

Број 22-031/17-878

**PROJECT DOCUMENT**  
**MONTENEGRO**



Empowered lives.  
Resilient nations.

Голубовци, 30.11.2017 год.

**Project Title:** Strengthening capacities for effective service delivery in City District Golubovci

**Project Number:** 00107784

**Implementing Partner:** UNDP Office in Podgorica

**Start Date:** 01/12/2017

**End Date:** 31/12/2021

**LPAC Meeting date:** 23/11/2017

**Brief Description**

According to the Law on Capital City, the township (City District) of Golubovci is established as a unit of local self-government within the Capital Podgorica for the sake of ensuring better conditions for efficient and effective community level performance and to enable improved citizens participation at the level of the Capital City. The new organizational setup of the former municipality Podgorica aims at decentralization of powers of the local self-governments, improved citizens participation, enhanced efficiency of financial management and better-quality provision of social, health, education and other services that support community life and respond to beneficiaries' needs. The new organizational set up, among others, includes the development of standards and other mechanisms for quality assurance, and changes in organization and introduction of new work methods and processes in the local self-government. The overall project objective is to support the inclusive socio-economic development of City District Golubovci by creating enabling environment and infrastructural conditions that could meet needs of all the citizens. Strengthened institutional mechanisms and capacities of public services providers would set conditions for access to adequate, comprehensive and sustainable services of all the citizens, equally in urban and rural areas. The project will address these challenges through the following components: 1. Development and improvement of the capacities for adequate provision of public (e.g. social, health, education) services to the citizens and 2. Improvement of the local road infrastructure and public spaces in order to enhance social life of the community.

OUTCOME OF UNDAF (OR EQUIVALENT) THAT INCLUDES UNDP:

Contributing Outcome (UNDAF/CPD, RPD or GPD):

By 2021, the population has improved access to quality, equitable, inclusive and mutually reinforcing systems of health, education, protection and decent work.

<b>Total resources required (EUR):</b>	262,000	
<b>Total resources allocated:</b>	<b>City District Golubovci</b>	250,000
	<b>In-Kind (UNDP):</b>	12,000
	<b>Unfunded:</b>	

Agreed by:

City District Golubovci

UNDP- Implementing Partner

*Radonjic' Dusan*

Dusan Radonjic, Township Mayor

*Fiona McCluney*

Fiona McCluney, UNDP Resident Representative to Montenegro

Date: 30.11.2017

Date: 27.11.2017



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## I. DEVELOPMENT CHALLENGE

Due to a high internal migration and population growth, especially in the period of last thirty years, the number of citizens in Podgorica area has doubled. As per Census data in 1981 Podgorica counted 96 074 inhabitants while in 2011 Podgorica counted 187 085 citizens. Among others, the data show a high concentration of the country's population with nearly 30% of total Montenegrin population being located in wider Podgorica area.

It is clear that the population growth did not follow the adequate development of the City's communal infrastructure and development of basic services for the citizens. The underservicing is especially visible in the outskirts of the Capital City, and in the communities which are away from the main urban areas.

With an overall aim to bring the authorities of local self-government closer to citizens and with the adoption of the Law on Capital City in 2005, former municipality of Podgorica became a Capital Podgorica with two City Districts (Townships): Golubovci and Tuzi.

The territory of the City District is determined by Statute of the Capital City taking into consideration of economic, geographic, agricultural, historical and cultural criteria. City District bodies are city district Assembly and President of the City District assembly (the Township Mayor). City District Assembly is a representative body while the president is executive body of the City District. Relations between bodies of Capital Podgorica and City Districts are based on principles of mutual cooperation in line with the Law and Statute of the Capital City.

As per 2011 census, City District Golubovci have 16,231 inhabitants within 19 settlements. The territory of City District Golubovci includes: Anovi, which is also the centre of City District, Balabani, Berislavci, Bijelo Polje, Bistrice, Botum, Vranjina, Vukovci, Golubovci, Goričani, Gostilj, Gošići, Donja Cijevna, Kurilo, Ljajkovići, Mataguži, Mahala, Mitrovići, Mojanovići, Ponari, Srpska and Šušunja. Golubovci is situated at the crossroad of several important road directions connecting the Coastal region with the Central and Northern parts of the country.

City District Golubovci is located on the fertile plain of Zeta and it extends from Capital Podgorica towards the Skadar Lake. The very fertile soil and a mild climate with an average annual temperature of 16,4°C and more than 240 sunny days enable developing of agriculture as the main economic activity in this area of the country.

In recent years due to a development of the national road infrastructure (City transit, Sozina Tunnel), being located in the vicinity of Podgorica capital, but also having the easy access to the Coast and Port of Bar, the other economic branches also developed, such as logistics services connected to shipping and forwarding, SMEs focused on production and food processing facilities, tourism and cultural events.

Nonetheless, despite the significant infrastructural investments in recent years and proactive engagement of the township, the communal infrastructure within the City District still remains to be fully developed. Among others, the local road infrastructure needs to be adequately planned and reconstructed to respond growing population and business development demands.

The Capital City has been very active in responding adequately to the citizen's social care needs to enable their inclusion. The Local Social Inclusion Plan (LSIP) for the period 2013-2018 provides a detailed plan for development of local social services for all identified vulnerable groups (elderly, PwD, victims of violence, children, families and youth at risk etc.) and serve to all local stakeholders to plan development and financing of community-based social services. The LSIP is developed fully in line with the are following existing national strategic documents:

1. Strategy for Development of Social Welfare and Child Care (2013-2017) as primary document for local self-governments inclusion in the overall process of social welfare system reform, which gives local self-government more important role in this area.
2. Law on Social Welfare and Child Care (Official Gazette of Montenegro, no. 27/2013) which is based on principles of respecting the integrity and dignity of the users of social welfare and child care protection, non-discrimination, information distribution to beneficiaries, individual approach, active participation of social service users in creation, selection and practicing social welfare and child care rights, recognizing service user best interest, institutionalisation prevention and stipulation of service provision in the less restrictive environment, pluralism of social services and social service providers, partnerships and association of various carriers of programmes, services and transparency.



In this regard, the LSIP recognizes following priority groups:

- ¥ Children
- ¥ Persons with disabilities
- ¥ Elderly
- ¥ Victims of violence, especially vulnerable women
- ¥ Youth at risk and their families
- ¥ Population with the financial issues.

In order to adequately service the a/m categories of population, the City District Golubovci envisaged development of PwD day-care facilities both for children and adults, programmes for elderly servicing and several other services targeting youth and other at-risk populations

In terms of education facilities, there are 20 elementary schools in Podgorica area, out of which 4 in City District Golubovci. High school education is organized in two Gymnasiums, one in Capital city and one in City District Tuzi, as well as in 9 vocational schools, all being placed in Capital city.

Currently, one high school of mixed type (gymnasium and vocational school) is under construction in City District Golubovci. In addition to education services, the new high school in Golubovci will also offer other educational and cultural services (such as youth cultural clubs). Also, the communal infrastructure that connects the town's centre and the School (including the main roads) needs to be reconstructed and equipped.

In line with the above mentioned the project will focus on developing of local capacities for adequate provision of public services to the citizens and overall socio-economic development of City District Golubovci.

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## II. STRATEGY

Strategic objective of the new organizational setup and establishment of the two City Districts Golubovci and Tuzi is aimed at decentralization of the local self-government, improved participation of the citizens and beneficiaries, more efficient financial management and provision of quality public services. This involves provision of various public services that support the life in the community, development of standards and other mechanisms for quality assurance, and changes in organization and introduction of new work methods in the local self-governments.

The strategic approach of the project is to support the overall socio-economic development of City District Golubovci by creating enabling environment and by improving infrastructural conditions that would meet needs of all citizens. Strengthened institutional mechanisms and capacities of public services providers would set conditions for access to adequate, comprehensive and sustainable services of all the citizens, equally in urban and rural areas, equally to men and women.

The project will address these challenges through the following components:

1. Development and improvement of the capacities for adequate provision of public services to the citizens

According to the Law on Capital City, the City District responsibilities, in accordance with the Statute of the Capital, are:

- adopts a program for the development of a City District in accordance with the development program of the Capital City;
- adopts the financial plan and the final accounts;
- decide on the calling of a local referendum and the introduction of self-government, in accordance with the Statute of the Capital City;



- approves the decision on the establishment of a local community in the area of the City District and keeps records of local communities, in accordance with the regulation of the Assembly;
- provide consent to the draft of the local planning documents, in the part referring to the City District;
- decide on the requirements for placement of temporary structures on public spaces, in accordance with the regulations of the Assembly;
- provides social protection for home care for elderly and disabled persons and other forms of social protection;
- performs, in accordance with the law, tasks related to the protection, management and maintenance of residential buildings located in the area of the city municipality;
- provides an opinion on the program of protection and improvement of the environment of the Capital City;
- takes care of the construction and maintenance of local roads of importance for the City District;
- provides conditions for the regulation and maintenance of cemeteries that are not within the competence of the Capital City;
- create conditions for the development and improvement of culture and all forms of creativity in this field;
- plans and undertakes measures for the prevention of drug addiction;
- takes care of the conditions and forms of informing the local population in their area;
- plans and undertakes measures in the event of emergencies and creates conditions for removing their consequences, in accordance with the plans for protection and rescue;
- create conditions for the improvement of sports and recreational sports, recreation and recreation of children, youth and adults and for the maintenance of facilities in these areas;
- gives opinions on the reports on the work of public services, which the Assembly considers;
- directly enforce the regulations and general acts of the Capital City, when determined by these acts
- cooperates directly with municipalities in Montenegro and municipalities of other countries in order to achieve common interests in the field of local self-government;
- performs other activities, in accordance with the Statute and other acts of the Capital City.

The effective implementation of the mentioned activities, that City District is in charge for, implies provision of the wide range of public services to the citizens, especially in the areas of spatial planning, communal services, social and child protection, education, healthcare, employment etc.

This all indicates establishment of a number of local branches of the institutions for provision of different public services to citizens and their employee's engagement, as well as the increased number of staff to be engaged within the local self-government, which requires further development and strengthening of the City District Golubovci capacities, both in terms of infrastructural/physical capacities as well as the human/administrative capacities.

Building on previous experience in successful implementation of similar projects: Social Welfare System Reform, Developing facilities for provision of social services in Montenegro, Improving facilities for quality education in Montenegro, UNDP, as the Implementing Partner, will ensure the effective and efficient resource utilization as well as full compliance with infrastructural, technical and functional standards of service provision. Until now, UNDP facilitated construction-reconstruction and equipping of more than 20 facilities for provision of services in the areas of social and child protection and education, as well as institutional building and capacity development of service providers. Among others, the facilities of Day Care Centre for Children with Disabilities in Podgorica and Social Welfare Center Podgorica – Local Office Golubovci were developed and equipped through the project Developing facilities for provision of social services in Montenegro.



The Project will provide technical support to:

- ✓ development of new or improvement of the existing facilities for a higher-level quality provision and enhanced outreach of public services to citizens and
- ✓ improving local level capacities for planning, managing development and provision of public services.

2. Improvement of the local road infrastructure and public spaces in order to enhance a social life of the community

The area of Podgorica Capital is the main traffic junction with the largest gravitation area in the country's traffic system. The main Montenegrin routes from Nikšić, Bijelo Polje, Bar and Budva (Cetinje) intersects within Podgorica area. The Podgorica-Bar main road (M-2), which is part of the Adriatic Highway and the international roads E65 and E80 and represents the shortest and fastest connection between Podgorica and the sea coast, is passing through the territory of City District Golubovci. Namely, this part of the main road M-2, at the same time, represents the main local road for a population of City District Golubovci.

Although the bypass around the administrative centre of the City District Golubovci was built a few years ago, the District is still overburdened with transit traffic from Podgorica to the sea coast. In addition, during the touristic season (June-September), the network is overburdened with transit traffic when traffic increases up to 20 times. Transit traffic takes place through the urban area of the Capital city, including City District Golubovci or interweaves with the city traffic system, which reduces the quality and contingency of traffic on the main roads. Further, most of the regional and main roads were built than 25 years ago and investments in the reconstruction and maintenance have been very limited for the last 20 years.

Having all this in mind, there is a necessity for investment in construction and maintenance of the **local roads** network on the territory of City District Golubovci in order to improve the safety of the citizens, quality of life and in general social life of the community, especially for citizens living in the in areas remote from the administrative centre.

Also, the systemic and planned development of traffic infrastructure that will integrate smaller settlements, coupled with other (e.g. environmental) measures and programs, will certainly contribute to faster economic and social development.

In a process of creating successful sustainable communities' **public spaces** are very important. Public spaces (including squares, streets, street markets, community centres, cultural and youth centres, parks, playgrounds, and neighbourhood spaces in residential areas) play a vital role in the in the dynamic social life of communities. If planned well the public spaces support inclusion and provide opportunities for social interaction and promotion of the healthy lifestyles.

Public spaces in City District Golubovci need to be easily accessible and need to have local recognition, meaning and significance for the citizens, to be fully utilized and accepted by locals with greater appreciation.

For these reasons, Project will focus a part of its activities on development of new and in improvement of existing public spaces in City District Golubovci, among others, through construction, reconstruction and revitalization of traditional cultural sites and facilities.

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### III. RESULTS AND PARTNERSHIPS

#### **Expected Results**

The overall objective of the project is to support the inclusive socio-economic development of City District Golubovci by creating enabling environment and infrastructural conditions that could meet needs of all the citizens and businesses. Namely, the project will support further development and strengthening of the City District Golubovci capacities, both in terms of infrastructural/physical capacities as well as the human/administrative capacities.

As per strategic approach outlined above the project have the two main components:



1. Development and improvement of the capacities for adequate provision of public services to the citizens and
2. Improvement of the local road infrastructure and public spaces in order to enhance social life of the community.

The expected results within the component 1. *Development and improvement of the capacities for adequate provision of public services to the citizens* are:

- developed new or improved existing facilities for a higher-level quality provision and enhanced outreach of public services to citizens,
- improved local level capacities for planning, managing development and provision of public services.

Given the limited spatial capacities of the existing institutions, certain reorganizations and investments in provision of adequate work premises would be necessary.

In order to address these challenges, the indicative activities would include:

- Detailed design and technical documentation preparation for construction and equipping of new facilities to serve local self-government and other public services providers
- Detailed design and technical documentation preparation for reconstruction, retrofitting, refurbishment, equipping of existing facilities to serve local self-government and other public services providers
- Quality check and verification of the project design and technical documentation
- Selecting and recruiting company that will perform construction, retrofitting, adaptation or reconstruction works
- Monitoring and supervision of construction, retrofitting, adaptation or reconstruction works
- Identification of needs for equipment
- Procurement and installation of necessary equipment.

At this stage, there is an urgent need to establish a Day Care Centre for children and persons with disabilities in City District Golubovci, given the fact that currently there are 41 children (24 boys and 17 girls) beneficiaries of the personal disability allowance, out of which 26 families have already expressed the interest in services of Day Care Centre. Day Care Centres support both children and adults with disabilities and their families, as their functioning prevents separation from family and contributes to deinstitutionalization and decentralization of social services.

In this regard, there is a strong commitment of the following partners:

- City District Golubovci to provide the land for construction of the facility (building and playground) for the Day Care Centre and resources for development of the project design and technical documentation, building permit, supervision/oversight of works,
- The Ministry of Labour and Social Welfare to support the Day Care Centre joining to the existing network of Day Care Centres across Montenegro. The Ministry reconfirmed their commitments at the recently held Social Welfare Reform Project Steering Committee
- UNDP to ensure full compliance with international standards regarding construction/reconstruction, accessibility to persons with disabilities, energy efficiency, in general compliance with infrastructural, technical and functional standards of social service provision.

Once established, the Day Care Centre in Golubovci will become a part of the network of Day Care Centres across Montenegro and present an important step in translating key reform principles into practice, namely decentralization and deinstitutionalization and inclusion of persons with disabilities.

Strengthening the professional capacities of local self-government and other public services providers for planning, managing development and provision of public services is an essential precondition for successful provision of adequate, comprehensive and sustainable services to all citizens. Therefore, the indicative activities in this area would include:



- Tailor-made trainings for managerial staff in the area of organization of the work processes, human resource management, staff development and workload management
- Continued education and capacity building of employees and professionals. In order to incorporate gender equality principle in their work, both senior and professional staff will also need to go through the basic gender equality training, and depending on the position they cover, more advance trainings such as gender mainstreaming, gender budgeting, women in decision making, gender-sensitive client approach, etc.
- Introduction of performance monitoring and evaluation system.

The expected result within the Component 2. *Improvement of the local road infrastructure and public spaces in order to enhance social life of the community* is development of new and improvement of existing local roads and public spaces in City District Golubovci, through construction, reconstruction and revitalization projects.

In order to achieve these results, the indicative activities will include:

- Detailed design and technical documentation preparation for construction and equipping of the new local road infrastructure and public spaces
- Detailed design and technical documentation preparation for reconstruction, retrofitting, refurbishment, equipping of existing local road network and public spaces
- Quality check and verification of the project design and technical documentation
- Selecting and recruiting company that will perform construction, retrofitting, adaptation or reconstruction works
- Monitoring and supervision of construction, retrofitting, adaptation or reconstruction works
- Identification of needs for equipment
- Procurement and installation of necessary equipment.

The participatory approach throughout the process will be encouraged, in order to ensure that the project responds to the needs of all members of the community. Girls and boys, women and men, those from more rural and more urban areas of the City District - they all have different needs in terms of infrastructure and services provision. In addition, from the perspective of economic development of the community, and having in mind that the women from Golubovci and Zeta area are mostly involved in agriculture as their primary source of income for the family, having the facilities and infrastructure that will support their entrepreneurial activities will directly lead to the improved quality of their products and widened market. The effects of such investment will be multiple, not only for their families but the whole community.

### ***Resources Required to Achieve the Expected Results***

The contribution of City District Golubovci in regard to the construction of the facility of Day Care Centre for children and persons with disabilities is in the amount of 250,000 EUR which will be managed by the UNDP. Also, City District Golubovci will provide land for construction of the facility (building and playground). UNDP's contribution is a project management unit dedicated to overall project management and coordination, facilitating development of the main project design and technical documentation, quality check of the project design, supervision/oversight of works, engagement of a supervisory authority, i.e. licensed construction agency, building permit.

Hiring independent experts and establishing UNDP project team that will comprise:

- Managerial functions
  - Project Manager
  - Operational support to the manager by the UNDP office
- Technical functions
  - Independent experts/supervisory authority/licensed construction agency for:
    - development of the main project design and technical documentation



- quality check of the project design and technical documentation
- supervision/oversight of works
- issuance of building and use permit.

All the duties of the day-to-day management will be done by the Project manager appointed by UNDP, under the supervision of the UNDP management. Primary, but not the only role of the Project manager is to ensure: administrative, financial and overall management and effective and efficient implementation of the project.

#### **Required funds in line with the proposed framework**

<b>No.</b>	<b>Key items</b>	<b>Amount (EUR)</b>
1	Development of the main project design and technical documentation	10,000
2	Quality check of the project design and technical documentation and supervision/oversight of works	10,000
3	Construction – civil works performed by the contracted company	212,500
4	Other UNDP costs (GMS, operational and administrative costs)	17,500
<b>Total funds claimed from the City District Golubovci</b>		<b>250,000</b>

Participation of UNDP will be "in-kind" contribution to the project. UNDP will, namely, cover the costs of the Project Manager in the amount of 12,000 for the period of the 12 months.

The resources for the future activities will be provided by City District Golubovci, Capital Podgorica, other donors and UNDP.

#### **Partnerships**

City District Golubovci will be the main partner in project realization process. Further, Capital Podgorica, Ministry of Labour and Social Welfare and institutions under the jurisdiction of the Ministry, i.e. Social Welfare Centre for Capital Podgorica and City District Golubovci and Tuzi in coordination with Local Branch Unit for City District Golubovci.

In addition to this, the project will include other relevant local and state institutions and bodies, for example. Ministry of Transport and Maritime Affairs, Ministry of Sustainable Development and Tourism, Ministry of Culture, etc. Also, through training and educations service providers will be included in the project.

#### **Risks and Assumptions**

Following preconditions should be met in order to implement the project successfully:

- ✓ Ensuring required funds;
- ✓ Ensuring adequate participation of all local relevant stakeholders in providing building permits and meeting other administrative requirements for construction/reconstruction/renovation and maintenance of facilities, road infrastructure and public spaces;
- ✓ Providing sustainability of project results – provision of public services financed by City District Golubovci funds;

#### **Stakeholder Engagement**

The leading stakeholders in the project realization are: City District Golubovci, Capital Podgorica, Ministry of Labour and Social Welfare and institution under the jurisdiction of the Ministry, Social Welfare Centre for Capital Podgorica and City District Golubovci and Tuzi in coordination with Local Branch Unit for City District Golubovci, Ministry of Transport and Maritime Affairs, Ministry of Sustainable Development and Tourism, Ministry of Culture, etc.

#### **South-South and Triangular Cooperation (SSC/TrC)**

N/A



### ***Knowledge***

The project will be presented publicly in cooperation with the main partner City District Golubovci. Besides that, information about completed activities will be timely presented on official web pages (UNDP website and Capital Podgorica website), as well as distributed to the national electronic and print media. Special attention will be on distribution relevant information on service provision to end users, which will be maintained throughout media, local branch units and if necessary through printing and distribution of material distant and less accessible remote rural areas.

### ***Sustainability and Scaling Up***

As the objective of this project is the overall socio-economic development of City District Golubovci which will finally result with provided access to adequate, comprehensive and sustainable services of all the citizens, equally in urban and rural areas, the project will have an impact not only on citizens of City District Golubovci. Namely, the significant number of people with official residence in other parts of Capital Podgorica are on a daily basis connected with City District Golubovci (employment, agriculture and other income generation activities, vacation, etc.). Also, as some Golubavci local roads are part of the national road network which connects seaside with the rest of the country, from investing in road infrastructure the overall community will benefit.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

Due to its scope, this initiative is complex and very specific. The project is important also because of the fact that its results would to a large extent define further investments into the development of the City District Golubovci. Therefore, it could be said that the project effects will significantly exceed the invested resources.

### ***Project Management***

The Project will be implemented under Direct implementation modality (DIM) in accordance with UNDP rules and regulations.

All day-to-day management duties will be conducted by the Project Manager appointed by UNDP, under the supervision of Social Inclusion Team Leader, with strong engagement of all involved partners and stakeholders.

The Project Team will have the following role:

- 1) Coordinate technical, administrative and financial activities of the project;
- 2) Ensure monitoring and control of activities;
- 3) Financially manage the project (including effecting disbursements);
- 4) Resolve bottlenecks, and
- 5) Prepare substantive and financial reports for the Project Board and UNDP.



## V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: By 2021, population has improved access to quality, equitable, inclusive and mutually reinforcing systems of health, education, protection and decent work promotion.										
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Number of people accessing standardized family and community services and cash transfers										
Applicable Output(s) from the UNDP Strategic Plan:										
Outcome 3 - Countries have strengthened institutions to progressively deliver universal access to basic services										
Output 3.2: Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public										
Project title and Atlas Project Number: Strengthening capacities for effective service delivery in City District Golubovci, ID:										
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2018	Year 2019	Year 2020	Year 2021	Year ...	
Improved capacities for service delivery in City District Golubovci	Number of the facilities for provision of public services constructed/reconstructed/equipped through the project	City District Golubovci	0	2017	1					City District Golubovci data, Steering Committee Reports



## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP	
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP	
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP and City District Golubovci	
<b>Project Report</b>	A progress report will be presented to the Project Management Board consisting of progress data showing the results achieved against pre-defined annual targets at the output level.	At least annually, and at the end of the project (final report)		UNDP and City District Golubovci	
<b>Project Review (Project Board)</b>	The Project Board and will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP and City District Golubovci	



## VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 2017	Y2 2018	Y3	Y4		Funding Source	Budget Description	Amount (USD)
Strengthening capacities for effective service delivery in City District Golubovci	Developing new or improving existing facilities for a higher-level quality provision of public services to citizens	11,614	258,675			UNDP	City District Golubovci	Local consultants (71300)	23,229
	Improving local level capacities for planning, managing development and provision of public services					UNDP	City District Golubovci	Contr. Companies (72100)	247,060
	Development of new and improvement of existing local roads and public spaces					UNDP			
	Project Management		11,614			UNDP	City District Golubovci	Travel (71600)	1,161
Evaluation (as relevant)	EVALUATION						City District Golubovci	Contr. serv. Individuals (71400)	10,453
General Management Support	3%	348	8,109				City District Golubovci	Facil. and Admin (75100)	8,457
<b>TOTAL</b>									<b>290,360</b>



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## **VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

Steering Committee (SC) will be established during the first two months of the project implementation. The Steering Committee will be chaired by the Mayor of City District Golubovci. As the implementing entity, UNDP (Project manager) will prepare the reports on the course of the implementation and spending in the project, in line with the envisaged budget and using the UNDP reporting format.

If all the stakeholders agree, SC can render decisions on the reallocation of the funds. It can change the existing and introduce new activities and render a decision on the changes in the duration of the project, all in line with the general project goals.

Members to the Steering Committee shall be appointed by the City District Golubovci, and the common practice is that the members of the SC are representatives of the stakeholders, e.g. Capital Podgorica, Ministry of Labour and Social Welfare, Social Welfare Centre for Podgorica, Golubovci and Tuzi, etc.

City District Golubovci shall convene the SC meetings. In line with the practice used so far in similar projects, SC is convened at least annually and at least two times during the project term.

UNDP shall submit the final report to the Steering Committee directly and immediately after the end of the project. It should all be done in line with the UNDP rules.



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## IX. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:

- ☐ **Country has signed the Standard Basic Assistance Agreement (SBAA)**
- ☐ Country has not signed the Standard Basic Assistance Agreement (SBAA)
- ☐ Regional or Global project

2. Implementing Partner:

- ☐ Government Entity (NIM)
- ☐ **UNDP (DIM)**
- ☐ CSO/NGO/IGO
- ☐ UN Agency (other than UNDP)
- ☐ Global and regional projects

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## X. ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening**
3. **Risk Analysis**
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions**