



Strategic Plan in program areas for 2016-2018

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## Introduction in the Strategic Plan 2016-2018

Civic Alliance (hereinafter: CA) is nongovernmental and nonprofit organization, established by the Decision on establishing of CA, from 01 June 2011. Civic Alliance has been founded as the union of members – Youth Initiative for Human Rights (YIHR) and NGO “35mm”.

### Vision

Montenegro is civic and democratic society, based on the rule of law. Montenegro is developing as the society of active and informed citizens, while public institutions function in accordance with positive legal regulations striving to achieve public interest.

### Mission

Civic Alliance (CA) efficiently contributes to establishing of civic and democratic society, through strengthening of capacities and support to civic initiatives, protection and promotion of human rights and control of work of public institutions.

### Goals and duties of CA are as follows:

- Developing Montenegro as democratic, civic, and responsible society where human rights are respected, and civil society develops
- Contribution to respect of the rule of law
- Developing of researching journalism
- Creating of public policies in areas of its expertise

CA works on promotion and development of civic awareness and the control role of civil sector and provision of concrete support to civic activism.

Key priorities of CA team have been defined in accordance with the idea on development of Montenegro as the society of active and informed people, with institutions that function in accordance with positive legal regulations and striving to fulfill public interest.

CA determines concrete fields of acting after analyzing information and pulse from the terrain, in consultations with the network of local partners and in accordance with actual events.

As the Civic Alliance team, we work on development of our competences, and networking and strengthening of capacities of local partners from civil society for dealing with monitoring and reporting in areas such as human rights, rule of law and good governance. We deal with development of capacities and support for those organizations that gather representatives of multiply marginalized groups.

We monitor the work of all branches of authority from the perspective of “a citizen”, and we are specifically focused on monitoring of implementation of goals from negotiating Chapter 23 – Judiciary and fundamental rights and 24 – Justice, Freedom and Security. At the same time, our team has focused on developing of capacities of legislative, executive, and judicial power, to work in accordance with standards from the domain of human rights and the rule of law, with

special attention on efficiency and transparency of work.

Jointly with partners – Foundation for Active Citizenship and Center for Democratic Transition, CA has developed the concept House of Civic Society, which will in perspective create more favorable conditions for development and sustainability of civic society in Montenegro, and for consolidation of service offer for citizens.

Possibility to be flexible and dynamic and accomplish desired impact, we specifically owe to confidence of donors and partners, who largely contribute to our work through partner relationships and institutional program and project support.

In future, Civic Alliance will insist on diversifying of donor structure, professional upgrading and professional profiling of employees and networking with all the people who cherish the same values as CA.

For all members of the team, priorities in work in future will be actual problems in areas they are dealing with, public interest, whereas the motive will not be donor public calls, party positions or anything similar. We will initiate establishing of practice of social dialogue and positive moves for the well-being of the society as a whole.

Strategic Plan of CA for the period 2016-2018, is the framework for functioning and development of organization. The Strategy has been made as formed and connected set of annual activities that will be planned through drafting of annual operational implementation plans. Plans with defined measurable indicators of success have been created in operational plan for implementation of the strategy, whose achievement might be monitored by the team of CA through systematic monitoring and self-evaluation process.

## **Program areas are as follows:**

### **I Human rights**

Human Rights Program includes monitoring of quality of law implementation and monitoring, researching, and documenting of cases of human rights violations, their processing, and representing of victims before competent courts and public bodies. This program is harmonized with Universal Periodical Review of human rights situation (UPR) and implies monitoring of UPR recommendations and monitoring of negotiating process of Montenegro and the EU as well. Human Rights Program is focused on facing past, problems of torture, and discrimination, politically motivated violence, freedom of expression, freedom of gathering, protection of personal data, religious freedoms, minority rights, status of displaced persons, economic and social rights.

Specific goal of CA is providing of different types of support to other organizations with similar mission.

### **II The Rule of Law**

CA believes that the rule of law is not only formal implementation of law, but also implemen-

tation of the rule of law and protection of all citizens from exaggerated power of authorities and inefficiency of the system. Through this program, CA controls work of judiciary, and public institutions in the domain of justice. We create conditions for good negotiating process of Montenegro with the EU. CA insists on professional and efficient judicial system and work of public services and its quality, especially in regards to rights of citizens as patients, workers and consumers.

### **III Media Program**

Through media program, we publicly present and initiate matters related to corruption, inefficient administration, and human rights violation. Monitoring of social processes, criticizing of anomalies and publishing of reports on human rights via media is the most efficient manner to implement the mission of the organization. School of investigative journalism and competitions for the best investigative stories, create solid base of cooperators and inexhaustible source of information from the terrain. Cross border cooperation with media production directed towards reconciliation, joint life and matters of economic and social character, is one of the goals that is contributing to faster integration process in the region.

### **IV Good Governance Program and Civic Participation**

Civic Alliance believes that the good governance principles have to be the ground for sustainable development and achieving of equality for all the people in our society. This implies that the authority and institutions respond to citizens for their activities and achieved results, that they should be efficient and achieve results, provide participation of different actors in the society, work transparently, communicate with citizens and react on new situations and changes in the society, strive to consensus and be fair. If the society is supposed to be like this, citizens have to be encouraged to participate appropriately in decision making processes, and to represent control mechanism for improvement of work of institutions.

As its primary tasks, CA views education of different groups, including decision makers, media, representatives of civil and business sector, rising awareness of citizens, and informing of citizens and supporting of civic initiatives and organizations that are sharing the same values. In order to network all the activities of CA, strategic support will be given to other activities through this program by collecting and analyzing of important data, inserting them in the context of systemic problems, and formulating of adequate solutions and proper public advocacy in cooperation with relevant partners.

### **V Scholl of Democratic Leadership Program**

School of Democratic Leadership has been positioned as the leading national program of informal education. With its flexible access and content, this program provides to professionals, who are leading national reforms, to do their job adequately and at the same time progress in their professions and organizations. Target group of the School are primarily politicians and public employees, journalists and NGO and trade union leaders.

## Organizational capacities of Civic Alliance

### Organizational structure

Civic Alliance is unique organization, especially for its system of rotating presidency over the Managing board and its horizontal structure. Managing board is collective body that makes decision according to consensus and is composed of individuals with the precise work departments within organization, where coordinators and managers are largely autonomous in implementation of activities. CA founded the Council of CA – external body dealing with long-term development of organization; and Surveilling board that monitors work of CA and files reports to founders about the use of funds of CA, with proposals for undertaking specific measures.

### Present capacities of CA

CA and its members count 39 people – 14 permanently employed persons, 17 part-time engaged on project activities, while three volunteers have surveilling and five counseling role.

Almost 90% employed in CA and its members are permanently employed. Taxes and other contributions are regularly payed, in accordance with the law.

Internet page on three languages offers the review of CA program activities, links with other familiar organizations, insight into important international and national documents and at the same time contributes to improvement of visibility of work of CA and partners to wide public.

### Values and principles of CA acting

- Truth
- Justice
- Peace
- Tolerance
- Responsibility
- Equality
- Transparency
- Constant learning and cooperation

### Environment

#### Social and economic environment

According to Census from 2003 and 2011, Montenegro had 620,145 or 620,092 citizens. Thus, number of citizens stagnated, and there were some changes in age structure, in regards to further ageing of population. According to Census, there was 50,61% or 313.793 women and 49,39% or 306.236 men in 2011. The largest number of citizens has Podgorica, which is followed by Nikšić and Bijelo Polje. Almost 50% of the overall population of Montenegro is concentrated in three municipalities. Municipalities with the smallest number of people are Šavnik – 2.070, Plužine

– 3.246 and Žabljak – 3.569. Multiethnic composition of the society is considered as one of the main values although and at the same time this often opened division lines in the country. Most of them were Montenegrins (44,97%), Serbs (28,72%), Bosniaks (8,64%), Albanians (4,90%), Muslims (3,31%), Roma (1,01%), and Croats (0,97%). Most of the population is of Orthodox religion, (72,07%), but there is significant percentage of Islamic religion (15,97%). Number of people who declared as Catholic was 3,44%, Muslims 3,14%, others 1,02% and atheists 1,24%, or people who did not declare in a view of religion – 2,61%.

**Transition process** in Montenegro started in early nineties in 20th century, when Montenegro was still part of the Federal Republic Yugoslavia (after the collapse of SFRJ these countries were Serbia and Montenegro). Transition process was followed by war in the region, hyperinflation, and sanctions of international community. This process marked distance from war policy, and negating of war-criminal history.

Montenegro has become independent country in 2006. Years after gaining independence were full of challenges for Montenegro, economically. Strong economic growth from 2006-2008 was followed by growth of foreign direct investments (averagely above 20% of BGP) and credit boom (annual growth rate more than 100%). World economic crisis hit Montenegro in 2009, and contraction of economic growth of -5,7%, shaken the foundation of macroeconomic stability and emphasized the importance of fiscal responsibility in designing of economic policy and achieving of sustainable economic growth and development. In function of achieving of strategic goal of economic policy of Montenegro, National Plan of Development identifies three priority sectors of development: **Tourism, Energetics, and Agriculture and rural policy**. National Plan of Development identifies areas of policies and sub-policies, in the frame of directives of development “smart”, “sustainable”, and “inclusive” growth, based on the EU Strategy 2020.

Nationally adopted definition of social exclusion does not exist, and indicators of poverty are not based on harmonized data sources. However, Ministry of Health, labor and social welfare identified **Roma, refugees and displaced persons** as groups that are mostly exposed to poverty and social exclusion. Additionally, persons with disabilities, elderly, and children, are considered as endangered. Absolute poverty line for Montenegro in 2013 was 186,45 EUR, which is equivalent to the grown up person, which is four euros more than in 2012. In 2013, 8,6% of population had equivalent spending under the absolute line of poverty. Regional inequalities are reflected in data that show that 30,9% of population of Montenegro live at north, but also 50% of poor people (2012), while the lowest poverty rate is at the south – 3,8%. Rural population is in higher risk of poverty, in comparison with urban, while the depth and cruelty of poverty is more emphasized in urban areas. Higher rate of poverty have families with three or more children, while the lowest rate have households with two children. Social benefits are below the standards necessary for families to overcome poverty.

### Present political situation

Montenegro is parliamentary democracy with three branches of power: executive, legislative, and judicial. Montenegro is partly, accordance to the Report of Freedom House, and is at 58 positions out of 167 countries, according to the Index of Democracy of the Intelligence Unit of Economist.



Montenegro is member of the United Nations, OSCE, Council of Europe, MMF. Montenegro has the status of candidate country since December 2010, and opened access negotiations in June 2012. Euro Atlantic integrations are the key priorities, of foreign policy of Montenegro, with the focus on the rule of law, as the key condition for both processes. Key challenges Montenegro is facing are related to building of independent institutions.

Montenegro is in complex surrounding that requires a lot of work and devotion to democratic processes of all decision makers and social sectors. Also, fulfilling of standards and criteria that arise from membership in the Council of Europe, and the accession process to the European Union, represents special challenge for the country that still has not left the transition phase and which characterizes lack of rules in many areas. Widely adopted European standards and values have not contributed to gaining of confidence and the new system of values and development of political culture. Administrative capacities of institutions have been recognized as the weak element, especially in the sense of adapting of legislation and implementation of new legislative solutions in accordance with the EU standards. Also, studies on public opinion show evident lack of confidence in institutions and their efficiency. This is primarily related to judiciary, which is still subjected to political impact. Corruption at all levels, lack of responsibility for corruptive acts and generally adopted corruption and nepotism as the component of functioning of the system have been identified as the key problem of Montenegro.

Montenegro has established relations with its neighbors and developed dialogue on resolving of all current problems.

## Strategic goals

### I. HUMAN RIGHTS

ACHIEVEMENTS	
Increased punishments for committers of human rights violations.	Researching, documenting, and publishing of cases of human rights violations
Marginalized groups and individuals receive necessary protection.	Provision of free legal aid
National bodies monitored and more efficient measures for reducing of human rights violations, institutions improve their their work with more transparent, intensive public debate of relevant actors on key matters.	Monitoring and participating in work of public institutions
Legislative power aware of defficiencies in human rights protection area and improves the legislation accordingly.	Law analysis
Public informed and improved level of sensitivity of public about human rights situation.	Promotion of human rights protection
Conditions for defining of truth and facing past in MNE.	Establishing of researching and documenting center
Improved human rights of persons who serve prison sentence and after serving prison sentence.	Creating of good practice and implementation of more laws in resocialization process.

**II. THE RULE OF LAW**

<b>ACHIEVEMENTS</b>	
Judicial institutions and anti-corruption agencies surveiled, and at the same time improve work with more transparent, intensive public debate of relevant actors on key matters.	Monitoring of law implementation through Chapter 23
Public informed.	Code of Ethics
Improved work of judicial and prosecutorial council.	Transparency of judiciary
Improved transparency of work of Prosecution Office.	Alternative sanctions

**III. MEDIA PROGRAM**

<b>ACHIEVEMENTS</b>	
Improvement of work of media program and strong impact on work of institutions and situation of human rights in MNE.	Consolidated media forms and methods in one media brand
Improved conditions for work of the Commission for investigation of murders and assaults on journalists.	Improved status of journalists
Improved standards and work of institutions related to informing.	Monitoring of implementation of goals from the Chapter 10
Improved ethical standards of work of media.	Cooperation with media organizations in the region

**IV. GOOD GOVERNANCE AND PARTICIPATIVE DEMOCRACY**

<b>ACHIEVEMENTS</b>	
Young people actively participate in reconciliation process in the region.	Youth mobility
Citizens actively participate in decision making processes and contribute to problem solving at the local level.	Civic activism at the local level
Local problem solved include the principles of good governance and fight against corruption.	E- participation at the national level.
Improved efficiency and effectiveness of e-participation.	Civil sector
Improved work and status of civil sector.	Monitoring of elections



## V. SCHOOL OF DEMOCRATIC LEADERSHIP

ACHIEVEMENTS	
People from politic area, media, civil sector, who are sensitive for human rights and democracy – actively and adequately participate in the agenda of the EU integration.	Education of institutios of the system
Alumni network is more efficient in concrete contribution to improvement of critical areas for MNE.	Establishing of efficient alumni network
Improved regional cooperation and impact on improvement in areas that are of mutual importance.	Strengthening of regional network of Schools (cooperation with all Schools in the frame of Council of Europe)

## VI. SUSTAINABILITY OF ORGANIZATION

ACHIEVEMENTS	
Improved sustainability of partner organizations and reduced costs to other organizations	House of Civic Society
Improved financial stability of organization.	Fundraising strategy
Improved staff capacities of CA.	Expertize within CA
Improved sustainability of organization (applied EU practices)	Cooperation with International organizations
Improved visibility and impact of organization.	External communication – Recognizable media brand and work of CA

### Projection of needed resources for accomplishing of strategic goals

Envisaged annual budget of Civic Alliance for 2016 is 334.000 €.

Out of the overall annual budget, almost 62% has been envisaged for program, while remaining part was intended for administrative costs.

