



STRATEGIC PLAN 2019-2021

1. Introduction

Civic Alliance (CA) is nongovernmental and nonprofit foundation, established on 1 June 2011.

Vision

Montenegro is civic and democratic society, founded on the rule of law. Montenegro develops as the society of active and informed citizens, while public institutions function in accordance with the positive legal regulations and in order to accomplish public interest.

Mission

Civic Alliance contributes to strengthening of civic and democratic society through the support to civic initiatives, protection and promotion of human rights and control of work of public institutions.

Goals and responsibilities of CA are as follows:

- Respect of the rule of law principles,
- Harmonization of Montenegrin legislative framework and institutional practice of public sector with the human and minority rights standards,
- Development of civil society,
- Improvement of environment for the work of media,
- Openness of public institutions towards citizens,
- Improvement of public policies in the field of human rights and civil society, and their efficient implementation,
- Provision of free legal aid to the seekers of international protection and persons with approved protection, as well as the victims of human rights violations and discrimination.

CA works on promotion and strengthening of civic awareness, in a view of recognition of the key social problems and formulation of alternatives, based on the culture of human rights and principles of tolerance and public dialogue. In practical sense, CA achieves this through the control role of civil sector, and via provision of the concrete support to civic initiatives and activists.

The key priorities of the CA team have been determined in accordance with the idea about development of Montenegro as the society of active and equal citizens, with public institutions that function in accordance with positive legal regulations, aiming to achieve public interest.

We create concrete activities on implementation of program goals of our organization through the processes of analysis of our and relevant reports of local and international organizations and through comprehensive consultations with the network of local partners. Finally, we receive important



suggestions from citizens we regularly communicate with through the project activities, and via social networks.

As the “Civic Alliance team”, we intensively work on improvement of our knowledge and abilities, and on networking and building of capacities of local partners from the civil society, dealing with monitoring and reporting in areas related to human rights, the rule of law, good governance. We are dealing with the building of capacities and the support for organizations that collect representatives of multiply marginalized groups.

CA monitors the work of all branches of power from the perspective of “a citizen”, with special focus on the process of implementation of measures defined by negotiating chapters in the framework of the EU integration process, which represents the key reform framework of Montenegrin public administration and judiciary. This is especially related to Chapters 23 – Judiciary and fundamental rights, and 24 – Justice, freedom and security, which create permanent normative and institutional presumptions for creation of responsible and efficient public and judicial sector, whose work is harmonized with the principles of human rights.

Jointly with partners – Foundation for Active Citizenship and Center for Democratic Transition, CA has developed the concept of House for Civic Society, which, in perspective, shall create more favorable conditions for development and sustainability of civil sector in Montenegro, and for unification of service offers for citizens.

Possibility to be flexible and dynamic and fulfill desired impact, we owe to the confidence of donors and partners who give immense support to our work, through our partnership and institutional, program and project support.

We will continue with various donor structure, professional progress and professional profiling of employers and networking with all organizations in Montenegro and the region, who share the same values as CA.

In the future period, all members of the team will deal with the actual problems in their areas, with the public interest; while donors’ public calls will not be our motive, or party positions or anything similar. We will be initiators of establishment of social dialogue practice and positive moves for the benefit of the society as a whole.

CA Strategic Plan 2019-2021 is the framework for work and development of organization. The Strategy is envisaged as the foundation of meaningful connecting of annual activities that will be planned through development of annual operational plans. Plans with defined measurable success indicators, have been drafted in operational plan for implementation of the strategy. CA team shall monitor its achievements through systematic monitoring and self-evaluation process.

2. Program areas

I Human Rights and Justice Program

Human Rights and Justice Program covers the quality of the law implementation, monitoring, researching and documenting of cases of human rights violations, its processing and representation of victims before the competent courts and public bodies. This program is harmonized with the Universal Periodical Review of Human Rights Situation (UPR) and implies monitoring of UPR recommendations and the process of monitoring of negotiations process of Montenegro and the EU.

CA believes that the rule of law is not only formal implementation of the law, but implementation of the rule of justice as well, and protection of all citizens from excessive use of power of bearers of power and from inefficiency of the system. Through this program, CA conducts the control of work of judiciary and competent public institutions. We create conditions for the good negotiation process of Montenegro with the EU.

In a view of thematic focus, this Program is focused on facing the past, problems of torture and discrimination, politically motivated violence, freedom of expression, freedom of assembly and association, protection of personal data, religious freedom, minority rights, status of displaced persons and seekers of international protection, and persons with approved protection, as well as economic and social rights. CA shall also insist on professional, transparent, and efficient judicial system, and the good work of public services, especially in terms of protection of rights of patients, workers and consumers.

Specific goal of CA is provision of support to other organizations with the similar mission.

II School of Political Studies

CA believes that participation of citizens in political processes and debates about resolving of social challenges is one of the most important preconditions for harmonization of acting and public sector and political parties with the needs of citizens. This implies the support to informal and local initiatives of citizens, gathered for concrete social and economic problems and challenges, who often do not possess basic organizational resources or knowledge on legal rights and obligations.

CA perceives education of different social groups - including representatives of civil and business sector; strengthening of civil awareness and informing of citizens and provision of support to civic initiatives and organizations sharing the same values, as its primary goal. Aiming to network all CA activities, this program area shall provide strategic support to other activities, by collecting and analyzing necessary data, putting them in the context of the system problems, and formulating adequate solutions and better public advocating in cooperation with relevant partners.

In that manner, we shall contribute to the institutions to respond to citizens for its acting and achieved results, to be efficient and achieve results, to provide participation of various actors from the society, to work transparently, and communicate with citizens and react on new situations and changes in the society, to strive to consensus and to be fair. In order to provide society like this, citizens should be



encouraged to participate adequately in decision making processes and to represent the control mechanism for improvement of work of institutions.

The School of Political Studies program will be implemented, which is positioned as the lead national program of the non-institutional education in human rights area and the area of reforms in the framework of the EU integrations. Politicians and public servants, journalists, representatives of NGOs and trade union leaders are the target group of the School. The School, at the same time, provides and encourages a dialogue of representatives of various social groups and institutions on important reform topics, and is the catalyzer of cooperation between them, and is also the platform for the promotion of key values and program goals of our integrations.

III Media Program

Media Program has been developed on the grounds of the idea on creation of the strong network for cooperation and support to various critical opinions in Montenegro and the region. The program is grounded on three fundamental pillars: citizens and civil sector, media and public institutions/organizations. Such a comprehensive space provides significant impact on creation of public opinion and focus of public debates on society.

Basic values of the media program are: access, based on rights of all citizens, with the accent on responsibilities of the Government and public institutions, especially in relation to citizens and freedom of critical opinion and public expression of standpoints. The program includes projects and activities that are connected, contributing to successful implementation and sustainability.

Public representation and initiating of issues of corruption cases, inefficient administration and human rights violation shall be conducted within this program. Monitoring of social processes, criticism of anomalies and publishing of reports about violations of human rights via media and different media content is the most efficient manner for implementation of the mission of organization. School of Investigative Journalism and Media Literacy and different media projects, create solid base of cooperators and inexhaustible source of information from the terrain. Cross-border cooperation with media production directed towards reconciliation, coexistence, and matters of economic and social character, is one of the goals that contribute to fastening of integration processes in the region.

With the media program we contribute to creation of better society in Montenegro and the Balkan region. For us, better society is respect of human rights and the rule of law, public responsibility and transparency of the Government and its institutions, with unavoidable freedom of speech of citizens.

Media program implies: revealing of violations of human rights of citizens in acting with public institutions, development of social movies, documentaries, and other video material, education and support to journalists and students of journalism in investigative journalism, and other media skills; promotion of ethical skills and respect of the Code of Journalists of Montenegro; creation of space for reconciliation and cooperation in the region while exchanging opinions especially critical and promotion of the idea about "societies without hate", creation of online and other space for participation of citizens in resolving of problems.



3. Organizational capacities of Civic Alliance

I Organizational structure

Management Board is the collective body composed of five persons. The Board elects the program and administrative director. Each program has its coordinator, who has the assistance of program managers.

CA Council is external body that deals with the long-term development of organization; and Supervisory Board that monitors the work of CA and files the report to its founders about the use of finances of CA, with the proposals for adequate measures.

II Present capacities

Civic Alliance and its members have 24 members. Out of this number, 15 persons are full time employees, nine persons are part time employees and they work on project activities, three of them have supervisory role on voluntary basis, whereas five people have counseling role.

All taxes are regularly paid to all employees in CA, in accordance with the law.

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

III Values and principles of CA activities

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

4. Environment

I Social and Economic Environment

According to the census from 2003 and 2011, Montenegro had 620.145 i.e. 620.092 people. Hence, number of citizens stagnated and the age structure changed, directed towards further aging of the population. According to the census, 50.61% or 313,793 women and 49.39% or 306,236 men lived in Montenegro in 2011. Podgorica has the largest number of citizens – 185,937, which is 30% of Montenegrin population. After Podgorica, Nikšić and Bijelo Polje have the largest number of citizens. These three municipalities have 50% of overall population of Montenegro. Municipalities with the smallest population are Šavnik 2,070, Plužine 3,246 and Žabljak 3,569. Multiethnic composition of society is considered as one of the main values, although, at the same time, often causes divisions inside the country. Most of the population are Montenegrins (44.97%), Serbs (28.72%), Bosniaks (8.64%), Albanians (4.90%), Muslims (3.31%), Roma (1.01%) and Croats (0.97%). Most population are of Orthodox religion (72.07%) but there is significant percentage of representatives of Islam religion (15.97%). After them, 3.44% people said they were Catholics, Muslims (3.14%), other (1.02%), and atheists (1.24%), while 2.61% people did not speak up for religion.

The transition process in Montenegro started in the previous century – in the early '90s, when Montenegro was the part of the Federal Republic Yugoslavia (the country composed of Serbia and Montenegro after the collapse of SFRY). The transition process was followed by war in the neighbor countries, hyperinflation, sanctions imposed by international community, which influenced on unfavorable interior political and economic ambient, in a view of exile of political opponents, strengthening of cleric-chauvinistic tendencies, and the beginning of suspicious privatizations of social resources. However, in the second half of '90s, the public power shifted from the war policy, which opened the space for the number of social reforms during 2000s, although the consequences of that period represent nowadays the key obstacle for social changes, with denial of responsibility of public bodies for the number of war crimes and human rights violations.

Montenegro restored its independence in 2006. Period after regaining independence in economic view, was full of challenges for Montenegro. Strong economic growth from 2006-2008, followed the growth of foreign direct investments (averagely more than 20% of GNP) and the credit boom (annual growth rate more than 100%), World economic crisis hit Montenegro in 2009, and the contraction of the economic growth of -5,7% shook the ground of macroeconomic stability and accented the importance of fiscal responsibility in the drafting of economic policy and achieving of sustainable economic growth and development. For fulfilling strategic goal of economic policy of Montenegro, National Development Plan identifies three priority development sector: **Tourism, Energy, and Agricultural and Rural Development.**

There is no nationally adopted definition of social exclusivity, and the poverty indicators are not based on harmonized sources of data. However, Ministry of Health, Labor and Social Care identified Roma, refugees, and displaced persons as the group that is mostly exposed to poverty and social exclusion. In addition, persons with disabilities, elderly and children are considered endangered group. Absolute poverty line for Montenegro in 2013 was 186,45 EUR per equivalent of elderly person, which is four



euros more than in 2012. Equivalent consumption under the absolute poverty line had 8,6% of population in 2013. Regional inequalities are reflected in data saying that 30,9% of Montenegrin population live in the northern part, but also 50% of poor people (2012), while the least poverty rate at the south is 3,8%. Rural population is on higher poverty risk in comparison with the population in towns, while the depth and severity of poverty are more present in urban areas. The highest poverty rate has families with three or more children up to six years old, while the lowest rate have households with two children. Social benefits are under the needed rate and are insufficient for families to face with the poverty.

II Present political situation

Montenegro is parliamentary democracy with three branches of power: executive, legislative, and judicial. According to the Freedom House Report, Montenegro is partly free, and the country holds 58th position, out of 167 countries, according to the EIU Democracy Index.

Montenegro is the member of the United Nations, OSCE, Council of Europe, IMF and NATO. Montenegro has a status of the EU candidate country since December 2010, and has opened accession negotiations in June 2012. Euro-Atlantic integrations are the key priority of foreign policy of Montenegro with the focus on the rule of law, as the key condition for both processes. The key challenge Montenegro faces with are related to building of independent institutions.

Montenegro is in a complex environment that requires a lot of work and commitment to democratic processes of all decision makers and social sectors. The country also fulfills standards and criteria arising from the membership in the Council of Europe and the process of accession to the European Union, which represents specific challenge for the country that has not left from the transition phase yet, and which characterizes the lack of rules in a lot of areas. Widely adopted European standards and values have not contributed to establishing of internal confidence and the new system of values and development of political culture. Administrative capacities of institutions are recognized as the weak, especially in terms of harmonization of legislation and implementation of new legislative solutions in accordance with the EU standards. Also, public opinion researches indicate on evident lack of confidence in institutions and their efficiency. This is primarily related to judiciary, which is still often subjected to political impact. Corruption at all levels, lack of responsibility for corruptive activities and general acceptance of corruption and nepotism as the constituent part of functioning of the system – were identified as one of the key problems of Montenegro.

Montenegro has good relationship with neighborhood countries and developed dialogue on resolving of all current issues.

5. Strategic goals

Strategic goals of CA for the period 2019-2021, are divided in four operational parts that are suitable for our program areas – Human Rights, the Rule of Law, Media, and Civic Participation. This means that we will continue with monitoring of work of public bodies in the following period, aiming to improve their efficiency and responsibility, provide assistance to victims of human rights violations, and promote standards in this field, and at the same time, we will strengthen the cooperation with citizens helping them with local initiatives, and we will also work with media in the field of stimulating the public dialogue on resolving the key social problems.

When it comes to basic methodology approach, CA implies here the monitoring of work of institutions, documenting the failures and violations of human rights through comprehensive reports with recommendations, which will serve as the foundation of a dialogue with all social actors. At the same time, work with citizens, through joint initiatives and communication via social networks – shall represent the grounds of additional legitimacy of our people.

At the end, our organization will devote special attention to communication with citizens and creation of the long-term campaigns. In relation to this, we will strengthen our campaigns in the following period via social networks and using the digital services, bearing in mind that the average of Montenegrin citizens on social networks is significantly above the EU and the region average, and that they represent the source of information and also arena for public debates.

I. Human rights and justice

GOALS	METHODOLOGY
Increased level of punishments for perpetrators of human rights violations, with special emphasis on prevention of torture and discrimination.	Researching, documenting and publishing of cases of human rights, strategic court cases
Marginalized groups and individuals receive the necessary protection and the support in exercising of rights	Provision of free legal aid
More efficient measures for reduction of human rights violations, institutions improve the transparency of their work with more intensive public debate of relevant actors on key social matters.	Monitoring of work of public institutions, reports with recommendations, public dialogue
Legislative power aware of deficiencies in the human rights protection area and improves the legislation in accordance with recommendations	Analysis of laws in terms of provisions and its implementation, according to examples from practice, public consultations, formulation of recommendations
Improved level of information of public about the situation of human rights	Promotion of standards in human rights area, researching, campaigns via social networks
Conditions set for defining the truth and facing the past in	Establishing of the Research and Documentation Center

Montenegro.	
Judicial institutions and public bodies improve efficiency and transparency of its work	Monitoring of implementation of measures in the framework of negotiating Chapters 23 and 24, report with recommendations, public dialogue
Improved level of public informing about the work of judicial and public bodies in the domain of their efficiency and legality.	Promotion of standards in human rights area, researching, campaigns via social networks.

II School of political studies program

GOALS	METHODOLOGY
Active participation of citizens in decision making processes and their contribution to resolving of problems at the local level.	Support to local initiatives in terms of logistics, legal counseling, joint activities, promotions
Improvement of work and the position of civil sector.	Monitoring of implementation of laws and strategic policies, which contribute to the work of civil sector, strengthening of coordination between NGOs, campaigns via social networks
School participants – representatives of political parties, public sector, media and civil sector, participate actively in public dialogue about resolving of challenges arising from the EU integration process	Trainings and public meetings in the framework of the School
Alumni network concretely contributes to resolving of social and political problems	Joint activities of alumni, Alumni Forums
Improved regional cooperation	Strengthening of regional network of Schools and cooperation of alumni in the South East Europe region

III Media program

GOALS	METHODOLOGY
Improved legal and social and economic conditions for work of journalists.	Support to journalist associations, monitoring of work of public and judicial institutions. Participation in various bodies that work on monitoring and improvement of status of journalists.
Improved professional and ethical standards of work of media.	Media monitoring, trainings for journalists, consultations with editorial teams and self-regulatory mechanisms,

	promotion of standards, campaigns via social networks. Cooperation with the media organizations in the region.
Improved standards and work of institutions related to informing.	Monitoring of implementation of goals from the Chapter 10.
Achieved better impact on work of institutions and human rights situation in Montenegro.	Participation in various institutions of the system and work on laws.

IV Organization sustainability

GOALS	METHODOLOGY
Improved sustainability of partner organizations and reduced costs to other organizations	House of Civic Society
Improved financial stability of organization.	<i>Fundraising</i> strategy
Improved professional capacities of CA staff.	Continuous trainings.
Improved sustainability of organization (EU practices implemented)	Cooperation with international organizations
Improved visibility and the impact of organization.	External communication – Recognizable work of CA



6. Projection of the resources needed to achieve strategic goals

Predicted annual budget of Civic Alliance is 420 000 €.

Out of the overall annual budget, approximately 60% is foreseen for the program, and the rest is foreseen for administrative costs.