

Joint UN COMMUNICATIONS & ADVOCACY STRATEGY 2014

UNITED NATIONS IN MONTENEGRO

Prepared by:
UN Montenegro Joint Communications Team

INTERNAL USE ONLY

Participating UN Organizations: Resident agencies – IOM, UNDP, UNHCR, UNICEF, WHO
Regionally based agencies participating since 2010 – FAO, UNEP, UNESCO, UNIDO
Regionally based agencies participating from 2011 – UNECE, UN WOMEN
Regionally based agencies participating from 2012 - IAEA



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1 INTRODUCTION

JOINT UN
COMMUNICATIONS & ADVOCACY STRATEGY 2014

1.1. SITUATION ANALYSIS

Montenegro is an upper-middle-income country with which the EU opened accession negotiations in June 2012. EU and Euro-Atlantic integration remain key foreign policy priorities. The accession negotiation process officially began in June 2012, based on achievements made by the country as reflected in the various EU Progress Reports.

Year 2012 was one of the most difficult years for public finances of Montenegro. Based on the recent projections of the Ministry of Finance¹, the Montenegrin economy had a real growth of 2.5% in the first half of 2013. Available indicators for the third quarter related to the growth in the manufacturing sector, a further increase in the production of electricity, the growth of the tourism sector and growth in retail sales, with an estimated growth for the fourth quarter which provides a stable trend in economic activity, show that the real growth of the Montenegrin economy for 2013 would be 2.6%.

The priority objective of economic policy in 2013 was the stabilization and consolidation of public finances while creating the conditions for an increase of foreign and domestic investments and the continuation of the financial sector stabilization. The need for fiscal consolidation and increased competitiveness of the economy is one of the priorities in the process of European integration.

Montenegro is currently preparing the revised National Strategy for Sustainable Development for the period 2014-2020, building on its strong engagement in relation to the United Nations Conference on Sustainable Development.

Fulfilling obligation of the Human Rights Council membership was high on the agenda in 2013, in view of Montenegro's election in the UN Human Rights Council (HRC) for a three-year term from 2013, together with meeting of recommendations from the second cycle of the Universal Periodic Review.

The Roma are still the most vulnerable group with a poverty rate of 36 per cent; they are followed closely by displaced and internally displaced persons, welfare recipients, older people, the unemployed, and people with disabilities. Attitudes towards children with disabilities are changing, and there have been numerous positive steps since 2010 in promoting their social inclusion. The Law on Social and Child Protection was passed in June 2013. Policy and legal frameworks for gender equality are in place; however, due to pervasive norms and attitudes, women's participation in political and economic life remains low and capacity to implement the frameworks is also limited. Limited administrative capacity to implement needed reforms remains a recurrent concern. A comprehensive reform was launched aimed at rationalization and modernization and a Plan for reorganizing the public sector (2012-2016) was endorsed.

The forthcoming years will be challenging for Montenegro as the country has to live up to the EU's expectations. But it will also be a challenge for the EU to show to its people that Montenegro's progress is good for the stabilisation and prosperity of the Western Balkans.

¹ Ministry of Finance, *Information on macroeconomic projections for Montenegro 2014-2016*, November 2013, Podgorica, Montenegro.

1.2. THE ROLE OF THE UN SYSTEM WITHIN THE EU ACCESSION AGENDA

Within its mandate to support Montenegro to achieve its national priorities, the United Nations Country Team is providing tailor-made support to address the issues of sustainable human development while also supporting the European Union accession.

UN is committed to continue playing an important role in supporting the country in addressing key priorities during the EU accession process, especially in parts which regard the main areas of work of the UN in Montenegro - human rights, durable solutions for refugees, eradication of the risk of statelessness, health and inclusive and sustainable development.

The UN System therefore aligns its support to Montenegro with priorities summarized in the Action Plan produced by the Government of Montenegro in 2011 in response to the European Commission's Opinion to meet the following key priorities : to improve the legislative framework for elections; to strengthen rule of law; strengthen administrative capacities to deal with future EU accession obligations; improve the anti-corruption legal framework and implement the government's anticorruption strategy and action plan; strengthen the fight against organised crime; enhance media freedom; to implement the legal and policy framework on anti-discrimination in line with European and international standards; guarantee the legal status of refugees, in particular Roma, Ashkali and Egyptians, and ensure respect for their rights. This last priority includes the adoption and implementation of a sustainable strategy for the closure of the Konik camps. The UN agencies in the country have been working for the last ten years to ensure durable solutions for the refugees from those camps.

The UN system provides continuous, enhanced and coherent support to Montenegro in the overall reform process (EU accession, fulfilment of international obligations including the Millennium Declaration and MDGs, Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), the UPR, the CRC and conventions on refugees and statelessness). It supports the continued integration of human rights principles into Government policies and actions. Furthermore, the UN agencies continue to support the Government of Montenegro in the implementation, monitoring and evaluation of the Strategy on Social Inclusion. Other related dimensions of UN coherence include common services and business processes, preparation for the move to the joint UN Eco premises, as well as enhanced Resident Coordinator's and UNCT's functions.

1.3. WORKING UNDER DELIVERING AS ONE

Montenegro is a Delivering as One country that voluntarily adopted this approach of work in 2009, led by the Government of Montenegro and UN family in the country. United Nations System in Montenegro is dominantly engaged in the fields of human rights and development. It is a good example of the UN operating in upper middle-income country.

Wide scope of UN's work in the country is streamlined in the Integrated UN Programme, the first UNDAF in independent Montenegro covering the period 2012-2016. The Programme is governed by the Joint Country Steering Committee (JCSC), composed by the heads of UN agencies and eight line ministers, and co-chaired by the Minister of Foreign Affairs and European Integration and the UN Resident Coordinator. The committee oversees and approves the Integrated UN Programme, UN Annual Work Plans and guides the UN in its "Delivering as One" commitment, ensuring Government's ownership over the process.

12 UN organisations which have activities in the country, are currently implementing 91 projects/programmes with a total budget of 11.8 million US dollars. The joint UN country programme in Montenegro has the following components: social inclusion; democratic governance; sustainable economic development and environmental protection. While the programmatic areas are broad, activities of the UN System in Montenegro are very concrete and are aimed to improve people's lives, especially those who are most vulnerable, disadvantaged or at risk of social exclusion.

Montenegro is taking active participation in global Post-2015 Consultations, a UN driven process aimed at involving people from all around the world to take active part in designing future development priorities, which will follow up the expiration of Millennium Development Goals in 2015.

In 2013, Montenegro successfully conducted first phase of Post-2015 Consultations. The voices of people living in Montenegro, more than 8000 people or 1.3 percent of the total population, echoed in the global consultations report. UN supported the civil society in organising wide national consultations which resulted in defining of eight priorities: 1) Development and Employment; 2) Fight against organised crime and corruption; 3) Health; 4) Equality; 5) Environment; 6) Infrastructure; 7) Education and 8) Values.

Montenegro serves as a good example for innovation and outreach in the process hence the reason for Prime Minister's participation in a high level meeting on post-2015 development agenda at the General Assembly in September 2013.

Montenegro is on a good track to achieve most MDGs. Prioritization of the MDGs by the Government of Montenegro was carried out in collaboration with the UN System as part of the preparatory phase of the MDG Acceleration Framework (MAF) project, and is based on the MDG Progress Report for the period 2010-2013, adopted by the Government in September. The Report concluded that a significant part of the MDG tasks was completed, and that there was a realistic possibility for most of the objectives to be achieved by 2015. However, as the key challenges, the Report cited the implementation of the defined objectives and tasks within: Goal 1 (poverty), Goal 3 (gender equality), and Goal 7 (environmental sustainability).

The UN continued providing support to the Government in meeting recommendations of the Universal Period Review and actions of the Action Plan for Implementation of UPR Recommendations, which was developed in 2013 with the engagement and support from the UN.

The UN family in Montenegro provided contribution to the European Commission Progress Report in June 2013. The document summarized UN's observations on the progress on different areas and issues, which are covered by UN's activities. It also contained several useful links to different UN reports. On behalf of UN Country Team, the UN RC attended the relevant consultations in Brussels in June.

Overall, the Integrated UN Programme follows programmes and priorities defined in the policy documents of the Government of Montenegro that pertain to UN mandates and comparative advantages. Outputs of the Integrated UN Programme fully correspond to strategic objectives of Montenegro in joining the EU, achieving the Millennium Development Goals and Millennium Declaration, improving donor coordination and strengthening of international cooperation.

1.4. COMPOSITION OF THE UN FAMILY IN MONTENEGRO

The United Nations System in Montenegro is comprised of five resident agencies: UN High Commissioner for Refugees (UNHCR), United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF), World Health Organisation (WHO) and International Organisation for Migration (IOM), along with seven regionally-based agencies: United Nations Economic Commission for Europe (UNECE), UN WOMEN, United Nations Educational Scientific and Cultural Organization (UNESCO), United Nations Environment Programme (UNEP), United Nations Industrial Development Organization (UNIDO), International Atomic Energy Agency (IAEA) and Food and Agriculture Organization of the United Nations (FAO).

1.5. INTEGRATED UN PROGRAMME

The ultimate aim of the United Nations in Montenegro is to contribute to making a difference in the lives of all who make Montenegro their home.

The UN reform 'Delivering as One' in Montenegro is articulated through the Integrated UN Programme 2010 – 2016, which aims to enhance development results and impact by bringing together the comparative advantages of the UN system within a single strategic framework.

The document is a six year collective plan of actions and programmes aimed at increasing the coherence and efficiency of the UN System in Montenegro and its developmental impact in order to support national key development priorities, such as the EU accession process.

Through the Programme, in partnership with the Government and other development stakeholders in civil society and the private sector, the UN system strives to deliver focused and value-added results in development assistance as a harmonized organization with unity of purpose, coherence in management and efficiency in operations.

The Integrated UN Programme for Montenegro has three strategic programme pillars:

- Social Inclusion;
- Democratic Governance;
- Sustainable Economic Development & Environmental Protection.

In order to ensure better coordination and to enhance ownership over the work and results, the United Nations System in Montenegro introduced cross-cutting groups which operate under the UN Delivering as One umbrella in Montenegro:

- UN Working Group on Gender and Human Rights;
- UN Theme Group on HIV/AIDS;
- Joint UN Communications Team;
- Monitoring and Evaluation Task Force;

1.6. UN MONTENEGRO MISSION STATEMENT

The United Nations System in Montenegro supports effective changes in society through its agencies' commitment to respond to the country's needs. As a reliable partner to the people of Montenegro in addressing key national challenges and MDGs, the UN Family brings worldwide experience and advice to help Montenegro build a better life and become a prosperous society.

1.7. UN MONTENEGRO JOINT COMMUNICATIONS TEAM

The Joint UN Communications Team, composed of communications officers and focal points from all resident UN agencies, and also from several regionally based ones, is working on enhancing unified UN voice in the country. In order to do so, the team designs, implements and monitor joint UN Communications strategy, in order to ensure synchronised and strategic communications and advocacy of the UN System in Montenegro.

The team brings together comparative advantages of different UN entities within the UN System in Montenegro in order to articulate strategic outreach of the UN System in the country.

1.7.1. The vision

The UN Joint Communications Team (JCT) will influence and facilitate effective change in Montenegro, both within the UN Family and externally, by:

- Working together as a high performing team;
- Being accountable for what we do;
- Being creative in our use of communications and advocacy methods, tools and techniques;
- Measuring our performance and impact.

1.7.2. Profile

The United Nations Joint Communications Team is composed of the communication officers and focal points delegated from each of the UN resident and regional agencies, and is chaired by the Communications Analyst of the UN Resident Coordinator's office.

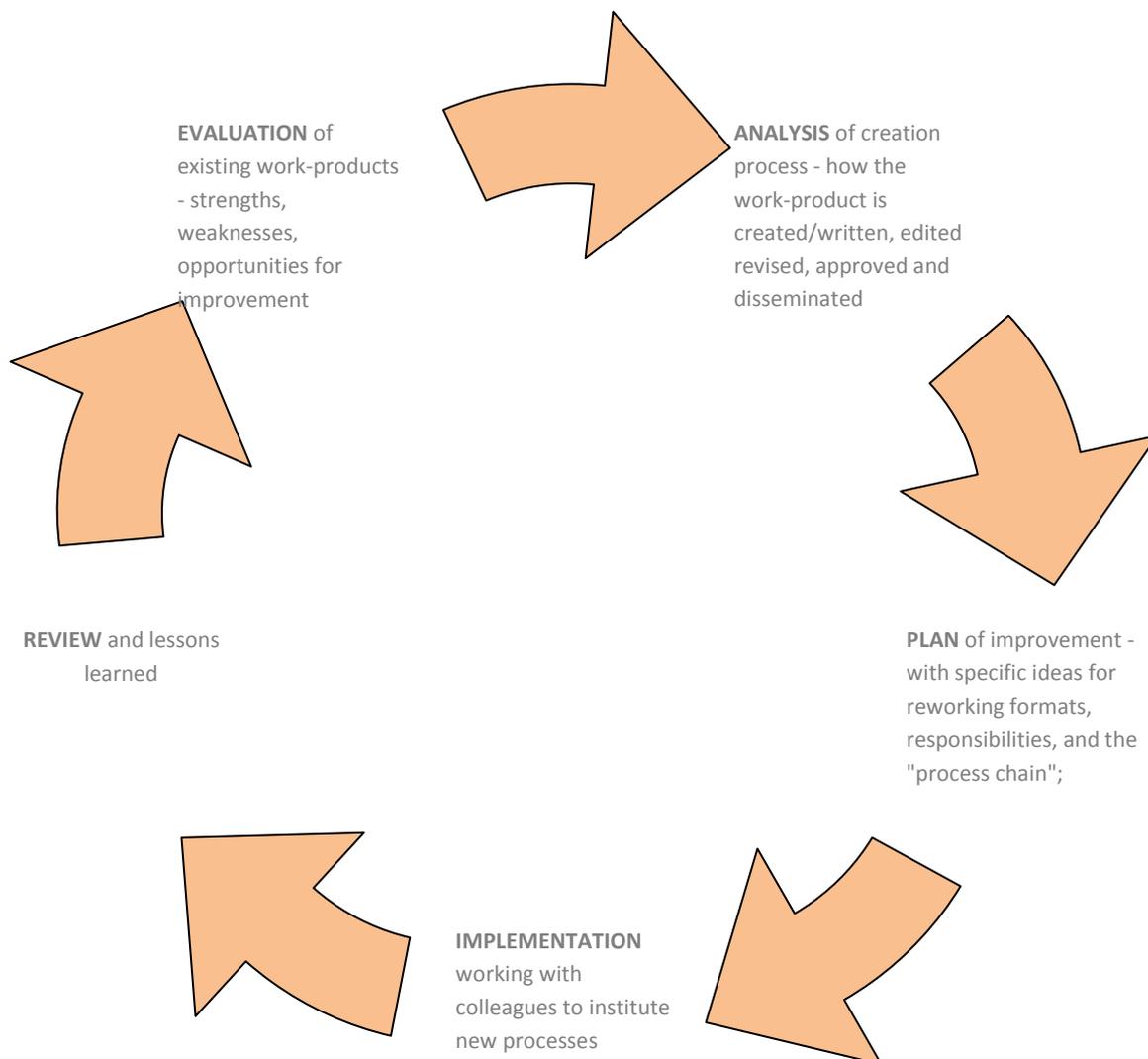
In line with tasks and responsibilities outlined in the related terms of reference, the JCT meets monthly in order to:

- Share the latest key developments and information regarding their respective agencies; learn from each other;
- Harmonize and align relevant facts, figures and messages;
- Discuss and prepare joint events and campaigns;
- Coordinate and execute the yearly work plan in a timely manner;

1.7.3. Increasing team efficiency

To improve the communication/advocacy processes in the future, the JCT should follow a five-step approach:

- **Evaluation** of existing work-products - strengths, weaknesses, opportunities for improvement;
- **Analysis** of creation process - how the work-product is created/written, edited, revised, approved, and disseminated;
- **Plan** of improvement - with specific ideas for reworking formats, responsibilities, and the "process chain";
- **Implementation** - working with colleagues to institute new processes;
- **Review** and lessons learned



2

THE STRATEGY

JOINT UN COMMUNICATIONS & ADVOCACY STRATEGY 2014

2.1 PURPOSE - WHY DO WE NEED TO COMMUNICATE?

- Visibility - people need to understand who we are, what we do and why we do it;
- Credibility;
- Transparency - public accountability to our donors and stakeholders;
- Advocacy;
- Resource mobilization;
- Public education;
- Ensuring accurate information flow on relevant issues;
- Promoting UN values, protocols and standards.

2.2 GOAL

This communications and advocacy strategy is set to be the plan how to influence and facilitate change in the areas of human rights and development within the UN mandate in the country.

2.3 OBJECTIVES

This communications and advocacy strategy promotes the United Nations as One that speaks with one voice internally and externally. Overall objectives of the strategy are to:

- position the UN Family in Montenegro as an effective, impartial and reliable partner in the issues of human rights and development;
- facilitate public debate on human rights and development in the country;
- influence the public agenda to include key human rights and development issues;
- facilitate partnerships for promotion of human rights;
- advocate for the DaO within and outside Montenegro;
- support the reputation and influence of individual UN agencies operating in Montenegro.

2.4 CHALLENGES

- Providing adequate human and financial resources for successful implementation of the Communications Strategy;
- Lack or low level of vision and drive, awareness, skills and knowledge internally and among stakeholders and partners.

2.5 OPPORTUNITIES

- Stakeholders' and partners' and internal good will to fight weaknesses and to comply with the good practices imposed by UN/EU through various standards, laws, conventions and directives.

2.6 THE PROCESS – GROUND RULES

- Initiative for any communications and/or advocacy related plans and actions will come from Pillars and working groups to the Joint UN Communications Team.
- The JCT will accordingly develop, creatively and in cost effective way, concrete plans with actions, messages, target groups, proposed communications/advocacy channels and so on.

3

INTERNAL communications

JOINT UN COMMUNICATIONS & ADVOCACY STRATEGY 2014

3.1 KEY OBJECTIVE

The key objective of the strategic internal communications within the Joint UN Communications Strategy is to contribute to raising awareness about the Delivering as One among the UN staff in Montenegro;

3.2 TARGET AUDIENCES

All UN staff in Montenegro;

3.3 KEY INTERNAL MESSAGES:

- Under the Delivering as One UN individual agencies do not disappear, they are driven by a common vision, complement each other and operate in their areas of expertise;
- Delivering as One UN boosts synergies between agencies; identifies common areas of work and helps share experiences to build efficiency and consistency;
- Cross-cutting work will be strengthened as agencies bring their combined weight, technical know-how, and experience behind key areas;
- The UN is moving upstream to strengthen policy advice;
- The Delivering as One UN process challenges the UN staff to develop its skills to match the changing environment;
- The One UN means greater efficiency in all areas of operations. Where there is duplication of efforts, the UN will find solutions for increased productivity and efficiency. Common services are being pooled (including travel, fuel, garage, cleaning, customs services, email platform, procurement and recruitment);
- The UN in Montenegro will move under one roof to increase its accessibility and coordination;

3.4 ANNUAL WORK PLAN – INTERNAL COMMUNICATIONS

The Annual Work Plan makes a constituent part of the Joint UN Communications Strategy. The document streamlines Communications Strategy into the detailed action plan, along with the planned budget.

3.5 BUDGET

The budget is defined within the work plan, attached to this file.

3.6 MEASURING IMPACT – MONITORING AND EVALUATION

- 3.6.1 **Monitoring** - The Joint Communications Team will monitor the implementation of the Joint Communications Strategy through the implementations of AWP, and update it accordingly.
- 3.6.2 **Evaluation** – Internal survey on DaO perception is being conducted annually via e-mail questionnaire among UN staff. Data collected are compared in order to monitor trends in DaO perception among UN staff;

3.7 MAJOR COMPONENTS OF INTERNAL COMMUNICATIONS

- Strengthening the JCT – Enforcing various capacities of the team in order to reach the maximum of its potential re efficiency and coherence, in line with its important role in the UN Family in Montenegro;
- Internal survey on DaO – aimed to provide comparable data on perception of DaO among UN staff;
- Strengthening internal communications and advocacy – through various aspects, including: enhancing of the information flow - regular information and updates sharing, update of the UN Calendar on UN MNE website, joint media clipping service, UN Montenegro Weekly Update;
- Town hall meetings

3.8 REGULAR ACTIVITIES IN THE FIELD OF INTERNAL COMMUNICATIONS

- UN Montenegro Weekly Update (Weekly / JCT);
- Regular JCT meetings (Monthly / JCT);
- Town Hall meetings (July/Dec / UNCO);
- Internal DaO Survey (September / JCT);
- Monitoring of implementation of the Joint UN Comms Strategy - Three reviews during the year;
- Regular update of the UN Calendar;
- Joint media clipping service.

4

EXTERNAL communications

JOINT UN COMMUNICATIONS & ADVOCACY STRATEGY 2014

External communications of the UN System in the country will be fully aligned with outcomes of the Integrated UN Programme, coordinated and synchronized between UN agencies.

4.1 KEY OBJECTIVES

- To facilitate public debate on human rights and development issues in the country;
- To influence the public agenda to include key human rights and development issues;
- To facilitate partnerships for promotion of human rights;
- To raise awareness about DaO in Montenegro;
- To position the UN Family in Montenegro as an effective, impartial and reliable partner;
- Enhance the reputation and influence of all UN agencies;

4.2 TARGET AUDIENCES

- Primary audience 1: The Government and the Parliament - senior civil servants/national policy makers (maintain constructive and mutually supportive relations);
- Primary audiences 2: Right holders, media and public at large;
 - Secondary audience 1: The Delegation of the European Union to Montenegro (intensify relations using the Government as mediator);
 - Secondary audience 2: International donors (keep resource mobilization as absolutely crucial, expand cooperation particularly in cross-border and regional development);
 - Secondary audiences 3: Change agents, committed to peaceful social/political change - Civil society organizations/NGOs, Parliamentary bodies (intensify partnership and support);
 - Secondary audience 4: The private sector, business community leaders (promote the ideas of the UN Global Compact);
 - Secondary audience 5: UN system at global level -- promote country's excellence in the implementation of the Delivering as One concept;
 - Secondary audience 6: National/regional and international media (closer and active work with them as advocacy partners).

4.3 KEY EXTERNAL MESSAGES

To be developed jointly with the UNCT, Pillars and cross-cutting groups.

4.3.1 Who is responsible and accountable for communicating our message?

- JCT is responsible for joint events messages and for ensuring that they fit in the overall message. Messages to be developed upon relevant programmatic inputs.
- Pillars and WGs Chairpersons will ensure that thematic messages mesh with the overall message.
- RCO Assistant should ensure quality execution of related logistical support.

- Resident Coordinator and Heads of Agencies are the persons who are ultimately accountable for the overall results.
- Helping all in the actual work using appropriate communications/advocacy tools and standard operating procedures is the responsibility of the JCT.

4.4 PRIORITIES FOR 2014

Based on strategic goals of the United Nations System in Montenegro, **three key priorities** were identified for 2014.

4.4.1 JOINT UN PROGRAMME ON YOUTH EMPOWERMENT;

The Joint UN Communications Team will develop communications strategy of the Joint UN Youth Empowerment Programme, aiming to reach out to young people at the North of the country and mobilise them to recognise their own potentials and to identify existing opportunities. Within the programme which focuses on empowering youth in the areas of entrepreneurship, participation and activism, the youth campaign will be developed and implemented in order to pool youth energy from the north around key pillars of the programme. The campaign, which will involve both national and local partners, will be implemented through preparation, implementation and evaluation of specifically tailored components:

- The campaign **strategy and action plan**
- **Visual toolkit of the campaign** which will help communicate messages to the primary target group ie. young people from the North.
- **Series of motivational events and workshops** which will gather young people to help them recognise ways and mechanisms to use existing opportunities and to create new ones, so they could fulfil their own aspirations. Various communications products including webstories, infographics, video features, photo galleries, video animations, etc.
- **Social media outreach** which will allow young people to strengthen their network
- **Advocacy** at the decision making level
- **Mainstream media outreach** including press releases, TV features, articles, articles on web portals
- **Youth lab summer camp** which will gather young people from the North to work on development of concrete skills and development of specific ideas

4.4.2 POST-2015 SECOND ROUND: PARTICIPATORY MONITORING FOR ACCOUNTABILITY;

The Joint UN Communications Team will support the UN System in the implementation of the second phase of Post-2015 Consultations, which will be focused on Participatory Monitoring for Accountability. The process, which will include partners from the first phase, aims to explore aspects of greater participation of citizens in decision making processes as well as in monitoring of fulfilment of commitments made by the authorities.

In order to support the UN system and the partners to bring on board targeted groups of people but also to communicate process results to different target groups, the JCT will develop number of communications components, suitable for three phases of the process:

Mapping phase – aiming at identifying existing mechanisms for participatory monitoring

- Layout design of the Mapping Report;
- Design the visual infographic illustrating the structure of the process;
- Promotion via UN Montenegro website and social media platforms, including Facebook, Twitter and YouTube;

Accountability check phase – aiming at opening direct dialogue with citizens on their greater participation in decision making and in monitoring fulfillment of commitments made by the authorities

- Photo and video coverage of focus groups;
- Production of a video feature of the 2nd round of consultations in Montenegro;
- Supporting design of the online questionnaire;
- Promotion via UN Montenegro website and social media platforms, including Facebook, Twitter and YouTube;
- Support in design of the second report.

Testing phase – aiming at testing in practice one mechanism for people’s participation in monitoring fulfillment of state’s commitments

- Design visuals of the process;
- Establishing new round of partnership with three most influential portals in the country, in order to mobilise people to actively take part in the process;
- Assistance to consultant in designing and launching the web-portal (hub) for testing the chosen mechanism;
- Design and composition of the final report;
- Promotion via UN Montenegro website and social media platforms, including Facebook, Twitter and YouTube;

4.4.3 UPLIFTING THE QUALITY OF DEBATE IN MONTENEGRO IN THE AREAS OF HUMAN RIGHTS AND DEVELOPMENT;

In line with the strategic guidance from the UN country Team, the Joint UN Communications Team in Montenegro will analyse aspects of improving the quality of debate in Montenegro, with special focus on areas of human rights and development. In order to do so, the JCT will conduct explore the overall situation, analyse it and come up with concrete recommendations through three connected stages:

Scanning - The JCT will identify and interview top twelve thinkers and influencers in the country in order to obtain their feedback on various aspects of the quality of debate in Montenegro, including missing components, unused potentials and existing challenges

for improving dialogue, aspects of generating greater demand for debate, enhancing culture of dialogue, the role of UN in such process, etc.

Analysis - The team will analyse collected feedback and compile concrete recommendations for possible contribution of the United Nations System for uplifting the quality of debate in Montenegro.

Identifying next steps - The JCT will present to the UN Country Team conclusions and recommendations for UN's contribution to uplift the quality of debate in the country. The next step will be for the JCT and UNCT to jointly look into ways to translate these recommendations into concrete action.

4.4.4 OTHER IMPORTANT ACTIVITIES IN THE AREA OF EXTERNAL COMMUNICATIONS

Besides working on the above mentioned priorities, the Joint UN Communications Team will continue working on enhancing the One UN voice, through the following activities:

- Regular update of the UN Montenegro website, the UN Montenegro Facebook page and UN Montenegro YouTube channel;
- Launch and regular update of new social media platforms: Twitter, Flickr, Issuu
- E-promotion: Regular production of UN Weekly Updates (targeting internal audiences) and UN Monthly Newsletters (targeting external audiences);
- Supporting the Second of Model of UN – MiMUN 2014;
- Branding and opening of the UN Eco House;
- Celebration of the UN Day;
- Targeted interviews;
- JCT's support to individual agencies when needed;

4.4.5 BUDGET

The budget is defined within the work plan.

4.4.6 MEASURING IMPACT – MONITORING AND EVALUATION

4.4.7 Monitoring - The Joint Communications Team will monitor the implementation of the Joint Communications Strategy through the implementations of AWP, and update it accordingly.

4.4.8 Evaluation

- Analysis of media clipping;
- Opinion poll aimed at clarifying perception on UN System in Montenegro and identifying areas to be improved.

4.4.9 Advanced forms of impact measurement

Indirect measurement is the public sustenance of One UN in Montenegro. It is proved by the continuous and the actual implementation of its programs and their longevity.

Direct measurement: the use of scientific measurements, which will draw on specific, time-based determinants and variables. Such specific measurement instruments that would have to be adopted to measure the success and review the progress of the stated objectives includes but not limited to:

- Tracking studies, time analysis surveys, focus groups, opinion polls; interviews with key counterparts, beneficiaries, donors, and other partners;
- Content and thematic analyses of the news and opinion articles, mention and publication in the media, etc., to be made possible through monitoring of print (dailies, weeklies and biweeklies, monthly and periodical magazines) and electronic media (TV and radio stations, internet portals) in Montenegro, as well as the coverage from the region/abroad, if needed;
- Custom reports – summaries, clip analyses and equivalency reports (measuring the impact of news and analyzing publicity campaigns, estimation of success, general image, viewership numbers, who is watching our themes and their impressions, main messages sent, estimation of performance, etc.);
- Combining process indicators with behavioural indicators, and developing behavioural metrics to measure the desired behaviours. It is extremely beneficial to focus on behaviours as part of any initiative. In the past, it was about “Best Practices,” but now it is about “Best Behaviours.”

Note: The above list of measurements contains brief information for the One UN Teams, and it will be up to the Teams to decide on 1) the type of measurement they would like to use; 2) time horizons. Also, the Teams will bear the related costs from their respective budgets. The JCT will be at disposal to advise and to help organizationally.