



# Roadmap for Cooperation EASO - Montenegro (2022-2023):

Strengthening the asylum and  
reception systems in line with the  
Common European Asylum  
System and EU standards



# Roadmap for cooperation between EASO and Montenegro (2022 – 2023): strengthening the asylum and reception systems in line with the Common European Asylum System and EU standards



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## I. Acronyms

**CEAS** – Common European Asylum System; **COI** – Country of Origin Information; **DfA** – Directorate for Asylum; **EASO** – European Asylum Support Office; **EU** – European Union; **EU+** – European Union Member States and Denmark, Iceland, Liechtenstein, Norway and Switzerland ; **EU MS** – European Union Member States; **IOM** – International Organisation for Migration; **NGO** - Non-Governmental Organization; **SOP** – Standard operating procedure; **TtT** – Train the trainers; **UNHCR** – United Nations High Commissioner for Refugees; **UNICEF** - United Nations Children's Fund.

## II. Introduction and Background

The overall objective of the “Roadmap for cooperation between the European Asylum Support Office (EASO) and the Ministry of Interior of Montenegro (2022-2023): strengthening the asylum and reception systems in line with the Common European Asylum System (CEAS) and European Union (EU) standards” (herein: EASO – Montenegro Roadmap) is to enhance the protection space for asylum seekers and refugees by strengthening the asylum and reception system in Montenegro in line with the CEAS, EU standards and EU Member States’ practices. The present document identifies priority areas where the EASO support to Montenegro authorities has an added value and, where possible, has a direct impact on the implementation of the recommendations and meeting the criteria for the Chapter 24: Justice, Freedom and Security. In this context, the EASO – Montenegro Roadmap aims to also support the implementation of the Strategy on Migration and Reintegration of Returnees in Montenegro, for the period 2021-2025, with the Action Plan for 2021 and 2022<sup>1</sup> (herein: Strategy on Migration and Reintegration of Returnees in Montenegro).

The EASO – Montenegro Roadmap is developed jointly between the Ministry of Interior of Montenegro and EASO. The Ministry of Interior of Montenegro and EASO took particular care of including all relevant authorities in the implementation of activities in line with their responsibilities within the asylum and reception systems in Montenegro.

Following the endorsement of the EASO – Montenegro Roadmap, an annual implementation plan will be prepared outlining the steps for implementation of each activity and the accompanying timeline. During the implementation phase, EASO and the Ministry of Interior of Montenegro agree to an open two-way communication to ensure technical level, day-to-day support for the implementation of the activities planned within the EASO – Montenegro Roadmap. To allow for flexibility and adaptability to the external circumstances, as well as the needs and available resources of both sides, the proposed activities include a possibility to alternate between face to face and remote meetings. Moreover, this document can be revised, if need arises, upon agreement of EASO and the Ministry of Interior of Montenegro to include additional support and activities in case of needs that may be identified during implementation phase.

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<sup>1</sup> Ministry of Interior, 2021. *Strategy on Migration and Reintegration of Returnees in Montenegro, for the period 2021 – 2025, with Action Plan for 2021 and 2022*. Available at: <https://www.gov.me/dokumenta/15ef985b-eddb-4a41-a58a-63fee7e8455c>.

The implementation period of the Roadmap is 24 months from January 2022 to December 2023.

### III. Methodology

#### a. Needs Assessment and Rationale for the intervention

The EASO – Montenegro Roadmap is based on a needs assessment carried out between September and October 2021 through a participatory approach. The needs assessment was based on desk review of the existing strategic and legal framework, evaluation and assessment reports prepared by the European Commission, United Nations High Commissioner for Refugees (UNHCR) and International Organisation for Migration (IOM). Following the desk review of relevant documents, a needs assessment mission was undertaken between the 6<sup>th</sup> and 10<sup>th</sup> September 2021 by EASO which included a senior officer with expertise on asylum and a senior officer with expertise on reception from the Asylum Guidance and Cooperation Unit, an officer from the External Dimension Unit and two EU MS experts from Greece and Croatia. The needs assessment mission included meetings with the Directorate for Police, Directorate for Asylum and Directorate for Reception of Foreigners Seeking International Protection, as well as site visits to border point in Bozaj and reception centres in Bozaj and Spuz. On the 10<sup>th</sup> of September at the concluding meeting with the national authorities, EASO presented the key findings of the needs assessment. In addition, several coordination meetings and interviews with key stakeholders, including with the EU Delegation in Podgorica, European Commission services, IOM and UNHCR were organised during the EASO needs assessment mission.

EASO placed particular efforts to ensure that the consultations organised during the field missions and remotely with international stakeholders identified synergies and avoided overlap with the existing and planned initiatives in Montenegro, in particular with UNHCR and IOM. Where opportunities for synergies were identified, collaborative approach with national authorities and international stakeholders aimed at enhancing the outcomes has been agreed.

The needs assessment showed a high degree of alignment of the legal framework with the Common European Asylum System (CEAS), however, operationalisation of the legal framework into practice, as also identified in the Strategy on Migration and Reintegration of Returnees in Montenegro, can be further strengthened. In this regard, the development of Standard Operating Procedures (SOPs) has been recommended across a number of different areas. SOPs reinforce the implementation of national legislation at an operational level as they intend to describe each step of the asylum and reception processes defined within the legal framework and the tasks to be carried out at each step by officers. They allow the officers involved in the process to know what to do, when to do it, and how to do it. SOPs should reflect how the process is conducted in practice, not describe what an ideal or perfect process would look like. SOPs are meant to be easily and regularly updated, in order to make improvements or to adapt them to new policies, changes of circumstances or changes in the operational context. In addition, EASO will support the development of other practical tools (e.g. Access to Procedure toolkit, information materials) and help enhance the technical skills of officers through provision of training and mentoring based on EASO approach and methodology.

## b. Monitoring and Evaluation

To ensure that the implementation of the EASO – Montenegro Roadmap is monitored and that the agreed outputs are reached, EASO and the Ministry of Interior of Montenegro will systematically collect data and information on the implementation of the EASO – Montenegro Roadmap. The Ministry of Interior of Montenegro will collect reports in a standardised format from the implementing authorities and compile the collected information into mid-term and final implementation reports. This will allow the Ministry of Interior of Montenegro and EASO to monitor and evaluate the progress in reaching the specified outcomes.

Following the first year of implementation of the EASO – Montenegro Roadmap a mid-term review will take place. The main goals of the mid-term review exercise will be to provide recommendations for adjusting activities during the EASO – Montenegro Roadmap lifecycle. These will build on evaluation findings and will be structured in an actionable manner, allowing review and, if endorsed, corrective actions of follow up aimed at either continuation, expansion or closure of the planned interventions after 12 months of activities. The mid-term review and its recommendations will be discussed at the Mid-term Review Meeting where the EASO – Montenegro Roadmap may be adjusted in line with the recommendations (foreseen for December 2022).

A second evaluation exercise is foreseen towards the end of the EASO – Montenegro Roadmap, which will generate a Final Evaluation Report outlining findings and conclusions and producing an overall assessment of the EASO – Montenegro Roadmap cooperation framework, taking into account the mid-term review. The Final Evaluation Report will be accompanied by an updated needs assessment exercise to assess revised needs, in view of possible further cooperation.

A Final Meeting will take place towards the end of the implementation phase (foreseen for December 2023) in order to present the findings of the final evaluation and needs assessment. This meeting will also discuss the content of the possible extension of the present document, or alternatively a next generation EASO – Montenegro Roadmap document, based on lessons learnt and best practices identified in the course of implementation.

## IV. General Pre-conditions and Assumptions

- All relevant stakeholders from both EASO and Montenegro are committed to participate actively in the agreed activities and to implement the agreed commitments in line with the envisaged timeline.
- EASO and Montenegro are willing to change/adapt in order to take advantage of the experience and knowledge gained through the implemented activities.
- EASO and Montenegro are willing to maintain an open two-way communication at technical level, compatible with the normal workload of relevant human resources.
- Financial and human resources, on both EASO and Montenegro side, are available for effective and timely implementation.

## V. Summary

The overall objective of the EASO – Montenegro Roadmap is to enhance the protection space for asylum seekers and refugees in Montenegro in line with the CEAS and EU Member States' practices.

Based on the needs assessment and roadmap planning and design undertaken during the period from September to October 2021, EASO and the national authorities of Montenegro identified and designed

the following areas towards which relevant activities will be implemented and contribute to: (1) effective asylum procedures and (2) effective reception system.

The implementation period of the EASO - Montenegro Roadmap is from 1 January 2022 to 31 December 2023.

A summary of the agreed objectives and outputs resulting from the identified areas of cooperation are provided below

Impact  
Enhanced protection space for asylum seekers and refugees in Montenegro

High-level Outcome II  
Contributing to effective asylum procedures in line with the CEAS

**Outcome 1 Strengthened access to procedure in line with the CEAS**

Output 1.1 Enhanced identification of persons who may wish to apply for international protection in line with the CEAS

Output 1.2 Strengthened provision of guidance on follow-up assistance and procedural guarantees that should be provided to persons who may wish to apply for international protection in line with the CEAS

**Outcome 2 Enhanced quality of decision making at the first instance in line with the CEAS**

Output 2.1 Enhanced implementation of the key provisions of the Law on international and temporary protection of foreigners of Montenegro at an operational level in line with the CEAS

Output 2.2 Enhanced technical skills of the case officers in particular on interview techniques, evidence assessment, decision writing, decision assessment and use of COI in line with the CEAS

**Outcome 3 Strengthened capacity of the national authorities to identify, assess and respond to the needs of minors**

Output 3.1 Enhanced right compliance age assessment procedure

Output 3.2 Strengthened capacity of national authorities to implement the best interest of the child in their daily work

High-level Outcome III  
Contributing to an effective reception system

**Outcome 4 Strengthened reception system aligned with EU and EASO standards for reception conditions**

Output 4.1: Enhanced alignment with the EU and EASO reception standards of the planned extension of the asylum reception centres in Bozaj and Spuz

Output 4.2: Increased efficiency of the reception system management

Output 4.3: Enhanced knowledge, technical skills and competences on reception aligned with the CEAS and EU+ practices



## Areas of priority and Activities

### I. Contributing to the strengthening of the asylum related legislation, institutions and systems, in line with the CEAS and EU standards

As noted in section (III. a) above on Methodology, the needs assessment showed a high degree of alignment of the legal framework with the Common European Asylum System (CEAS), a well-developed strategic framework and institutional setting. The main needs for additional support were identified at the level of operationalisation of the legal framework, as was also identified in the Strategy on Migration and Reintegration of Returnees of Montenegro. Therefore, at this stage, no support is proposed in this area. However, EASO will consider and assess the feasibility for delivering any support for any additional needs that the Ministry of Interior may identify and requests in this area at any time during the implementation period of this Roadmap. Additional support in this area may also be identified during the review of the first 12 months of the Roadmap implementation.

### II. Contributing to effective asylum procedures in line with the CEAS

1. Strengthened access to procedure in line with the CEAS	
Expected results (outputs)	<p><b>Output 1.1. Enhanced identification of persons who may wish to apply for international protection in line with the CEAS</b></p> <p><b>Output 1.2. Strengthened provision of guidance on follow-up assistance and procedural guarantees that should be provided to persons who may wish to apply for international protection in line with the CEAS</b></p>
Responsible Authorities	Directorate for Asylum, Directorate for Police
Beneficiaries	Directorate for Asylum, Directorate for Police, Directorate for Reception of Foreigners Seeking International Protection
Description and assessment of the situation/ EASO added value	A migrant has the right to express the intention to seek asylum to border or police officers, as well as at point of reception at the reception centres. Those migrants who express the intention to seek asylum are referred to Bozaj, where currently all migrants are registered. At Bozaj their intention to seek asylum is registered by the officers for foreigners; and their photograph and fingerprints (on paper) are taken. Applicants

	<p>are given a certificate ensuring their protection from refoulement. They then have 15 days to submit their application to the Directorate for Asylum (DfA) at the premises of the DfA in Podgorica. At first contact and registration, officers provide basic information to migrants and applicants but with limited information provided in written.</p> <p>During the lodging of applications at the DfA, the information provided during the registration of intent is not verified and is collected again by case officer of the DfA. The photograph and fingerprints are also collected a second time. This is due to the lack of a joint electronic database. While the creation of a joint electronic database, currently in development in cooperation with Frontex, is essential, there is room for additional strengthening of the coordination between the Directorate for Police, the Directorate for Reception of Foreigners Seeking International Protection and the DfA, from the first contact to the lodging, through the development of joint Standard Operating Procedure/s.</p>
Pre-conditions(s)	<ul style="list-style-type: none"> <li>• National authorities open and committed to the development of the identified Standard Operating Procedures</li> </ul>
Deliverables	<ul style="list-style-type: none"> <li>• SOP First contact and Registration of intent</li> <li>• SOP Lodging of the application</li> <li>• Access to procedure toolkit adjusted to Montenegro</li> </ul>
Description of the activities	<p><b>Output 1.1. Enhanced identification of persons who may wish to apply for protection</b></p> <p><i>Activity 1.1.1. Development of the SOP on First contact and Registration of intent to apply for asylum</i></p> <p><i>Activity 1.1.2. Development of the SOP on Lodging of the application</i></p> <p><i>Activity 1.1.3. Participation in Train-the-Trainer sessions on the EASO module on Registration of Applications for International Protection and, where appropriate, support the organisation and delivery of national training sessions on the module</i></p> <p><b>Output 1.2. Strengthened provision of information on follow-up assistance and procedural guarantees that should be provided to persons who may wish to apply for protection in line with the CEAS</b></p> <p><i>Activity 1.2.1. Adjustment of Access to Procedure toolkit to Montenegro context</i></p> <p><i>Activity 1.2.2. Workshop on use of the Access to Procedure toolkit</i></p> <p><i>Activity 1.2.3. Organisation and delivery of training sessions on information provision to asylum seekers</i></p>
Synergies	<p>EASO and the Ministry of Interior will coordinate closely with Frontex on the adjustment of the Access to Procedure toolkit, which was jointly developed by EASO and Frontex, as well as in the roll-out of capacity</p>

	building support to Directorate for Police as first contact officials, in particular in ensuring close coordination on training on registration. Similarly, EASO and the Ministry of Interior will invite UNHCR to participate in the preparation of the identified SOPs.
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## 2. Enhanced quality of decision making at the first instance in line with the CEAS

Expected results (outputs)	<p><b>Output 2.1. Enhanced implementation of the key provisions of the Law on international and temporary protection of foreigners<sup>2</sup> of Montenegro at an operational level in line with the CEAS</b></p> <p><b>Output 2.2. Enhanced technical skills of the case officers in particular on interview techniques, evidence assessment, decision writing, decision assessment and use of COI in line with the CEAS</b></p>
Responsible Authorities	Directorate for Asylum
Beneficiaries	Directorate for Asylum
Description and assessment of the situation/ EASO added value	<p>The Law on international and temporary protection of foreigners in implementation since 1st January 2018 is broadly aligned with the CEAS. Following the lodging of their application, the applicant is immediately informed, both orally and in writing, of the date and time of their appointment for a personal interview. This constitutes an exemplary practice. The personal interview is carried out by the case officer in presence of an interpreter and as a matter of most common practice a legal representative. The personal interview isn't audio-recorded nor transcribed, however, a summary of the interview is prepared and signed by all participants. The decision is prepared based on the interview and the evidence submitted by the applicant. The applicant is most commonly notified by the legal representative. UNHCR has access to all stages of the process, including presence at the interview.</p> <p>During the decision-making stage there is a need to strengthen the implementation of the key provisions of the Law on international and temporary protection of foreigners at an operational level, as well as to strengthen the knowledge and technical capacity of case officers to practically implement the legal concepts and provisions in their day-to-day work. Developing Standard Operating Procedure for Examination, legal guidance and on-the-job training and coaching on key technical skills would contribute to effective implementation of key provisions of the key legal concepts and provisions in line with the CEAS. In addition, enhancing the planning process, preparation of case officers ahead of</p>

<sup>2</sup> Law on international and temporary protection of foreigners (2016, as amended 2018), available at: [https://www.legislationline.org/download/id/9664/file/MONT\\_Law%20on%20International%20and%20Temporary%20Protection%20of%20Foreigners.pdf](https://www.legislationline.org/download/id/9664/file/MONT_Law%20on%20International%20and%20Temporary%20Protection%20of%20Foreigners.pdf)

	<p>the personal interviews in particular by strengthening the use of country-of-origin information, as well as developing personal interview guides/ templates would further support improvement of the process of decision making.</p> <p>Furthermore, the EASO Practical Guides provide national authorities, asylum and case officers with practical tools to increase the consistency and quality of decision making through different stages of the asylum process, namely conducting the personal interview, evidence assessment, qualification for international protection and exclusion. Specifically, the following EASO practical guides will be translated, printed and shipped to Montenegro:</p> <ul style="list-style-type: none"> <li>• EASO Practical Guide: Personal interview;</li> <li>• EASO Practical Guide: Evidence assessment;</li> <li>• EASO Practical Guide: Qualification for international protection;</li> <li>• EASO Practical Guide: Exclusion.</li> </ul>
Pre-conditions(s)	<ul style="list-style-type: none"> <li>• National authorities committed to enhancing the quality of the decision-making process at first instance</li> </ul>
Deliverables	<ul style="list-style-type: none"> <li>• Standard Operating Procedure on Examination</li> <li>• Legal guidance</li> <li>• Interview guide</li> <li>• At least 8 case officers completed mentoring on interview techniques, evidence assessment, decision writing, decision assessment and use of COI</li> <li>• EASO Practical Guide: Personal interview; EASO Practical Guide: Evidence assessment; EASO Practical Guide: Qualification for international protection; EASO Practical Guide: Exclusion translated, shipped and in use by the case officers</li> </ul>
Description of the activities	<p><b>Output 2.1. Enhanced implementation of the key provisions of the Law on international and temporary protection of foreigners at an operational level</b></p> <p><i>Activity 2.1.1. Development of Standard Operating Procedure on Examination</i></p> <p><i>Activity 2.1.2. Development of tools aimed at supporting the case officers in their day-to-day work (legal guidance, interview guide, etc.)</i></p> <p><b>Output 2.2. Enhanced technical skills of the case officers in particular on interview techniques, evidence assessment, decision writing, decision assessment and use of COI</b></p> <p><i>Activity 2.2.1. Mentoring on technical skills (interview, evidence assessment, decision writing, decision assessment, COI research, COI preparation, use of COI)</i></p> <p><i>Activity 2.2.2. Shadowing in EU MS with an aim of increasing technical skills (interview, evidence assessment, decision writing, decision assessment, COI research, COI preparation, use of COI)</i></p>

	<p><i>Activity 2.2.3. Organisation of a workshop, aiming to identify the concrete training needs of national officials in areas which are key for the performance of their daily tasks and specific roles for the Directorate for Asylum, resulting in a training plan</i></p> <p><i>Activity 2.2.4. Participation in EASO Train the Trainers in line with the Training Plan for the Directorate for Asylum</i></p> <p><i>Activity 2.2.5. Support in the delivery of national training sessions of the identified modules</i></p>
Synergies	<p>EASO and the Ministry of Interior will seek input from UNHCR during the preparation and implementation of the planned activities, in particular in the development of the identified SOP and practical guides. Furthermore, UNHCR is providing capacity building and training activities to the DfA on regular basis. Therefore, the preparation of the envisaged Training Plan will also be developed in close coordination with UNHCR, reflecting trainings and capacity building already carried out by UNHCR and to ensure a common, coordinated approach which reinforces the development of technical skills and averts overlap.</p>

<h3 style="color: #4F81BD;">3. Strengthened capacity of the national authorities to identify, assess and respond to the needs of minors</h3>	
Output (expected results)	<p><b>Output 3.1. Enhanced right compliance age assessment procedure</b></p> <p><b>Output 3.2. Strengthened capacity of national authorities to implement the best interest of the child in their daily work</b></p>
Responsible Authorities	Ministry of Interior, Ministry of Labour and Social Welfare
Description and assessment of the situation/ EASO added value	<p>The Migration Management Strategy of Montenegro foresees the harmonisation of procedures and developing capacities of relevant national authorities for determining the age of unaccompanied minors when needed, as one of the key priorities. EASO has developed two practical guides on age assessment. The latest offers practical guidance, key recommendations, and tools on the implementation of the best interests of the child when assessing the age of a person, from a multidisciplinary and holistic approach. It also brings up-to-date information on the age assessment methods used by the EU MS. EASO support on Age Assessment can be rolled out swiftly in line with the prioritisation of activities by the Ministry of Interior which will be outlined in the implementation plan.</p> <p>Furthermore, the Migration Management Strategy of Montenegro foresees the provision of continuous trainings for the Directorate for Police, Directorate for Asylum, Directorate for Reception of Foreigners Seeking International Protection, Directorate for Integration, Centres for Social Work, Health Centres on the best interest of a child, identification and referral of persons with special needs, cultural</p>

	<p>mediation, gender-sensitive treatment, etc, by certified trainers. It was evident that numerous international organisations, such as UNHCR, UNICEF, IOM provide numerous trainings, as well as NGOs. EASO can support in providing training on the identification of persons with special needs and the best interest of the child, in coordination with other actors having expertise and being engaged in the area.</p>
Pre-conditions(s)	<ul style="list-style-type: none"> <li>• National authorities committed to the development of the right compliance age assessment process</li> <li>• Coordinated Institution and Working Group with a mandate to develop Age Assessment Procedure established</li> <li>• Coordinator for the development of a Training Plan on Best Interest of the Child appointed</li> </ul>
Deliverables	<ul style="list-style-type: none"> <li>• Trained non-specialised officials and first contact officers on identification, referral and support to the persons with special needs</li> <li>• Right compliance age assessment guidance or procedure</li> <li>• EASO Practical Guide on Age Assessment disseminated</li> </ul>
Description of the activities	<p><b>Output 3.1. Enhanced right compliance age assessment process</b></p> <p><i>Activity 3.1.1. Development of age assessment process procedures, instruments and tools through expert support</i></p> <p><i>Activity 3.1.2. Expert mission(s) and mentoring to support implementation EU + best practices on age assessment procedure and methods</i></p> <p><b>Output 3.2. Strengthened capacity of national authorities to implement the best interest of the child in their daily work</b></p> <p><i>Activity 3.2.1 Expert support to prepare a national Training Programme on the best interest of the child in their daily work for the Ministry of Interior in line with the Migration Management Strategy of Montenegro</i></p>
Synergies	<p>EASO and the Ministry of Interior will cooperate closely with the UNHCR, UNICEF and other relevant organisations, including NGOs in the preparation and implementation of the planned activities, in particular in the development of the Age Assessment Procedure. Furthermore, UNHCR, UNICEF and other relevant organisations, including NGOs are providing capacity building and training activities with regards to minors and best interests of the child. Therefore, the preparation of the Training Plan on the best interest of the child coordination with UNHCR, UNICEF and other relevant organisations, including NFOs to ensure a common, coordinated approach which re-enforces the building of technical skills and averts overlap will be ensured.</p>

### III. Contributing to an effective reception system

4. Strengthened reception system aligned with EU and EASO standards for reception conditions	
Expected results (outputs)	<p><b>Output 4.1. Enhanced alignment with the EU and EASO reception standards of the planned extension of the asylum reception centres in Bozaj and Spuz</b></p> <p><b>Output 4.2. Increased efficiency of the reception system management</b></p> <p><b>Output 4.3. Enhanced knowledge, technical skills and competences on reception aligned with the CEAS and EU+ practices</b></p>
Responsible Authorities	Directorate for Reception of Foreigners Seeking International Protection
Beneficiaries	Directorate for Reception of Foreigners Seeking International Protection
Description and assessment of the situation/ EASO added value	<p>Directorate for Reception of Foreigners Seeking International Protection within the Ministry of Interior is responsible for management of the reception system in Montenegro. Currently there are two asylum reception centres, in Bozaj with a container set-up and in Spuz where there is a permanent structure, with a capacity of 80 and 60 beds respectively. The Montenegro authorities are making efforts and concrete plans to expand the reception capacity at the two existing reception facilities in order to be better prepared in case of an increase of arrivals. These plans would see the current capacity of 140 increased with 380 places in the long run.</p> <p>The extension of capacity of the two reception centres will require an increase in reception staff, a careful long-term planning of such staffing needs and description of tasks, as well as subsequent training of newly recruited staff. The Ministry is already discussing a re-systematisation and authorities expressed intention to already include this long-term staffing needs. Nevertheless, exchange of experience and good practices from EU+ countries with similar reception systems would be beneficial for the Ministry of Interior in view of deciding on possible options to address such organizational changes. The Ministry of Interior could benefit further of technical and expert support on site design and reorganization of workflows to ensure alignment with the EU and EASO standards.</p> <p>Although multiple trainings were carried out by numerous organisations, further capacity development on reception is still required. Even more so in view of the staff increase. However, this should be part of a training strategy, moving from theoretical trainings to on-the-job training and coaching, shadowing opportunities and targeted study visits. Reception staff mentioned the following topics of</p>

	<p>interest: general reception work; reception of vulnerable person; safety and security; communication; conflict management.</p> <p>The Law on international and temporary protection of foreigners of Montenegro frames the organisation of reception in Montenegro and the rights and duties of foreigners seeking international protection. The practical implementation of the general provisions are further detailed in Rulebooks accompanying the Law. With these exceptions, there are no other written standard operating procedures and workflows, and staff seem to rely very much on knowledge and practice transmitted verbally. This impacts the harmonised application and operationalization of reception provisions. Strengthening and standardizing such written reception procedures ahead of the planned increase of capacity and hiring of new staff would support harmonized application and overall increase in efficiency and quality. It would also reduce loss of knowledge in case of turnover of experienced staff. General reception protocols, looking at the different steps/activities to be carried out along the reception pathway, from arrival to outflow from reception, would address these aspects.</p> <p>Further, standardisation of operating procedures and workflows, specifically addressing reception of children and unaccompanied minors would contribute to ensuring adequate reception standards and an appropriate response in line with the principle of the best interest of the child.</p> <p>Finally, an electronic entry – exit system would support the daily work of the reception centres, increase overall management efficiency and ensure reliable data. Development of diversified information provision materials, taking into consideration the communication and information needs of the asylum seekers residing in the two centres, will enhance information provision activities.</p>
Pre-conditions(s)	<ul style="list-style-type: none"> <li>• National authorities committed to enhancing the standards for reception conditions in line with the EU and EASO standards on reception conditions</li> <li>• National authorities committed to enhancing the reception system management</li> </ul>
Deliverables	<ul style="list-style-type: none"> <li>• Protocol(s) and standard operating procedures on Reception</li> <li>• Trained staff on reception policy, reception systems and management aligned with CEAS and EU+ practices</li> <li>• Information provision materials</li> </ul>
Description of the activities	<p><b>Output 4.1. Enhanced alignment with the EU and EASO reception standards of the planned extension of the reception centres</b></p> <p><i>Activity 4.1.1. Provide technical and experts advice for site design of planned extension of the reception centres in Bozaj and Spuz in line with EU and EASO standards and indicators on reception</i></p>



	<p><i>Activity 4.1.2. Provide technical and experts support on organisation of sites and workflows in Bozaj and Spuz in line with EU and EASO standards and indicators on reception</i></p> <p><b>Output 4.2. Increased efficiency of reception management</b></p> <p><i>Activity 4.2.1. Development of general reception protocols and standard operating procedures for specific thematic areas, follow-ed up by training/mentoring where necessary</i></p> <p><i>Activity 4.2.2. Development of information provision workflow and information material for the phase of arrival in reception (adapted to different target audience)</i></p> <p><b>Output 4.3. Enhanced knowledge, technical skills and competences on reception aligned with the CEAS and EU+ practices</b></p> <p><i>Activity 4.3.1. Participation of Reception Officials in Train-the-Trainer sessions on the relevant EASO Reception Modules and, where appropriate, support the organisation and delivery of national training sessions on these modules</i></p> <p><i>Activity 4.3.2. Mentoring on prioritised thematic areas: general reception work; reception of vulnerable person; safety and security; communication; conflict management.</i></p> <p><i>Activity 4.3.3. Thematic study visits and exchange programmes (e.g., planning of staffing needs, etc.)</i></p>
Synergies	<p>Where appropriate, and in close coordination with the Ministry of Interior, cooperation in implementation of the planned activities, in particular the Standard Operating Procedures and reception workflows will be sought.</p>

## Annexe I: Main Partner Institutions in Montenegro

Institution	Responsibilities
<b>Ministry of Interior</b>	The Ministry of the Interior, among others, performs administrative tasks related to: preparation of regulations in the field of civil status, personal and other documents of citizens, migration, international and temporary protection of foreigners and readmission; keeping the Central Population Register; citizenship; travel documents; immigration; approval of international and temporary protection of foreigners, naturalization, identity cards, residence of Montenegrin citizens and keeping the register of residence; work and temporary and permanent residence of foreigners in Montenegro and in connection with that keeping the prescribed records; unique identification number; personal name; registry offices; vehicle and driver records; procurement of weapons and parts for weapons; reception and accommodation of foreigners seeking international protection in the Reception Centre or other accommodation facility; accommodation of foreigners granted asylum or subsidiary protection and assistance in integration into society; coordination in exercising the legally prescribed rights of foreigners who have been granted asylum or subsidiary protection; providing support for inclusion in social, economic and cultural life; implementation of national, regional and international documents for resolving refugee issues; assistance in exercising the rights of Montenegrin citizens upon their return to Montenegro in accordance with the obligations set out in the readmission agreement.
<b>Directorate for Asylum</b>	Directorate for Asylum is an organizational unit of the Ministry of the Interior within the Directorate for Civil Status and Personal Documents, which is responsible for registration and examination of applications for international protection.
<b>Directorate for Reception of Foreigners Seeking International Protection</b>	The Directorate for the Reception of Foreigners Seeking International Protection is an organizational unit of the Ministry of the Interior within the Directorate for Civil Status and Personal Documents, which is responsible for the reception and care of foreigners seeking international protection.
<b>Directorate for Police</b>	The Police Directorate, among others, performs tasks related to: protection of the security of citizens and freedoms and rights established by the Constitution; surveillance and security of the state border and border control; control of entry, movement, stay and exit of foreigners; as well as other tasks assigned to its competence.

