

I N F O R M A C I J A

o zaključivanju Projekta angažovanja „Jačanje kapaciteta Uprave za ljudske resurse II“

i

Sporazuma o finansiranju između Uprave za ljudske resurse i Programa Ujedinjenih nacija za razvoj (UNDP)

Uspostavljanje funkcionalnije javne administracije predstavlja jedan od ključnih izazova procesa evropskih integracija u Crnoj Gori, s obzirom da direktno utiče na sposobnost da pruži javne usluge i stimuliše ekonomski rast i konkurentnost i stvori okruženje za obezbjeđenje osnovnih prava.

Vlada je posvećena ciljevima rodne ravnopravnosti i ratifikovala je skoro sve međunarodne konvencije, a UNDP je bio partner Ministarstvu javne uprave u sprovođenju strateških ciljeva reforme javne uprave i rodnog ravnopravnosti u okviru ukupne politike u skladu sa međunarodnim obavezama i nacionalnim pravnim okvirom.

UNDP je imao specifičan projekat posvećen razvoju i integraciji rodnog mejnstriminga kao glavni kriterijum u razvoju politike između 2019-2021. godine. Uspostavljanje širokih partnerstava sa Skupštinom, Vladom i organizacijama civilnog društva koje nude procjenu prakse i kapaciteta rodnog mejnstriminga, utvrđena je potreba da se dodatno jačaju kapaciteti u javnoj upravi kod integrisanja principa rodne ravnopravnosti.

Informisan ovim zaključcima UNDP je ponudio strateške smjernice i niz rodni mejnstriming alata, metoda i strateških diskusija o neophodnoj institucionalnoj transformaciji. Projekat je stvorio jasne veze između principa mejnstriminga polova i tekuće reforme javne administracije.

Uprava za ljudske resurse bila je u središtu navedene procjene kao institucija uključena u podršku reformi javne administracije i ima za cilj da bude moderna služba i inicijator promjena na polju upravljanja ljudskim resursima. Jedan od glavnih stubova i centar efikasne javne administracije su ljudski resursi. Državni službenici su ključni za uspješno pružanje usluga, kao i ispunjavanje svih funkcija javne administracije, ciljeva reforme javne uprave i zahtjeva za integraciju u EU.

Ovaj projekat postavlja idealno tlo za pilotiranje Pečata rodne ravnopravnosti u javnim institucijama pružajući dobro razumevanje trenutnih praksi i kapaciteta i odlično razumijevanje mogućnosti koje proističu iz sistemskog rodnog mejnstriminga u instituciji.

Značaj jačanja kapaciteta Uprave za ljudske resurse ogleda se u daljem sprovođenju rodno odgovornih aktivnosti u saradnji sa svim institucijama javne uprave, kroz jačanje državnih službenika i donosioca odluka znanjem i alatima koji im omogućavaju da razviju efikasnu, inkluzivnu politiku, doprinoseći time ostvarivanju efikasnog upravljanja i jačanja svih institucija u javnoj upravi.

UNDP Crna Gora posvećena je istrazi svih mogućnosti za pružanje pomoći crnogorskoj administraciji u jačanju njenih inicijativa za razvoj kapaciteta, sa primarnim fokusom na institucionalni rodni mejnstriming. Snažno partnerstvo koje je ranije razvijeno između UNDP i Uprave za ljudske resurse dopriniće da perspektiva rodne ravnopravnosti bude sastavni deo svakodnevnih aktivnosti, a time dovesti do inkluzivnog razvoja i demokratskog upravljanja.

U skladu sa gore navedenim, za realizaciju projekta „Jačanje kapaciteta Uprave za ljudske resurse II“ sa Programom Ujedinjenih nacija za razvoj (UNDP) potrebna su finansijska sredstva iz Budžeta Crne Gore od strane Uprave za ljudske resurse u ukupnom iznosu od:

-50,000.00 EUR - datum dospeljeća uplate 20.decembar 2025.godine;

- 50,000.00 EUR- datum dospeljeća uplate 20.april 2026.godine.

Napominjemo da su sredstva obezbijeđena u Budžetu Crne Gore za tekuću fiskalnu godinu i to na potrošačkoj jedinici Uprave za ljudske resurse, za šta je Ministarstvo finansija izdalo potvrdu broj 02-01-430/25-42176/2 od 04.12.2025.godine, dok su u Budžetu Crne Gore na potrošačkoj jedinici Uprave za ljudske resurse za 2026.godinu takođe predviđena sredstva.

Projekat angažovanja „Jačanje kapaciteta Uprave za ljudske resurse II“ i Sporazum o finansiranju je u prilogu ove Informacije.



Država: Crna Gora
Projekat angažovanja

Naziv:	Jačanje kapaciteta Uprave za ljudske resurse II
Očekivani ishod prema Okviru saradnje:	Ishod 3: Do 2027. godine svi u Crnoj Gori, a posebno ranjive grupe, imaju koristi od osnaženog ljudskog kapitala, uključujući rani razvoj djeteta i otporniju, rodno odgovorniju i kvalitetnu zdravstvenu zaštitu i obrazovanje.
Očekivani rezultat(i) prema Okviru saradnje:	Rezultat 3.1: Ojačane otvorene i odgovorne nacionalne i lokalne institucije koje promovišu transparentnost, rodno odgovorno djelovanje i vladavinu prava
Početak i završetak Plana inicijative:	8. decembar 2025 – 31. decembar 2026.
Implementacioni partner:	UNDP

Ekaterina Paniklova
Stalna predstavница UNDP-a u Crnoj Gori

Agron Camaj
Direktor Uprave za ljudske resurse

Kratak opis

Opšti cilj Projekta angažovanja „Jačanje kapaciteta Uprave za ljudske resurse II“ jeste pružanje podrške razvoju kapaciteta Uprave za ljudske resurse radi jačanja njene rodne osjetljivosti i integrisanja standarda rodne ravnopravnosti.

Specifični cilj Projekta angažovanja jeste da dodatno podrži ULJR u jačanju i usklađivanju institucionalnog okvira, sistema i praksi sa međunarodnim standardima rodne ravnopravnosti, te da pripremi i vodi instituciju kroz proces dobijanja UNDP-ovog Pečata rodne ravnopravnosti za javne institucije.

Projekat angažovanja sprovodiće se kroz Modalitet direktne implementacije (DIM), putem niza inicijativa koje su zajednički usaglasile Uprava za ljudske resurse i UNDP, u skladu sa strateškim prioritetima definisanim Okvirom saradnje Vlade Crne Gore UNDP-a za period 2023–2027.

Liderka Klastera za rodnu ravnopravnost UNDP-a u Crnoj Gori biće zadužena za osiguravanje da Projekat angažovanja doprinese ostvarivanju rezultata koji proističu iz Okvira saradnje, u skladu sa propisanim

Programski period: 2023–2027

Broj projekta u Quantum-u:
broj rezultata u Quantum-u:

Rodni marker: GEN 3

Ukupan iznos neophodnih sredstava: 115.606,94 USD
(~100,000 EUR / kurs 0.865; UNORE, 14 novembar 2025.)

Ukupan iznos opredijeljenih sredstava: 115.606,94 USD

- Redovna sredstva: –
- Ostalo:
Vlada Crne Gore
Uprava za ljudske resurse – 115.606,94 USD

Neobezbijedena sredstva: 115.606,94 USD

Doprinosi nefinansijske prirode: –

Saglasnost: Ekaterina Paniklova, stalna predstavica UNDP-a u Crnoj Gori

I. SVRHA I OČEKIVANI REZULTATI

Funkcionalnija, profesionalna, rodno odgovorna i ka građanima usmjerena javna uprava predstavlja jedan od ključnih reformskih prioriteta Crne Gore u procesu pristupanja Evropskoj uniji (EU). Kao centralna institucija nadležna za profesionalni razvoj, zapošljavanje i selekciju u okviru javne uprave, Uprava za ljudske resurse (ULJR) ima ključnu ulogu u unapređenju ciljeva reforme javne uprave (RJU). ULJR teži da funkcioniše kao moderna, inkluzivna institucija orijentisana ka pružanju usluga, ali i kao institucija koja podstiče inovacije i izvrsnost u upravljanju ljudskim resursima. Kroz svoje programe obuka, uključujući i programe posvećene rodnoj ravnopravnosti i prevenciji diskriminacije, ULJR oblikuje kompetencije, standarde i organizacionu kulturu čitave javne uprave, doprinoseći na taj način pravičnijem i rodno odgovornom sistemu.

Kako bi odgovorila na zahtjeve koji proističu iz procesa pristupanja EU, ULJR je posvećena usklađivanju svojih sistema i praksi sa vodećim međunarodnim standardima. U tom kontekstu, UNDP-ov Pečat rodne ravnopravnosti za javne institucije (engl. Gender Equality Seal for Public Institutions, skr. GES PI) predstavlja idealan okvir za podršku strateškim ambicijama ULJR. Kao globalni program sertifikacije, GES PI nudi sveobuhvatan pristup integrisanju rodne ravnopravnosti u institucionalne sisteme, strukture i pružanje usluga, uz istovremeno prepoznavanje rodne ravnopravnosti kao ključnog cilja institucionalne transformacije. Ovaj program nudi jasne standarde, strukturisane smjernice i putanju za kontinuirano unapređenje. Težnja ULJR da dostigne nivo Zlatnog pečata rodne ravnopravnosti odražava njenu posvećenost liderstvu i izvrsnosti, ne samo u pogledu izgradnje savremene i rodno osjetljive javne uprave usklađene s nacionalnim reformskim prioritetima i standardima EU, već i u pogledu unapređenja rodne ravnopravnosti uopšte.

Radi dodatnog informisanja i usmjeravanja transformacije, UNDP i ULJR su 2025. godine sproveli analizu pod nazivom *Percepcije i stavovi o rodnoj ravnopravnosti zaposlenih u javnoj upravi*, u okviru projekta „Ujedinjeni u rodnoj ravnopravnosti” finansiranog sredstvima EU. Ova analiza obuhvatila je uvide iz opšte populacije, zaposlenih u javnoj upravi kao i osoblja ULJR, obezbjeđujući komparativne uvide zasnovane na dokazima za dalje djelovanje. Nalazi ukazuju na postojanje dugotrajnih rodnih jazova koji upućuju na potrebu za kontinuiranom sistemskom reformom. Mnogi ispitanici smatraju da muškarci u Crnoj Gori imaju više prava nego žene, dok se većina (57%) i dalje slaže sa stavom da je „majčinstvo najvažnija uloga žene”, a znatan broj podržava tradicionalne stavove o podjeli kućnog rada i liderstvu. Više od polovine zaposlenih u javnoj upravi navodi da ne postoje jasne procedure ili sankcije za rodnu diskriminaciju, dok dvije trećine ispitanika nije sigurno ili ne vjeruje da se rodna ravnopravnost uzima u obzir u postupcima zapošljavanja i selekcije, što ukazuje na potrebu za jačanjem institucionalnih standarda. Uz to, 65% ukupnog osoblja i 47,9% zaposlenih u ULJR nije učestvovalo ni u jednoj obuci o rodnoj ravnopravnosti tokom 12 mjeseci koji su prethodili istraživanju, što potvrđuje važnost jačanja kapaciteta za integrisanje rodne perspektive u ULJR-u i široj javnoj upravi.

Navedeni nalazi dodatno ukazuju na potrebu jačanja internih sistema, praksi upravljanja ljudskim resursima i institucionalne kulture ULJR. Imajući u vidu horizontalnu ulogu ULJR u sistemu javne uprave i njen mandat koji obuhvata postavljanje standarda i razvoj kompetencija u svim organima javne uprave, institucija ima značajan potencijal da proširi primjenu rodno odgovornih praksi u cjelokupnom javnom sektoru u Crnoj Gori. Već je ostvaren značajan napredak. Kroz prvu fazu zajedničkog projekta UNDP-a i ULJR, „Jačanje kapaciteta Uprave za ljudske resurse”, ULJR je unaprijedila svoje kapacitete za integrisanje rodne perspektive u rad i interne procese, čime je postavila čvrste temelje za dalji razvoj. Ključna dostignuća obuhvataju:

- zajednički razvijenu Rodnu mapu puta ULJR 2025–2030;
- uspostavljanje trostepene rodne arhitekture (osnovni, operativni i međuinstitucionalni timovi) i jačanje njihovih kapaciteta;

- formiranje baze od 40 rodnih eksperata/kinja i budućih trenera za integrisanje rodne perspektive;
- doprinos izmjenama zakonodavstva uvođenjem zaštite roditelja i mjera protiv diskriminacije;
- unaprijeđene procedure koje promovišu nultu toleranciju prema rodno zasnovanom nasilju;
- ojačana partnerstva koja pozicioniraju ULJR kao lidera u rodno odgovornom upravljanju.

Nadovezujući se na ova dostignuća i dugogodišnje partnerstvo UNDP-a i ULJR, cilj ovog Projekta angažovanja jeste da dodatno podrži ULJR u jačanju i usklađivanju institucionalnog okvira, sistema i praksi sa međunarodnim standardima rodne ravnopravnosti, te da pripremi i vodi instituciju kroz proces dobijanja UNDP-ovog Pečata rodne ravnopravnosti za javne institucije.

Kroz ovaj proces, ULJR će uspostaviti jasne standarde i pokazatelje u oblastima liderstva i odgovornosti, upravljanja ljudskim resursima, organizacione kulture, učešća zainteresovanih strana, planiranja i budžetiranja, te rodno odgovornih usluga. Fokusiran prvenstveno na strateški razvoj kapaciteta, proces sertifikacije će služiti i kao pokretač institucionalne transformacije i kao mehanizam međunarodnog priznanja, pomažući ULJR da pređe s pukog usklađivanja na ostvarivanje transformativnih i sistemskih rezultata u oblasti rodne ravnopravnosti.

UNDP će podržati ULJR u jačanju spremnosti za zvaničan ulazak u proces procjene za Pečat rodne ravnopravnosti za javne institucije najkasnije u prvom kvartalu 2026. godine i u ostvarivanju najboljeg mogućeg početnog rezultata. Nakon početka procesa procjene, UNDP će nastaviti da pruža stručnu podršku ULJR kako bi se ova institucija što uspješnije približila najvišem nivou sertifikacije – Zlatnom pečatu rodne ravnopravnosti za javne institucije.

U skladu s dogovorom sa ULJR, aktivnosti u okviru Projekta angažovanja biće organizovane na sljedeći način:

A1: Pružanje tehničke podrške za jačanje politika, institucionalnog i organizacionog okvira ULJR u oblasti rodne ravnopravnosti

Snažan institucionalni i okvir javnih politika ključan je kako bi ULJR ispunila standarde UNDP-ovog Pečata rodne ravnopravnosti za javne institucije. Nedavne procjene identifikovale su prostor za dodatna unapređenja u internim procedurama, procesima zapošljavanja i napredovanja, kao i u organizacionoj kulturi, koje je potrebno učiniti rodno odgovornim kako bi se rodna ravnopravnost sistemski integrisala u rad i procese ULJR, a time unaprijedio ukupan institucionalni učinak.

UNDP će obezbijediti ekspertsku rodnu analizu, preglede i procjene, kao i strukturisane konsultacije radi analize postojećih politika, procedura i praksi i izrade preporuka za njihovo unapređenje. Nakon toga slijedi tehnička podrška za reviziju ili razvoj rodno odgovornih procedura, alata i standarda u ključnim oblastima kao što su zapošljavanje, upravljanje učinkom, donošenje odluka, interno upravljanje, prevencija diskriminacije i uznemiravanja i dr. Ovaj proces će uključivati vođene radne sesije, neposrednu savjetodavnu podršku i iterativnu povratnu informaciju radi razvoja i sprovođenja Akcionog plana za GES PI, osiguravanja usklađenosti sa zahtjevima GES PI programa i jačanja institucionalnog vlasništva i dugoročne održivosti.

A2: Sprovođenje aktivnosti za unapređenje kapaciteta ULJR u oblasti rodne ravnopravnosti, uključujući jačanje institucionalne arhitekture i kapaciteta

Institucionalna transformacija zahtijeva ne samo snažne politike, već i adekvatne interne kapacitete za njihovu efikasnu primjenu. Timovi za rodnu ravnopravnost, zaposleni, kao i baza eksternih trenera/ica i eksperata/kinja ULJR, zahtijevaju dodatno jačanje znanja i vještina kako bi mogli da predvode systemske reforme u oblasti rodne ravnopravnosti. Bez proširenog znanja i praktičnih kompetencija, čak i kvalitetno osmišljeni okviri ne mogu biti u potpunosti operacionalizovani niti održivi. Stoga je razvoj kapaciteta ključan za pripremu ULJR za sertifikaciju za dobijanje GES PI i obezbjeđivanje dugoročne institucionalne promjene. Ovo obuhvata izgradnju osnovnog nivoa znanja o rodnoj ravnopravnosti među svim zaposlenima, kao i pružanje specijalizovanog znanja za integrisanje rodne perspektive u prioritetnim oblastima kao što su zapošljavanje, digitalizacija, održivi razvoj i druge sektorske oblasti.

UNDP će ovaj razvoj kapaciteta realizovati putem prilagođenih radionica, specijalizovanih programa obuka, tehničkog mentorstva i savjetovanja za rukovodstvo ULJR i članove timova za rodnu ravnopravnost. Mogućnosti za učenje od kolega/nica, praktične vježbe i savjetodavne sesije produbiće razumijevanje pristupa za integrisanje rodne perspektive u skladu s međunarodnim standardima i najboljim praksama. Podrška će obuhvatiti i tehnički doprinos u integrisanju rodno odgovornih kompetencija u šire programe obuka državnih službenika koje sprovodi ULJR, čime se povećava domet i uticaj na cjelokupnu javnu upravu. ULJR će dobiti stručnu podršku za izradu priručnika za obuke, alata, smjernica, procedura i drugih materijala koji ostaju u okviru institucije i obezbjeđuju dugoročno održavanje kompetencija za rodni mainstreaming.

Ova aktivnost rezultiraće osnaženim i kompetentnim timovima ULJR, sposobnim da vode transformativne inicijative u oblasti rodne ravnopravnosti. Rukovodstvo, zaposleni i treneri ULJR biće opremljeni znanjem, alatima i vještinama potrebnim za sprovođenje i održavanje rodno odgovornih reformi. Na kraju, ovo će dodatno ojačati sposobnost ULJR da ispuni standarde GES PI programa i omogući širenje rodno odgovornih praksi širom sistema javne uprave u Crnoj Gori.

A3: Organizovanje i sprovođenje komunikacionih i partnerskih aktivnosti radi podizanja svijesti o rodnoj ravnopravnosti

Kako bi se osigurao transformativni efekat u oblasti rodne ravnopravnosti, potrebno je ne samo jačati politike i kapacitete, već i kontinuirano ulagati napore u oblasti rodno odgovorne komunikacije, podizanja svijesti unutar institucije i među eksternim akterima (uključujući institucije, organizacije civilnog društva, regionalne i međunarodne partnere, kao i širu javnost), kao i snažna partnerstva i koalicije koje unapređuju rodnu ravnopravnost. Jačanje svijesti o rodnoj ravnopravnosti, kako unutar institucije tako i izvan nje, ključno je za stvaranje podsticajnog okruženja za rodno odgovorene inicijative, smanjenje otpora promjenama i podsticanje zajedničkog vlasništva nad reformama. Ovaj rad, kao i promjena stavova koju generiše, od suštinskog su značaja za ugrađivanje rodne ravnopravnosti u institucionalnu kulturu i obezbjeđivanje dugoročne i održive transformacije.

Biće obezbjeđena i tehnička podrška za razvoj strateškog komunikacionog okvira radi jačanja pozicioniranja ULJR i obezbjeđivanja da njen rad i komunikacija dosljedno odražavaju integrisane principe rodne ravnopravnosti. Ovo uključuje podršku u razvoju i izradi rodno odgovornih komunikacionih materijala i alata, inicijativa za podizanje svijesti i planova za angažovanje zainteresovanih strana, koji na efektivan način ističu reforme i dostignuća ULJR u skladu sa standardima GES PI programa. Podrška će obuhvatiti i pripremu prilagođenih poruka, promotivnih materijala i aktivnosti vidljivosti koje saopštavaju prioritete u pogledu rodne ravnopravnosti na jasan, pristupačan i transformativan način. Aktivnost će takođe podržati pozicioniranje ULJR u lokalnim i regionalnim dijalozima, razmjenama znanja i platformama za učenje u okviru Pečata rodne ravnopravnosti, uz jačanje mehanizama saradnje s državnim institucijama, civilnim sektorom, akademskom zajednicom i međunarodnim partnerima radi proširivanja uticaja zagovaranja rodne ravnopravnosti.

Ova aktivnost dodatno će učvrstiti poziciju ULJR kao nacionalnog i regionalnog lidera u rodno odgovornom upravljanju ljudskim resursima i razvoju kapaciteta. Unaprijeđena svijest, poboljšane komunikacione poruke i snažnija partnerstva za rodnu ravnopravnost doprinijeće boljem razumijevanju posvećenosti ULJR i podstaći replikaciju dobrih praksi u javnom sektoru u Crnoj Gori. U konačnici, ovo će ojačati sposobnost ULJR da ispuni standarde programa GES PI i kreira podsticajno okruženje za održiv i transformativni uticaj u okviru javne uprave.

II. NAČIN UPRAVLJANJA PROJEKTOM

Projekat angažovanja biće uspostavljen i direktno implementiran od strane UNDP-a, a finansiraće ga Uprava za ljudske resurse, kao i potencijalni drugi donatori. UNDP će preuzeti odgovornost za finansije i biti odgovoran donatoru za utrošena sredstva. UNDP će vršiti sveukupno upravljanje, nadzor i finansijsku

kontrolu u skladu s pravilima i propisima UNDP-a i redovno dostavljati izvještaje o napretku implementacije. U konsultacijama s Upravom za ljudske resurse i u skladu s njenim potrebama, UNDP će angažovati odgovarajuću ekspertizu za unapređenje dizajna i razvoja sveobuhvatnog programa prilagođenog potrebama ULJR.

III. MONITORING

Odgovornost za monitoring implementacije Projekta angažovanja biće na UNDP-u. Rukovodilac Klastera za rodnu ravnopravnost UNDP-a u Crnoj Gori nadgledaće proces monitoringa, obezbjeđujući da se aktivnosti realizuju blagovremeno i da rezultati projekta budu u skladu s planiranim ciljevima.

IV. PLAN RADA

Očekivani ishodi	PLANIRANE AKTIVNOSTI	VREMENSKI OKVIR		Odgovorna strana	PLANIRANI BUDŽET		
		2025.	2026.		Izvor finansiranja	Opis budžeta	UKUPNO
	Lista rezultata aktivnosti i s njima povezanih akcija						Iznos
Institucionalni i tehnički kapaciteti ULJR unaprijeđeni radi efektivne integracije standarda rodne ravnopravnosti Indikatori: Nivo usklađenosti ULJR sa GES PI standardima, mjerena početnom i periodičnim procjenama Početna vrijednost biće uspostavljena početnom procjenom u 2026. Finalna vrijednost: minimum 70%	A1: Pružanje tehničke podrške za jačanje institucionalnog, političkog i organizacionog okvira ULJR u oblasti rodne ravnopravnosti	10.000,00	10.000,00	UNDP	Vlada CG	71400 Tehnička ekspertiza	20.000,00
	A2: Sprovođenje aktivnosti za unapređenje kapaciteta ULJR u oblasti rodne ravnopravnosti, uključujući jačanje institucionalne arhitekture i kapaciteta	15.000,00	15.000,00	UNDP	Vlada CG	71400 Tehnička ekspertiza	30.000,00
		18.000,00	18.000,00	UNDP	Vlada CG	72000 Ugovorene usluge	36.000,00
		2.000,00	2.000,00	UNDP	Vlada CG	71600 Putovanja	4.000,00
	A3: Organizovanje i sprovođenje komunikacionih i partnerskih aktivnosti radi podizanja svijesti o rodnoj ravnopravnosti	3.000,00	3.000,00	UNDP	Vlada CG	71400 Tehnička ekspertiza	6.000,00
		8.119,87	8.119,88	UNDP	Vlada CG	74205 Audio-vizuelna produkcija	16.239,75
Ukupno bez GMS		56.119,87	56.119,88				112.239,75
GMS 3%		1.683,59	1.683,60				3.367,19
UKUPNO		57.803,46	57.803,48				115.606,94



Country: Montenegro
Engagement Facility

Title:	Capacity Development of Human Resource Management Authority II
Expected CPD Outcome:	Outcome 3: By 2027, all people, especially vulnerable people, benefit from improved social cohesion, increased realization of human rights and rule of law, and accountable, gender-responsive institutions
Expected CPD Output(s):	Output 3.1: Open and accountable national/subnational institutions strengthened to promote transparency, gender mainstreaming and rule of law
Initiation Plan Start/End Dates:	8 December 2025 – 31 December 2026
Implementing Partner:	UNDP

Ekaterina Paniklova
Resident Representative of UNDP in Montenegro

Agron Camaj
Director of Human Resources Management Authority

Brief Description

The overall objective the Engagement Facility “Capacity Development of Human Resource Management Authority II” is to support capacity development of the Human Resource Management Authority for strengthening its gender responsiveness and the integration of gender equality standards.

The specific objective of this Engagement Facility is therefore to further support HRMA in strengthening and aligning its institutional framework, systems, and practices with international gender equality standards, and to preparing and guiding the institution through the process of obtaining the UNDP Gender Equality Seal for Public Institutions.

The Engagement Facility will be implemented under the Direct Implementation Modality (DIM), through a set of initiatives agreed by the Human Resource Management Authority and UNDP and in line with the committed strategic priorities in the UNDP’s Country Programme for 2023-2027.

The Team Leader of the Gender Equality Cluster in UNDP in Montenegro will be responsible for ensuring that the Engagement Facility contributes to the CPD results, to the required standard of quality, and within the specified constraints of time and cost.

Programme Period: 2023-2027

Quantum Project Number:

Quantum Output Number:

Gender Marker: GEN 3

Total resources required: \$115,606.94
(~100,000 EUR / 0.865; UNORE, 14 november 2025.)

Total allocated resources: \$115,606.94

- Regular: -
- Other:
Government of Montenegro
Human Resources Management Authority
\$115,606.94

Unfunded budget: \$115,606.94

Agreed: Ekaterina Paniklova, UNDP Resident Representative in Montenegro

I. PURPOSE AND EXPECTED OUTPUT

A more functional, professional, gender-responsive and citizen-oriented public administration is one of Montenegro's key reform priorities within the European Union (EU) integration process. As the central institution responsible for professional development, recruitment, and selection across the public administration, the Human Resource Management Authority (HRMA) plays a pivotal role in advancing the objectives of Public Administration Reform (PAR). HRMA aims to function as a modern, inclusive, service-oriented institution that promotes innovation and excellence in human resource management. Through its training programmes — including those focused on gender equality and the prevention of discrimination — HRMA helps shape the competencies, standards, and organisational culture of the entire public administration, contributing to a more equitable and gender-responsive system.

To meet the demands of EU accession, HRMA is committed to aligning its systems and practices with leading international standards. In this context, the UNDP Gender Equality Seal for Public Institutions (GES PI) offers an ideal framework to support HRMA's strategic ambitions. As a global certification programme, the GES PI provides a comprehensive approach for integrating gender equality into institutional systems, structures, and service delivery, while also recognising gender equality as a core goal of institutional transformation. It offers clear benchmarks, structured guidance, and a pathway for continuous improvement. HRMA's aspiration to achieve the Gold Gender Equality Seal reflects its commitment to leadership and excellence — not only in building a modern, gender-responsive public administration capable of meeting national reform priorities and EU standards, but also in advancing gender equality.

To further inform and guide this transformation, in 2025 UNDP and HRMA conducted the *Assessment of Perceptions and Attitudes on Gender Equality in Public Administration* under the EU-funded "United in Gender Equality" project. The assessment provided insights from the general population, public administration employees, and HRMA staff, offering a comparative evidence base for action. The findings reveal persistent gender gaps that underscore the need for sustained systemic reform. Many public administration employees believe that men have more rights than women in Montenegro, and a majority (57%) still agree that "motherhood is the most important role for women," with many supporting traditional views on household labour division and leadership roles. More than half of public administration employees report the absence of clear procedures or sanctions for addressing gender-based discrimination, while two thirds are unsure or do not believe that gender equality is considered in recruitment and selection, signalling the need for strengthening institutional standards. Further illustrating these gaps, 65% of overall staff and 47.9% of HRMA employees had not participated in any gender-equality-related training in the 12 months preceding the survey, reinforcing the importance of strengthening capacities for gender mainstreaming within HRMA and the wider public administration.

These findings underscore further the need to strengthen HRMA's internal systems, human resource practices, and institutional culture. Given HRMA's horizontal position in the public administration system and mandate to setting standards and providing competencies for human resources and capacity development across the public administration, the institution holds significant potential to cascade gender-responsive practices throughout Montenegro's entire public sector.

Substantial progress has already been made. Through the first phase of the joint UNDP and HRMA project "*Capacity Development of the Human Resource Management Authority*" HRMA has strengthened its ability to integrate a gender perspective across its work and internal processes and has created solid grounds. Key achievements include:

- a jointly developed HRMA Gender Roadmap 2025–2030;

- establishment of a three-tier gender structure (Core, Operational, Cross-Institutional Teams) and the strengthening of their capacities;
- creation of a pool of 40 gender experts and future trainers on gender mainstreaming;
- contributions to legislative changes introducing parental protections and anti-discrimination measures;
- strengthened procedures promoting zero tolerance for gender-based violence;
- enhanced partnerships positioning HRMA as a leader in gender-responsive governance.

Building on these achievements and the long-standing UNDP and HRMA partnership, the objective of this Engagement Facility is therefore to further support HRMA in strengthening and aligning its institutional framework, systems, and practices with international gender equality standards, and to preparing and guiding the institution through the process of obtaining the UNDP Gender Equality Seal for Public Institutions.

Through this process, HRMA will be able to establish clear benchmarks and standards in leadership and accountability, human resource management, organisational culture, stakeholder participation, planning and budgeting, and gender-responsive service delivery. Primarily focused on strategic capacity development, the certification process will serve both as a driver of institutional transformation and as a mechanism for international recognition, helping HRMA move from compliance to delivering transformative, systemic gender-equality outcomes.

UNDP will support HRMA in strengthening its readiness to officially enter the Gender Equality Seal for Public Institutions assessment no later than the first quarter of 2026 and to achieve the highest possible baseline score. Once the assessment process begins, UNDP will continue to provide guidance to help HRMA advance toward the highest certification level—the Gold Gender Equality Seal for Public Institutions.

As agreed with the HRMA, the activities under the Engagement Facility will be organised as follows:

A1: Deliver technical support to strengthen HRMA’s institutional, policy, and organisational framework for gender equality

A strong institutional and policy framework is essential for HRMA to meet the standards of the UNDP Gender Equality Seal for Public Institutions. Recent assessments have identified gaps in internal procedures, employment and career advancement processes, workplace culture that need to be made more gender responsive in order to integrate gender equality systematically into HRMA’s work and processes and consequently impact of its work.

UNDP will provide expert-led gender analysis, reviews and assessments, as well as structured consultations to analyse existing policies, procedures and practices and to develop recommendations for their improvement. This will be followed by technical guidance to revise or develop gender-responsive procedures, tools, and standards in key areas such as recruitment, performance management, decision-making, internal governance, prevention of discrimination and harassment, and other. The process will include facilitated working sessions, hands-on advisory support, and iterative feedback to develop and support the GES Seal Action Plan implementation, ensure alignment with GES PI requirements and promote institutional ownership and long-term sustainability.

A2: Deliver capacity development to enhance HRMA’s gender equality architecture and institutional capacities

Institutional transformation requires not only strong policies but also the internal capacity to implement them effectively. HRMA’s gender teams, staff, and pool of external trainers and experts need further

strengthening of their skills and competencies to drive systemic gender equality reforms. Without expanded knowledge, leadership engagement, and practical expertise, even well-designed frameworks cannot be fully operationalised or sustained. Capacity development is therefore essential for preparing HRMA for GES PI certification and ensuring long-term institutional change. This includes building basic gender equality awareness across all staff, as well as providing specialised knowledge for integrating gender perspectives into priority areas such as employment, digitalisation, green development, and other sectoral domains.

UNDP will deliver this capacity development through tailored workshops, specialised training programmes, technical coaching, and mentoring for HRMA leadership and members of the gender architecture. Peer learning opportunities, practical exercises, and hands-on advisory sessions will deepen understanding of gender mainstreaming in line with international standards and best practices. Support will also include technical input to incorporate gender equality competencies into HRMA's wider civil service training programmes, thereby amplifying the impact across public administration. Technical expertise will be provided to HRMA in developing training manuals, tools, guidelines, procedures, and other institutionalized materials that will remain within the institution and can be continuously used to sustain competences for gender mainstreaming.

This activity will result in skilled and confident HRMA teams capable of leading transformative gender equality initiatives. HRMA's leadership, staff, and trainers will be equipped with the tools, knowledge, and competencies required to implement and sustain gender-responsive reforms. Ultimately, this will strengthen HRMA's ability to meet GES PI benchmarks and enable the institution to cascade gender-responsive practices across Montenegro's public administration.

A3: Organise and implement communication and partnership actions to contribute to raised awareness

Transformative gender equality requires not only strengthening policies and capacities, but also sustained efforts for gender-responsive communication, increased awareness within the institution and among external stakeholders (such as government institutions, civil society organizations, regional and international partners, and the wider public), and strong partnerships and coalitions that advance gender equality. Strengthening awareness about gender equality, both internally and externally, is essential for creating an enabling environment for gender-responsive initiatives, reducing resistance to change, and fostering collective ownership of reforms. This work, and the resulting shift in attitudes, is fundamental for embedding gender equality into institutional culture and ensuring long-term, sustainable transformation.

Technical support will also be provided for the development of a strategic communication framework to strengthen HRMA's positioning and ensure its work and communication consistently reflects integrated gender equality principles. This will include support to develop and guide gender-responsive communication materials and tools, awareness-raising initiatives, and stakeholder engagement plans that effectively highlight HRMA's reforms and achievements in line with GES PI standards. This includes tailored messaging, visibility products, and outreach activities that communicate gender equality priorities in a clear, accessible, and transformative way. The activity will also support HRMA's positioning in local and regional dialogues, knowledge exchanges and Gender Equality Seal learning platforms, while fostering mechanisms for cooperation with government institutions, civil society, academia, and international partners to broaden the impact of gender equality advocacy.

This activity will further strengthen HRMA's position as a national and regional leader in gender-responsive human resource management and capacity development. Enhanced awareness, improved messaging, and stronger partnerships for gender equality will increase understanding of HRMA's commitments and encourage replication of good practices across Montenegro's public sector. Ultimately, this will strengthen HRMA's ability to meet GES PI benchmarks and create an enabling environment for sustained, transformative impact across the public administration.

II. MANAGEMENT ARRANGEMENTS

The Engagement Facility will be established and directly implemented by UNDP and funded by the Human Resources Management Authority, and potentially by other donors. UNDP will assume financial responsibility and be accountable to the donor for the contributed funds. UNDP will exercise overall management, supervision, and financial control in accordance with UNDP's Rules and Regulations and will regularly furnish progress reports on the implementation. In consultation with the Human Resources Management Authority and in line with its requirements, UNDP will engage relevant expertise to advance the design and development of a comprehensive program tailored to the needs of HRMA.

III. MONITORING

The monitoring of the Engagement Facility's implementation will be the responsibility of UNDP. The Head of the Gender Equality Cluster in UNDP in Montenegro will oversee the monitoring process, ensuring that activities are executed in a timely manner and that project outputs align with the planned objectives.

IV. WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET		
	List activity results and associated actions	2025	2026		Fund. Source	Budget Description	TOTAL
							Amount
Institutional and technical capacities of the Human Resources Management Authority enhanced to support the effective integration of gender equality standards Indicators: Level of HRMA compliance with GES PI benchmarks, measured through baseline and final assessments Baseline: established by the baseline assessment in 2025 Target: at least 70%	A1: Deliver technical support to strengthen HRMA’s institutional, policy, and organisational framework for gender equality	10,000.00	10,000.00	UNDP	GoM	71400 Technical expertise	20,000.00
	A2: Deliver capacity development to enhance HRMA’s gender equality architecture and institutional capacities	15,000.00	15,000.00	UNDP	GoM	71400 Technical expertise	30,000.00
		18,000.00	18,000.00	UNDP	GoM	72000 Contractual services	36,000.00
		2,000.00	2,000.00	UNDP	GoM	71600 Travel	40,000.00
	A3: Deliver capacity development to enhance HRMA’s gender equality architecture and institutional capacities	3,000.00	3,000.00	UNDP	GoM	71400 Technical expertise	6,000.00
		8,119.87	8,119.88	UNDP	GoM	74205 Audio visual production	16,239.75
	Total without GMS		56,119.87	56,119.88			
GMS 3%		1,683.59	1,683.60				3,367.19
TOTAL		57,803.46	57,803.48				115,606.94

FINANCING AGREEMENT BETWEEN THE UNITED NATIONS
DEVELOPMENT PROGRAMME AND
HUMAN RESOURCES MANAGEMENT AUTHORITY

WHEREAS the United Nations Development Programme (hereinafter referred to as "UNDP") and the Human Resources Management Authority (hereinafter referred to as the "HRMA") have agreed to cooperate in the implementation of Engagement Facility "Capacity Development of Human Resource Management Authority II" (hereinafter referred to as "Project") as described in the enclosed Project Document and submitted to the Human Resources Management Authority.

WHEREAS HRMA has informed UNDP of its willingness to contribute funds (hereinafter referred to as "the contribution") to the UNDP on a cost-sharing basis to increase the resources available for the Project;

WHEREAS the UNDP acts as the Implementing Partner for the implementation of the Project (hereinafter referred to as the "Implementing Partner"),

NOW, THEREFORE, UNDP and HRMA hereby agree as follows:

Article I

1. HRMA shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP the contribution of EUR 100,000.00 [one hundred thousand Euros].
2. HRMA shall, in accordance with the schedule of payments set out below, deposit the contribution in the Bank account with the details as follows:

Account Name: UN DEVELOPMENT PROGRAM CONTRIBUTIONS
Account Number: 62722022
Account Currency: EUR
Account Opening Date: 20APR01
Bank Name: Bank of America, N.A. London branch
IBAN: GB59 BOFA 1650 5062 7220 22
Branch Swift Address: BOFAGB22

Date payment due

Amount (EUR)

(a) 20 December 2025	50,000.00
(b) 20 April 2026	50,000.00

3. HRMA will inform UNDP when the Contribution is paid via e-mail with remittance information to registry.me@undp.org, providing the following information: HRMA, UNDP in Montenegro, Project: "Capacity Development of Human Resource Management Authority II". This information should also be included in the bank remittance advice when funds are remitted to UNDP.
4. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform HRMA with a view to determining whether any further financing could be provided by the HRMA. Should such further financing not be available, the assistance to be provided to the Project may be reduced, suspended, or terminated by UNDP.
5. The above schedule of payments takes into account the requirement that contributions shall be paid in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery. UNDP shall not absorb any loss (including but not limited to exchange fluctuations) under the Project. The Parties acknowledge and agree that all losses shall be charged to the Project.
6. All financial accounts and statements shall be expressed in United States dollars.
7. UNDP may agree to accept Contributions in a currency other than United States dollars provided such currency is fully convertible or readily usable by UNDP and subject to the provisions of paragraph 6 above. Any change in the currency of the Contribution shall be made only in agreement with UNDP.

Article II

1. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 3%. Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of the implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.
2. The aggregate of the amounts budgeted for the project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the project under this Agreement as well as funds which may be available to the project for project costs and for support costs under other sources of financing.

Article III

1. The contribution shall be administered by the UNDP in accordance with UNDP regulations, rules, policies, and procedures, applying its normal procedures for the execution of its projects.
2. Project management and expenditures shall be governed by the regulations, rules, policies and procedures of UNDP and, where applicable, the regulations, rules, policies and procedures of the Implementing Partner.

Article IV

1. The implementation of the responsibilities of the UNDP and of the Implementing Partner pursuant to this Agreement and the relevant project document shall be dependent on receipt by the UNDP of the contribution in accordance with the schedule of payments set out in Article I, paragraph 2, above. UNDP shall not start implementation of the activities prior to receiving the Contribution or the first tranche of the Contribution (whichever is applicable).
2. If unforeseen increases in expenditures or commitments are expected or realized (whether due to inflationary factors, fluctuation in exchange rates, or unforeseen contingencies) UNDP shall submit to HRMA on a timely basis a supplementary estimate showing the further financing that will be necessary. HRMA shall use its best endeavors to make available to UNDP the additional funds required.
3. If the Contribution referred to in Article I, paragraph 2, above, is not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 2, above, is not forthcoming from HRMA or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.

Article V

Ownership of equipment, supplies, and other property financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

Article VI

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules, policies and procedures of UNDP.

Article VII

UNDP shall provide HRMA on request with financial and other reports prepared in accordance with UNDP reporting procedures.

Article VIII

1. UNDP shall notify HRMA when all activities relating to the Project have been completed in accordance with the Project document.
2. Notwithstanding the completion of all activities relating to the Project, UNDP shall continue to hold unutilized funds from the Contribution until all commitments and liabilities incurred in the implementation of the activities financed by the contribution have been satisfied, and these activities brought to an orderly conclusion.
3. If the unutilized funds prove insufficient to meet such commitments and liabilities, UNDP shall notify HRMA and consult with HRMA on the manner in which such commitments and liabilities may be satisfied.
4. In cases where the Project is completed in accordance with the project document, any funds below USD 5,000 (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be automatically reallocated by UNDP. Any funds above USD 5,000 (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be reallocated by UNDP after consultation with HRMA.

Article IX

The Parties agree that it is important to take all necessary precautions to avoid corrupt practices. To this end, UNDP shall maintain standards of conduct to govern the performance of its staff, including corrupt practices in connection with the award and administration of contracts, grants, or other benefits, as set forth in the Staff Regulations and Rules of the United Nations, the UNDP Financial Regulations and Rules, and the UNDP Procurement Manual.

Article X

Consistent with numerous United Security Council resolutions, including S/RES/1269 (1999), S/RES 1368 (2001), and S/RES/1373 (2001), both the Donor and UNDP are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. It is the policy of UNDP to seek to ensure that none of its funds are used, directly or indirectly, to provide support to individuals or entities associated with terrorism. In accordance with this policy, UNDP undertakes to use reasonable efforts to ensure that none

of the Donor funds provided under this Agreement are used to provide support to individuals or entities associated with terrorism.

Article XI

1. After consultations have taken place between the two Parties to this Agreement and provided that the funds from the Contribution already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the implementation of the Project, this Agreement may be terminated by UNDP or by HRMA. The Agreement shall cease to be in force thirty days after either of the Parties may have given notice in writing to the other Party of its decision to terminate the Agreement.
2. If the unutilized contribution-payments, together with other funds available to the Project, are insufficient to meet such commitments and liabilities, UNDP shall notify HRMA and consult with HRMA on the manner in which such commitments and liabilities may be satisfied.
3. Notwithstanding termination of this Agreement, UNDP shall continue to hold unutilized funds until all commitments and liabilities incurred in the implementation of the activities financed by the contribution have been satisfied and these activities brought to an orderly conclusion.
4. In cases where this agreement is terminated before Project completion any funds below USD 5,000 (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be automatically reallocated by UNDP. Any funds above USD 5,000 (five thousand US Dollars) that remain unexpended after all commitments and liabilities have been satisfied shall be reallocated by UNDP after consultation with HRMA.

Article XII

Any notice or correspondence between UNDP and HRMA will be addressed as follows:

- (a) To Human Resources Management Authority:

Address: Bulevar Jovana Tomaševića 2A,
81000 Podgorica, Montenegro

- (b) Upon receipt of funds, UNDP shall send an electronic receipt to HRMA email address provided below as confirmation that the remitted funds have been received by UNDP:

Email address: info@hrma.me

Attention: to Agron Camaj, Director

(c) To UNDP: Ekaterina Paniklova, UNDP Resident Representative

Address: UNDP in Montenegro,
UN Eco Building, Stanka Dragojevic bb,
81000 Podgorica, Montenegro
e-mail address: registry.me@undp.org

Article XIII

This Agreement shall enter into force upon the signature of this Agreement by parties hereto on the date of the last signature.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English and Montenegrin languages in two copies. The English version will prevail for interpretation purposes in case of discrepancies.

For Human Resources Managament
Authority:

For the United Nations Development
Programme (UNDP) in Montenegro

Name: Agron Camaj

Name: Ekaterina Paniklova

Title: Director

Title: Resident Representative

Date:

Date: