality content.

The project document envisaged that all publications, studies and handbooks will be prepared by the project team members and other experts of two organisations (CEED and the S.O.S Call Centre Nikšić). Nevertheless, GED requested engagement of an external expert for developing municipal LAP matrices and the Handbook for Developing Local Action Plans for Gender Equality. An external expert, Prof Marijana Pajvančič, was hired at the competitive ground, at the expense of the CEED project officer. This shows a great ability of CEED to adopt with the circumstances of the project implementation and to strategise with the national authorities the best possible outcomes for local beneficiaries.

The project budget did not envisage per diem for local travel to targeted municipalities, which created a problem when the project team had to work several days in a row in the field. For instance, although municipality (Berane) is more than 200 km (almost 4h drive) far from Podgorica, in order to work on LAP matrices the project team had to travel back and forth for a few days which was very tiresome. Similar is with other municipalities which are also distant from Podgorica (Tivat, Kolašin and Mojkovac). However, these obstacles did not hamper the quality of the project activities and outputs by any mean.

### EFFECTIVENESS

Effectiveness is a criterion that measures the extent to which the development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance.<sup>8</sup> Effectiveness is also used as an aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with a positive institutional developmental impact. It is a qualitative measure of immediate and observable change in the target groups as a direct result of project activities and the delivery of outputs. Effectiveness includes an assessment of the achievement of Objectively Verifiable Indicators (OVI) and whether planned results have been delivered and received.

The project document stipulated three project results, each measured by a single indicator. Project activities are organised to achieve each of the expected results. In further, the evaluation analyse the status of results, output indicators and activities.

### **RESULT 1:** Improvement of institutional framework for strengthening women participation in decision-making process

#### **Overall finding:**

The project has contributed to establishing an institutional framework for strengthening women participation in decision-making process at the local level. All five targeted municipalities were engaged in preparation of matrices that would be further used for LAP. Nevertheless, although project intervention was relevant to the work of municipalities, engagement of CSOs in municipal planning were perceived by local authorities rather as a voluntary activity than as a technical assistance for fulfilling their legal obligations.

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<sup>8</sup> Source: *OECD DAC Glossary of Key Terms in Evaluation and Results Based Management*, p. 20, available at: <http://www.oecd.org/dataoecd/29/21/2754804.pdf>, last visited on 28 July 2012

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Project activities on this result have gained on significance only when national authority (GED) got involved in the intervention.

**Indicator:** *Three out of five target municipalities have prepared and delivered gender equality action plan to the Local Assembly*

**Findings:** This is rather defined as an outcome than as an output indicator since full preparation of LAP was beyond the capacity of this project. None of the target municipalities has finished their LAPs and delivered to the Municipal Assembly. Besides, CEED and the S.O.S Call Centre Nikšić did not have any instrument to secure that participating municipalities would finalise the LAPs and submit to the Assemblies. This could be prevailed by signing a MoU with beneficiary municipalities where their duties and responsibilities during and after the project implementation will be clearly defined.

**ACTIVITY 1.1:** Assessment of gender equality in target municipalities

**Findings:** Assessment of gender equality in targeted municipalities was conducted by joint forces of CEED and the S.O.S Call Centre Nikšić. In that regard 1,872 respondents were surveyed from all five municipalities (Tivat - 370, Danilovgrad - 374, Mojkovac - 374, Kolašin - 382, Berane - 372). In addition, 28 in-depth interviews were conducted with key representatives of local institutions from all five municipalities, covering wide range of topics such as education, health, violence against women, economy and sustainable development, politics and decision making process, media and culture. Although this activity has been performed at the beginning of project intervention, the results of the assessment were not publicly announced till the end of the project.

However, at the time of the evaluation mission, the project team was preparing a press conference where the project results will be presented, including the Handbook and the Assessment. The project planned to invite not only media but also representatives of targeted municipalities, GED, international organisations (DEU, UNDP and OSCE) and relevant NGOs. The press conference is not envisaged by the project budget, and all cost will be covered by CEED, which is assessed as highly positive.

Besides, the findings from the Assessment were used in developing LAP matrices (Activities 1.2 and 1.4) and in preparation of seminars (Activity 2.1).

**ACTIVITY 1.2:** Workshops for development of local gender equality plan in five pilot municipalities.

**Findings:** Workshops for development of local gender quality plans were conducted in July 2011 in all five municipalities. Each workshop lasted for 3 days and gathered on average 10 representatives per each municipality. The first day was used for introducing



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gender equality as a theme and present its legal framework in Montenegro: the Law on gender equality and the Action Plan for Achievement of Gender Equality in Montenegro 2008 - 2011, while two other days were organised as a workshop for developing LAP matrices. Results from the assessment of gender equality (see Activity 1.1) were also presented at the workshops. The project team members facilitated workshops, with support of a GED representative, Ms. Branka Vlahović.

**ACTIVITY 1.3:** Development of the handbook for development of local gender equality plan

**Findings:** Although the project document did not foresee engagement of an independent consultant for this activity, it was realised that the lead applicant and its partner (CEED and the S.O.S Call Centre Nikšić) do not have sufficient in-house capacity for such assignment. Besides, GED was very interested in developing a Handbook with a sufficient quality therefore they insisted in engaging a consultant with expertise in this topic. The project accepted the offer submitted by Prof. Marijana Pajvančić from the University of Novi Sad (Serbia), who has a longstanding experience with gender equality. Prof. Pavjančić prepared the Handbook according to the requirements from the Project Team and DGE. The Handbook was later printed, yet still not publicly promoted. The project team planned to make a joint promotion of the Assessment (Activity 1.1) and the Handbook. Since the printing of the Assessment was delayed, promotion of the Handbook was pending as well.

However, the Handbook (and the Assessment) will be presented at the press conference that will be organised at the end of July 2012.

There is no doubt that the Handbook for development of local gender equality plans presents one of the biggest results of this project intervention since it will be officially used by GED in preparation of LAPs in all municipalities of Montenegro.

**ACTIVITY 1.4:** Development of the policy paper for the gender equality (local gender equality plan)

**Findings:** This activity remained vague since it presumed preparation of LAPs in five targeted municipalities. However, in stead to prepare full-fledged LAPs, the project prepared matrices that could be used in preparation of LAPs. Those matrices were prepared during the workshops (Activity 1.2) and later reviewed by the external expert, Prof. Marijana Pavjančić. At the end of the project, the matrices were handled to the representatives of municipalities. The project team did not follow the possible impact those matrices created in regard to LAPs or gender equality in general.

## Final Evaluation of the Project “Strengthening Women Participation in Decision-Making Process at the Local Level”

**RESULT 2:** Improvement of cooperation among women at decision-making positions in local self-governments (councillors, department chiefs, secretaries, directors, etc.) and improvement of cooperation between women at decision-making positions and NGOs and informal groups

**Overall Finding:**

The project paid a significant attention in enhancing cooperation among women at decision-making positions at the local level, and between them and NGOs or other informal groups. A number of events were organised where different participants (women and men) were gathered to discuss issues related to gender equality. During the interviews with authorities from five municipalities many times were mentioned that cooperation between women and men at the decision-making positions has been improved and to some extent that can be subscribed to the project as well. The project has helped local authorities to clarify the meaning of gender equality and to help them thinking how to improve the status of gender equality in their respective municipalities.

As regard to cooperation between women at decision-making positions and CSOs, including informal groups, the evaluation confirms progress in this regard as well. However, in targeted municipalities there is a limited number of CSOs that are active in gender-related issues, which caused a limitation in this regard. The appropriate alternative was found in mobilising women from media to participate in the trainings, which increased visibility and impact of the project operations.

**Indicator:** *At least three meetings among women at decision-making positions without the initiative from project team. Five proposals made jointly by women at decision-making positions and NGOs and informal groups submitted to the Local Assembly (baseline:0)*

**Findings:** Similar as above, these are also outcome indicators and their achievement is beyond the project intervention. The project team did not create mechanisms for collecting information regarding these two indicators. During the evaluation mission, questions related to these indicators were asked to interlocutors, yet they did not have information that could be useful to feed these indicators. In general, there is no information that confirms that meetings among women at decision-making positions were held at partnering municipalities, without involvement of the project team. It is also true in regard to the joint proposal between women at decision-making positions and NGOs, there is no information that any project were submitted to the Local Assembly for funding.

**ACTIVITY 2.1:** Organizing two seminars with three different modules (gender equality, public

**Findings:** The project organised two seminars with three different modules: (1) Public presentation and medial communication skills, (2) Gender Equality, and (3)

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presentations and media communication, negotiation skills), for councillors and for or women at decision-making positions (chief of departments, inspectors, public company directors, etc.)

**ACTIVITY 2.2:** Organizing roundtables in five target municipalities

**ACTIVITY 2.3:** Organizing meetings between councillors in local self-governments with NGO representatives, organization of other informal groups dealing with woman issues.

Negotiation Skills. First seminar was organised in October 2011 for about 10 councillors (women and men) from all five municipalities, yet the number of participants varied between modules. Second seminar was organised in November 2011 for about 15 women in decision-making positions from all five municipalities. Both seminars were very useful for gaining new knowledge and skills, as well as for exchanging information between participants from different municipalities. For the first time seminars and modules were organised on such topics, which were highly appreciated by the participants.

**Findings:** The project organised five one-day round-table discussions on topic: „Possible mechanism for networking between councillors, NGO representatives and women informal groups“. Three events were organised in January 2012 (Tivat, Danilovgrad and Berane), while remaining two were organised in March 2012 (Kolašin and Mojkovac). Delays were caused by extreme winter conditions that started in late January and lasted until early March. Those round-tables gathered representatives of local authorities, NGOs, and interested informal groups. Those round-tables also presented the first initiatives of such kind in targeted municipalities, since they did not have previous experience on organisation of events with topics on strengthening networks between public sector and CSOs, especially not in the field of gender equality.

**Findings:** This activity was combined with the previous one (Activity 2.2: round-tables). After the round-tables, the project team has organised separate meetings with local authorities, councillors, NGO representatives, etc. Meetings were organised in all five municipalities, where three municipalities were covered in January (Tivat, Danilovgrad and Berane) and two in March (Kolašin and Mojkovac)

**RESULT 3:** Increased level of awareness of gender equality in target municipalities

**Overall Finding:**

Although the Law on Gender Equality was adopted in 2007, at the beginning of the project majority of representatives of participating municipalities did not have any knowledge on topics related to gender equality. There is a body of evidence in qualitative statements from interlocutors that the project intervention has increased awareness of local authorities on the topic of gender equality, which is probably the biggest result the project achieved during the intervention. Local authorities in all five municipalities become aware on necessity of

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adopting LAPs and adjusting other regulations to become more sensitive to gender equality issues.

**Indicator 1:** At least 200 of visitors to the project web site. At least 20 sent questions related to the project.

**Findings:** The project did not set up instruments of measuring those two indicators. There is no counter on the website <http://www.ravnopravnost-zene.me/>, therefore the number of visits could not be counted. Besides, there is no registry on number of received and answered questions related to the project.

**ACTIVITY 3.1:** Organizing five platforms for promotion of gender equality in target municipalities

**Findings:** The project team has organised five roundtables where the project results were presented and delivered to the representatives of the targeted municipalities. GED representatives were also included in participation of these events. Events were organised in late April (19 April: Kolašin and Mojkovac, 20 April: Berane) and early May (4 May: Tivat and 9 May: Danilovgrad).

**ACTIVITY 3.2:** Development of the project website

**Findings:** The project has developed a website, registered at domain: <http://www.ravnopravnost-zene.me/>. The website supposed to be an interactive platform for promotion of project results and exchange of knowledge in the field of gender equality. The first function was partly achieved since the website contains information on the project activities and deliverables. The second role of the website, dissemination of the knowledge on gender equality, has not been achieved mainly due to lack of human capacity and interest of two partners to work substantively on the project website.

### IMPACT

Impact is defined as positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.<sup>9</sup> Formally, impact (and sustainability) can only be fully assessed after the end of the project since, as a development measure, it tries to give a judgement on the positive and negative, primary and secondary long-term effects produced by a development intervention, either directly or indirectly, intended or unintended. Therefore, impact measures the effect of the project in meeting the overall objective. A positive impact results if the project purpose is achieved, thereby contributing to the realisation of the overall objective.

The overall objective of the project is stated as follows: “Gender inequality in decision making process at the local level reduced through increased participation of women in local institutions of charge”. This objective supposed to be measured by the following indicator: “Increased number of women at decision-making positions at least 10% in local self-government units two years after project completion”, verified by data collected by the MONSTAT, GED and the Report on Implementing Convention on Elimination of All Forms of Women Discrimination.<sup>10</sup> The project team did not systematically monitor achievement of the overall objective against stated

<sup>9</sup> Source: OECD DAC Glossary of Key Terms in Evaluation and Results Based Management, p. 24, available at: <http://www.oecd.org/dataoecd/29/21/2754804.pdf>, last visited on 28 July 2012

<sup>10</sup> As defined in the Logical Framework

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impact indicator, therefore it is not possible to assess the current status of the objective or indicator. Therefore, impact has been assessed based on the qualitative interviews with project stakeholders, or by taking evidences from secondary sources that cover issues related to this intervention.

There is a contribution of the project intervention to the impact, measured by increased awareness of local authorities from participating municipalities to work on topics related to gender equality. In addition, the project has strengthened links between municipalities and the national government, especially with the Ministry of Human and Minority Rights and its Gender Equality Directorate. As a direct result and impact of the increased cooperation, four municipalities<sup>11</sup> signed MoU with GED that stipulates that municipalities will adopt a Bylaw on Gender Equality, create Municipal Assembly Council on Gender Equality, appoint a Gender Equality Coordinator and develop LAPs. This MoU will also contribute to the sustainability of the project results, achieved with this intervention.

The project also contributed to increasing knowledge on the status of gender equality at the local level. Information provided by the project has been used in the GoM’s report for UN Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), which is the first report submitted by the Republic of Montenegro.<sup>12</sup>

There is a high likelihood that the Handbook for development of local gender equality plan will create a significant impact since GED will use this publication in further preparation of LAPs in Montenegrin municipalities. Assessment of the status of gender equality in five municipalities would also contribute to the impact on developing LAPs in Montenegro.

### SUSTAINABILITY AND REPLICABILITY

Sustainability is defined as the continuation of benefits from a development intervention after major development assistance has been completed.<sup>13</sup> As with impact, sustainability is usually assessed after project intervention since it measures whether the positive outcomes of the project at the level of specific objective are likely to continue after major development assistance has been completed. On the other hand, assessment of replicability focuses on the existence of institutional mechanisms and operational models for multiplication of the project action in the near future.

Sustainability varies between the project results, since likelihood of achieving sustainability is much higher for the Result 1 than for other two results. As mentioned before, the Handbook for development of local gender equality plan will be used by GED in developing LAPs across Montenegro, therefore sustainability of this report is almost certain. Assessment of gender equality and matrices will be further used in developing LAPs in five municipalities, as requested by the MoU that municipalities signed with GED.

Sustainability of workshops, seminars and round-tables is highly related to external donor support since majority of municipalities does not have financial and human capacity to organise such events independently. Networks created by the project will sustain to exist through activities organised by GED, or other interventions organised by CEED and the S.O.S Call Centre Nikšić. Website will remain active for some time, yet its transformation in the online platform for gender equality is not feasible.

<sup>11</sup> Kolašin, Mojkovac, Tivat and Danilovgrad. Municipality of Berane signed MoU with DGE before implementation of this project.

<sup>12</sup> Report is available at <http://www2.ohchr.org/english/bodies/cedaw/docs/co/CEDAW-C-MNE-CO-1.pdf>, last visited on 28 July 2012.

<sup>13</sup> Source: OECD DAC Glossary of Key Terms in Evaluation and Results Based Management, p. 36, available at: <http://www.oecd.org/dataoecd/29/21/2754804.pdf>, last visited on 28 July 2012

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The project intervention might be easily replicated to other municipalities, yet that requires further donor support. On the other side, GED might use the government budget in proposing replication of this intervention to other municipalities. CEED and the S.O.S Call Centre Nikšić should also replicate some elements from this intervention in their further operation at the local level.

### LESSONS LEARNED

The Project implementation generated important lessons learnt that are worth for considering for further interventions not only of two implementing partners (CEED and the S.O.S Call Centre Nikšić) but also to other development actors, interested in delivering projects similar to this one. These lessons learned are identified as the most important ones:

- Potential partners from national and local level should be included during the programming phase of the intervention since their inputs are highly relevant and crucial for the success of the project implementation. Involvement of the partners will also increase the sense of ownership among all parties that are covered by the project;
- Five municipalities are too many for piloting the project intervention. It is much better to reduce number of municipalities (to three) and to work with them more intensively in order to generate best practices.
- There is a necessity to formalise cooperation with municipalities by signing Memorandum of Understanding, where duties and responsibilities of all parties should be enlisted. Besides, as a part of the cooperation agreements, it is very important municipalities to appoint a contact person that will work directly with the development partners and will coordinate the work of the municipal departments during the project implementation.
- The project budget should be carefully planned. There is a necessity to budget per diems for local travel when working with distance municipalities.
- If not demanded by municipalities, it is very difficult for non-governmental organisations to initiate technical assistance on issues that are competencies of local self-government units such as planning exercises.
- It is very important to provide continuous support to local actors on a chosen topic. In that regard, non-governmental organisations should sequence their development interventions into smaller project initiatives that can generate quick wins and best practices. This is also important in a sense that project interventions should not be isolated but mutually connected with successive projects that are build on results of the predecessor projects.
- Maintenance of the project website requires resources that might be beyond the capacity of the project team. Therefore, for small scale intervention as this one, it is much better to create a separate page on a website of the hosting organisation (the lead applicant) than to create a separate website which will be very difficult to maintain and which will be closed after the project intervention.
- Visibility of development actors is very important, especially for non-governmental organisations since their role is often not well understand by national and local actors. Therefore, development actors should pay a significant attention to continuously promote their organisations and achieved project results. Visibility of donors is also important, especially compliance with procedures that are prescribed in that regard.

## CONCLUSIONS AND RECOMMENDATIONS

### CONCLUSIONS

The project presents an innovative intervention in contributing to enhancement of an important topic of gender equality at the local level. Although the Law on Gender Equality has been adopted in 2007, its implementation at the local level was neglected due to many factors: from lack of understanding the issue of gender equality to lack of local human capacity to work in this field. With this project, CEED and the S.O.S Call Centre Nikšić tried to strengthen women participation in decision-making processes in five municipalities of Montenegro: Kolašin, Mojkovac, Berane, Danilovgrad and Tivat by improving institutional framework, by creating networks and cooperation lines between women at decision-making positions and other authorities and CSOs and by raising awareness on gender equality.

It has to be mentioned that this was not an easy intervention, especially at the beginning. Awareness of municipal authorities on gender equality matters was very low at the beginning of project and this was the first development intervention that tackled this issues. Besides, the role of NGOs in providing technical assistance on planning to municipalities was also not perceived well at the beginning of the intervention. In addition, the national authorities, GED, were also not satisfied for not being included from the beginning of the intervention.

Nevertheless, the project team adequately dealt with all those matters. The lead project applicant (CEED) signed the MoU with GED, which gave a new impetus to the project implementation. Municipalities welcomed involvement of GED into project operations, especially on development of matrices and participation at the round-tables. In addition, the project attracted participation at seminars by providing good quality trainers that covered topics of the selected modules. The external expert was engaged to develop the Handbook and to review the matrices, which also contributed to the quality of the intervention.

The project intervention succeeded to raise awareness on the issues of gender equality and to institutionalise some instruments for gender equality such as LAPs. Namely, all municipalities have signed MoU with GED, which will continue working on LAPs and introduce other instruments such as Councils for Gender Equality, appointment of coordinators for gender equality and bringing about necessary municipal bylaws that will formalise all these instruments. The project has also developed the Handbook, which will be used by GED in developing LAPs in all Montenegrin municipalities.

Although the project has not promoted the Assessment and the Handbook during the project implementation, those will be presented at the Press Conference that will be organised at the expense of CEED at the end of July 2012. The Press conference will be a great event to remind all stakeholders on all achievements of this project intervention, and to raise a public awareness on issues and development gaps that were identified during the implementation.

### RECOMMENDATIONS

The following recommendations were proposed for consideration in further work of the project partners:

- CEED and the S.O.S Call Centre Nikšić should continue working with strengthening gender equality in targeted five municipalities, working on development gaps that were identified during this intervention. Potential topics could be empowerment of women

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employability, strengthening local NGOs and informal groups to work with gender-related issues, etc;

- ☛ CEED and the S.O.S Call Centre Nikšić should continue cooperating with GED on providing support in implementation of international standards and national legislation;
- ☛ Although the project is finished, CEED and the S.O.S Call Centre Nikšić should continue to monitor the status of gender equality in five targeted municipalities and provide assistance (when necessary) in achieving the goals established in matrices, and later in LAPs.
- ☛ CEED and the S.O.S Call Centre Nikšić should promote results achieved by this project to other municipalities that has similar development needs.



## ANNEXES

## Final Evaluation of the Project “Strengthening Women Participation in Decision-Making Process at the Local Level”

### ANNEX 1: LOGICAL FRAMEWORK

	Intervention Logic	Verifiable Indicator	Means of Verification	Assumptions
<b>Overall Objective</b>	Gender inequality in decision-making process at the local level reduced through increased participation of women in local institutions of charge.	Increased number of women at decision-making positions at least 10% in local self-government units two years after project completion	MONSTAT and Department for Gender Equality of the Ministry of Human and Minority Rights, Report on Implementing Convention on Elimination of All Forms of Women Discrimination	
<b>Specific Objective</b>	By the end of 2013, decision-making process in five pilot Montenegro municipalities (Tivat, Mojkovac, Danilovgrad, Nikšić i Kolašin) will characterize permanent consultation with women's groups	Local self-government officials consult women groups during decision-making process.	Minutes from the meetings	Higher sensibility of public for the gender equality issue.
<b>Results</b>	1. Improvement of institutional framework for strengthening women participation in decision-making process	Three out of five target municipalities have prepared and delivered gender equality action plan to the Local Assembly.	Copy of developed gender equality action plan. Local Assembly minutes from held sessions.	Due to European Integration process and socio-economic changes in society, the cultural comprehension of the role of women in decision-making process is considerably better than before. Men are more open to accept that the role of women in politics and decision-making process is equally important.
	2. Improvement of cooperation among women at decision-making positions in local self-governments (councillors, department chiefs, secretaries, directors, etc.) and improvement of cooperation between women at decision-making positions and NGOs and informal groups	At least three meetings among women at decision-making positions without the initiative from project team. Five proposals made jointly by women at decision-making positions and NGOs and informal groups submitted to the Local Assembly (baseline:0)	Meeting minutes. Copy of proposals submitted to the Local Assembly	
	3. Increased level of awareness of gender equality in target municipalities	At least 200 of visitors to the project web site. At least 20 sent questions related to the project.	Registration list of visitors to the web site. The list of asked questions.	
<b>Activities</b>	1. Creating institutional framework for more intensive participation of women in decision-making process	<b>Project team:</b> - Project Coordinator (1) – CEED	<b>Costs:</b> Subtotal Human Resources - 27950	<b>Pre-conditions:</b> Citizens in five pilot municipalities are motivated to participate in the survey. Quantitative and qualitative data are available.
	1.1 Assessment of gender equality in target municipalities	- Project officers (2) – CEED (1), SOS(1)  - Seminar Coordinator (1) – SOS	Subtotal Travel - 1900  Subtotal Local office - 2400	

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<b>Activities</b>	1. Creating institutional framework for more intensive participation of women in decision-making process	<p><b>Project team:</b></p> <ul style="list-style-type: none"> <li>- Project Coordinator (1) – CEED</li> <li>- Project officers (2) – CEED (1), SOS(1)</li> <li>- Seminar Coordinator (1) – SOS</li> <li>- Survey analyst (1) - CEED</li> <li>- Accountant (1) - CEED</li> </ul> <p><b>Means:</b> During project implementation the following equipment of CEED and SOS hotline Niksic will be used: paper and CDs, toner.</p>	<p><b>Costs:</b></p> <p>Subtotal Human Resources - 27950</p> <p>Subtotal Travel - 1900</p> <p>Subtotal Local office - 2400</p> <p>Subtotal Other costs, services - 32875</p> <p>Total - 73168</p>	<p><b>Pre-conditions:</b></p> <p>Citizens in five pilot municipalities are motivated to participate in the survey. Quantitative and qualitative data are available.</p> <p>Local self-government officials in five target municipalities are determined and committed to solving the gender equality issue at the local level.</p> <p>Cooperation with partner SOS hotline Niksic is on satisfactory level.</p> <p>Councillors are interested to participate at seminars.</p> <p>Formal and informal women groups are interested for improvement of gender equality in local self governments Councillors, NGO representatives and other informal groups are interested and motivated to attend the meetings.</p>
	1.1 Assessment of gender equality in target municipalities			
	1.2 Workshops for development of local gender equality plan in five pilot municipalities			
	1.3 Development of the handbook for development of local gender equality plan			
	1.4 Development of the policy paper for the gender equality (local gender equality plan)			
	<b>2. Horizontal and vertical networking of women in local self governments regarding the gender equality</b>			
	2.1 Organizing two seminars with three different modules (gender equality, public presentations and media communication, negotiation skills), for councillors and for or women at decision-making positions (chief of departments, inspectors, public company directors, etc.)			
	2.2 Organizing roundtables in five target municipalities			
2.3 Organizing meetings between councillors in local self-governments with NGO representatives, organization of other informal groups dealing with woman issues.				

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	<b>3. Raising awareness of gender equality in five target municipalities</b>			
	3.1 Organizing five platforms for promotion of gender equality in target municipalities			
	3.2 Development of the project website			

## ANNEX 2: LIST OF INTERVIEWED PEOPLE<sup>14</sup>

Name	Function	Institution	Town
Biljana Sekulić	Project Manager	CEED	Podgorica
Dijana Pištalo	Project Officer	S.O.S. Call Centre Nikšić	
Branka Vlahović	Chief of the Department for Gender Equality	Ministry of Human and Minority Rights	Podgorica
Darka Ognjenović	Coordinator for Gender Equality	Municipality of Tivat	Tivat
Stanka Kršulja	Social Worker	Municipality of Tivat	
Bosiljka Radonić	Secretary of the Department for Civil Affairs	Municipality of Tivat	
Jovanka Laličić	Head of the administration	Municipality of Tivat	
Veselin Vukić	Secretary of the Department of Civil Affairs	Municipality of Kolašin	Kolašin
Miroslava Nedić	Clerk at the Local Self-government	Municipality of Kolašin	
Verica Aničić	Clerk at the Local Self-government	Municipality of Kolašin	
Vanja Mrdak	Clerk at the Local Self-government	Municipality of Kolašin	
Željka Vuksanović	Councillor at the Municipal Assembly	Municipality of Kolašin	
Srećko Rakočević	Clerk at the Directorate for municipal property	Municipality of Kolašin	
Ana Danilović	Director	NGO Zvijezda	
Novka Vlaović	Secretary of the Department of Civil Affairs	Municipality of Mojkovac	Mojkovac
Duško Rakočević	Director	NGO "Srce"	
Mara Janketić	Project officer	NGO "Srce"	
Ivana Ljujić	Director	NGO Ecotours	
Olivera Rakočević	Clerk	Department of public revenues	

<sup>14</sup> Listed by the time of meetings

Name	Function	Institution	Town
Marina Marković	Intern	Municipality of Mojkovac	
Nataša Ojdanić	Secretary of the Municipal Assembly	Municipality of Berane	Berane
Fatima Begović - Međedović	Clerk	Municipality of Berane	
Vida Ivanović	Clerk	Municipality of Berane	
Stanislava-Tanja Bošković	Secretary of the Municipal Assembly	Municipality of Danilovgrad	Danilovgrad
Svetozar Domazetović	Advisor to the Mayor	Municipality of Danilovgrad	
Nataša Milović	Advisor for Environmental Protection	Municipality of Danilovgrad	
Snežana Jovanović	Director	Tourism Organisation Danilovgrad	
Nataša Međedović	Director	The S.O.S. Call Centre Nikšić	Danilovgrad
Dragana Radević	Director	CEED	Podgorica

## **ANNEX 3: LIST OF DOCUMENTS REVIEWED**

### ***The Project Documentation:***

- The Project Proposal;
- The Logical Framework;
- The Work Plan;
- The Project Budget

### ***The Project Reports:***

- The Monthly Reports
  - March 2011
  - April 2011
  - May 2011
  - June 2011
  - July 2011
  - August 2011
  - September 2011
  - October 2011
  - November 2010
  - December 2011
  - January 2012
  - February 2012
  - March 2012
  - April 2012
- Minutes and reports from events (roundtables, seminars, etc)

### ***Project Deliverables:***

- Assessment of Gender Equality in targeted municipalities
- Guidelines for Developing Local Action Plans for Gender Equality
- Project website: <http://www.ravnopravnost-zene.me/>
- Matrices developed for preparation of LAP in five targeted municipalities

### ***Legislative acts:***

- Law on Gender Equality in the Republic of Montenegro, Official Gazette no. 46/07 from 31 July 2007
- The Law on the Prohibition of Discrimination Official Gazette no. 46/2010 from 6 August 2010
- The Law on the Protector of Human Rights and Freedoms, Official Gazette no. 42/2011 from 23 August 2011

### ***Other:***

- UN Convention on the Elimination of all forms of Discrimination against Women: Concluding observations of the Committee on the Elimination of Discrimination against Women, Country Report: Montenegro.