



2016 through our perspective

# Annual Report



**GRAĐANSKA  
ALIJANSA**

Civic Alliance - Aleanca qytetare

*2016 through our perspective*

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*[www.gamn.org](http://www.gamn.org)*

# *Annual Report*

*Podgorica, February 2017*

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## Introduction

**Darko Ivanović**  
**Secretary General CA**

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*Dear friends,*

When we embarked on the unique venture of merging two organizations into a new entity, half a decade ago, we did not have pretensions to become visionaries or pioneers. Our desire was to put our strivings into one concrete frame, in order to make our society more democratic, institutions more transparent, and above all- to provide assistance to a Citizen and give Him louder voice.

Five years later, we have more than 40 projects behind us, cooperation with all institutions in the state, critical review on their work, but also a hand of friendship, participation in the law adoption process, regulatory bodies, number of analysis, monitoring of work of institutions, media products – which positioned us as the reliable partner and inevitable factor in all processes that implied participation of civil society representatives.

Indeed, the range of our activities is wide. However, seeing all of this, it is important to emphasise that at the end of our activities stream- there are citizens and their needs. Therefore, the most beautiful recognition comes from the tens of thousands of people who perceive us as partners and the first aid- and those are the ones who should be the cornerstone of all successes, progress, and all changes. This opportunity has been often taken away from the people because of the arrogance and amateurism of the ones who decide in their name.

For that reason, the next 5, 15 or 50 years of our work will be focused to get the power back into the hands of individual. There where everything has started, and where it will eventually all come back one day. Where the heart of democracy is.

For that reason and in the name of that day, here is the Report on our 2016.

*Strategy*  
*Programes*  
*Administration*  
*Communication*



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*“The state is made for man, not man for the state.”*  
*Albert Einstein*



*Recognizable, unique and without compromise*

**Ajša Hadžibegović**

**Development Director CA / President of the Managing board CA**

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Civic Alliance started a year behind us with the assessment of achievements, analysis of social movements, and strategic planning for our future focus and work. The new strategic plan is the framework that indicates CA's focus on human rights and freedoms issues, the rule of law, good governance and participation of citizens, media freedom, and development of capacities of important stakeholders from executive and legislative power, media and civil society. In fact, we are continuing on the path that has been recognizable, unique and without compromise.

In 2016, we remained consistent and thus significant part of our activities was about solving problems we recognised and which citizens indicated, all aside from the project framework in the given moment. Through its work, CA contributed to development of the image about civil sector as the essential representative of rights of citizens and also public interests. To mark the ten year anniversary of independence of Montenegro together with our partners, we have published a book "10 years of independence- Insight view" that shows, in the objective and impartial manner, with reliance on the official documents, how independent and strong are Montenegro's institutions and what were living and working conditions in the past decade.

<http://www.gamn.org/images/docs/en/CA-10-years-of-independence-insight-view.pdf>

In cooperation with various stakeholders, Civic Alliance has made significant steps in accordance with values and vision of Montenegro as the society of active and informed citizens, collaborating

with institutions that function in accordance with positive legal regulations, aiming to accomplish public interests. The extensive network of partners at the local level and beyond borders of Montenegro, within the civil society and other sectors, in different fields and departments, and in accordance with our expertise - is what determines our approach to development of Montenegrin society, and resolving of system problems. Dynamic civil sector, with the control role; professional and independent media, and visible and engaged academic community with developed cross-sectoral communication and cooperation, are the precondition for strengthening of independence, functionality, and efficiency of institutions of the system that are primarily supposed to serve to citizens.

Conscious and active citizens are important for changes of the paradigm that is not only about amendments of laws, but starts to live in practice. For that reason, our focus in 2016 was on development of civic identity and awareness of individuals and therefore we are glad when activities we initiate are supported by citizens who join us.

Electoral year, marked by political crisis, inevitably slowed down and delayed a number of processes and slowed the work of institutions. From our point of view, this is unacceptable, and we will still work on the idea that elections are not the process that suffocates institutions of the system, but demonstrates their stability and function for the benefit of citizens. Monitoring of the institutions is the process that marked a year behind us, and we still expect large number of people to join us and support us to monitor, control, indicate, propose and require, because [www.TiceMe.Se](http://www.TiceMe.Se)









## *Concrete steps in a year of success*

### ***Boris Raonić*** ***Program Director CA***

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**F**or Civic Alliance (CA), 2016 was successful, because all planned activities were carried out without exemption. We are especially proud at the ad hoc, volunteer based organization of events that were our natural reaction to problems we identified during the year.

Five years since the establishment of CA, we are satisfied with the concrete steps we made through the work of our programs, especially with the reaction of the society to our devotion and commitment.

We kept neutrality during the year of elections. In a year of integrations, contribution of CA was visible in various number of fields in this process. In a year of polarization of the public scene, CA had good relations with all stakeholders in the society.

In 2017, Civic Alliance will focus on Citizen and his requirements from institutions, from the perspective of programs we cover. Our approach will stay the same – we will work devotedly in service of further transformation of the society into functional democracy, cooperating with all who share the same goal; identifying the obstruction of social development- we will pin point these problems in democratic manner.

In previous year, we have not gone astray with the mandate and the mission, we dealt with topics in which we had experience and for which we knew we had solutions or constructive suggestions;

and where our partner organizations work adequately, we provided numerous cases of assistance. I also want to emphasize that the prevalence in work of all the members of the CA team will be actual problems in areas they deal with, based on public interest. Competition for donations and party positions will not be our prevailing motive.

I am glad that donors have recognized our approach, so we represent positive example with diversified support. Civic Alliance received support of international organizations, embassies, private foundations as well as the state of Montenegro.

After five years it is clear to everybody that we do not trade with our influence, that we are a stone in the shoes of the powerful ones, that makes their movement more difficult, but at the same time we are strong partner of those that want progress for Montenegro. We don't want to promote and help interests of parties and other circles, camouflaged into civil society member. There are years of integrations before us, as well as multi-decade process of transition that is coming to an end, and for both- faster and more qualitative end of process is our final goal.

Our colleagues, members of various Councils, working groups and commissions, will, through institutions of the system, be able to give their full contribution and we are proud that their principle attitudes on various topics are true reflection of how to defend public interest.

We promise that in the next period we will be impartial, with strong arguments and principles, fairness, honesty, perseverance and outmost culture.





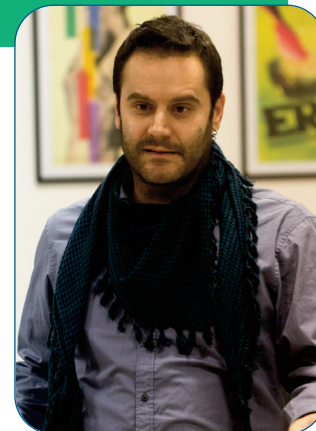
*Responsible, in the team  
atmosphere and efficient*

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In 2016, Civic Alliance continued to develop and cherish activities in accordance with the principles on which the organization was founded, such as:

- ◆ Team building
- ◆ Professional development of employees
- ◆ Humanitarian activities
- ◆ Respect of differences within the team
- ◆ Respect of the highest standards in reports submitted to donors

The annual planning marked the beginning of 2016. Then, we have clearly established goals of our mission, and work of the organization. Investment in the CA team was one of the priorities we recognized, therefore, we have been building up the organization through various activities since its establishment. During the year, we organized a number of activities for our employees, starting from the IT development, PR trainings, and trainings in financial sector, learning of English and other foreign languages. Beside the individual needs of employees, we invested in development of the team, so we organized a lot of humanitarian activities and socializing for better connecting, communication and development of strong and good mutual relations.

Number of employees in CA rose 15%, while the number of employees in its members has stayed the same. Almost 90% of employees are permanently employed. We care about gender balance, so we have equal number of men and women. The office also cherishes differences among employees that are related to national, religious, cultural, sexual or any other identity.

During the whole year, we had more successful audits, thus we justified the confidence we had received with allocation of more institutional grants and many other projects and partnerships.

From our voluntary humanitarian fund that our employees established, we supported the most vulnerable groups in the society, after the Team jointly decides who needs our funds the most.

We can proudly underline that the Team is the foundation and the key factor that has positioned Civic alliance as one of the leading organizations on the national level in the previous five years.





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*Our programmes*

*"Democracy does not race, it reaches the finish  
slowly but surely."*

*Johann Wolfgang Goethe*

*Program orientation for others,  
but a lifestyle for us*



**Milan Radović**  
**Human Rights Program Coordinator CA**

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**A**s the overall work of CA is directed towards protection and promotion of human rights, we have special responsibility for the public and other CA programs, aiming to emphasize, direct and coordinate activities in this field.

Protection from torture, promotion of minority rights, insisting on implementation of proces that deals with facing with war past, pointing at ever present hate speech, encouraging freedom of expression and free access to information, fight for the right to peaceful assembly, and organization of gatherings- were only some of our activities. Our focus was also equally pointed at refugees and the asylum system, and we have continued with significant contribution to education of civil servants.

### **Respect of rights in prisons, monitoring and findings**

Monitoring of respect of human rights of persons deprived of liberty and conditions of accommodation were present in our activities for the most time in 2016, because of both slow investigations and court proceedings as well as lack of mechanisms and willingness to identify persons who broke the law in these cases. As these cases have become chronic and our initiatives and concern more frequent – we keep on publishing reports, guidebooks, and promotion material, which is available at this website:

<http://freeoftorture.net/index.php/me/legislative/crna-gora>

On this occasion, documentary was made and broadcasted by Public broadcasting service RTCG, on Human Rights Day, and is available at this link:

[http://drive.google.com/file/d/oB-aXp9\\_OI4hT1UoSDJVeDNXLtQ/view](http://drive.google.com/file/d/oB-aXp9_OI4hT1UoSDJVeDNXLtQ/view)

Jointly with the Ministry of Interior of Montenegro, Council for the Civil Control of Work of the Police, Protector of Human Rights and Freedoms of Montenegro, Supreme Public Prosecutor and colleagues from the NGO Human Rights Action, we published “Right to physical integrity and human dignity: October protests and use of police powers” - the report on police treatment of the citizens during the protest gathering in October 2015, in Podgorica.

<http://www.gamn.org/images/docs/cg/Pravo-na-fizicki-integritet-i-ljudsko-dostojanstvo-Okto-barski-protesti-i-primjena-policijskih-ovlasčenja.pdf>



*\*Tirana, Regional Conference about rights of prisoners*

### **Minority rights – more visible problems as discrimination continues**

Discrimination of minority population in terms of employment in public bodies and institutions is causing concern and requires our reaction. Public institutions are still closed for representatives of minorities.

Results of our researches showed that only two Albanians, out of hundreds of them have been employed at the governmental level (among ministers, Directors of Directorates and councillors at the cabinet). The Special Anti-Terrorist Unit (SAJ) as the elite unit of the Police has no minority population among employees, while National Security Agency (ANB) has insignificant number of them.

Central Bank is adequate example of institution with the good working conditions. Out of 260 employees, less than 4% are representatives of minorities. Results of the Ministry for Human and Minority Rights show that the number of institutions that are considered one-national is large.

Findings of both CA and Ministry for Human and Minority Rights pointed out that this is the long-term problem with negative tendencies. Supreme Court has ruled once more in the same manner and we are currently preparing a new constitutional complaint.

### **Fund for the protection and exercising of minority rights**

When it comes to protection and exercising of minority rights, there was serious contempt of law in 2016, and that has become the prime example of disrespect for all institutions of the system. During 2016, Administrative Court made three verdicts and abolished Decisions on allocation of funds for the protection and exercising of minority rights, because decisions were not made in accordance with the Law. CA introduced problems of the Fund to the public, such as conflict of interests and illegal allocation of funds. All of this confirmed by the reports of State Audit Institution (DRI), reports of international organizations, nongovernmental organizations and media. However, nothing has changed nor has anyone been considered accountable.

### **Education towards improvement of employment for Roma in Montenegro**

In this project, CA organized workshops with three vulnerable groups within Roma community – with young Roma women, Roma who finished high school, and Roma who serve short prison sentences. Workshops implied improvement of their competitiveness at the labour market. Workshops lasted from three to five months. Embassy of the Federal Republic of Germany in Montenegro supported the project.

### **Free access to information, continuation of the legal fight**

The Constitutional court abolished the verdict of the Supreme Court of Montenegro in June 2016, after the constitutional complaint by Civic Alliance. Prior verdict did not allow exercising of right to free access to information.



## Chronology:

CA demanded from the Primary Court in Kotor to show final verdicts of convicted police officers for abuse of citizens. The Court in Kotor rejected the requirement for the access to information, which was confirmed the Administrative court, using the legal standpoint of the Supreme court, which does not allow to courts to submit the final verdicts to public, if the number and name of the convicted person was asked. The Supreme Court confirmed this decision.



*\*Tirana, Regional Conference about rights of prisoners*

The Constitutional Court decided that the right to a fair trial was violated in the proceedings. As the Constitutional Court stated, the Supreme Court did not explain the decision and would the publishing of information cause a damage that might be more significant than the protection of public interest for publishing of required information: what would they reflect upon and in what manner would a convicted person have endangered privacy, and other personal rights. Constitutional court returned the case to Supreme court for retrial.

## Humanitarian activities, our mission and duties

Civic Alliance organized number of humanitarian activities in 2016. We collected books for the prison libraries, Special Psychiatry Hospital and we also provided help to several single parents.



*\*Podgorica, Humanitarian football game on International Day of Human Rights*

### **International Human Rights Day, our traditional activity**

Human Rights Program in CA continued to celebrate December 10, International Human Rights Day, with partners – Institution of the Protector of Human Rights, the EU Delegation to Montenegro and OSCE.

On this occasion, CA organized the conference “Protection and rights of elderly”, visit to the daily center for elderly in Podgorica and a humanitarian football game: journalists vs others (representatives of institutions, international community, political parties and NGOs). Funds collected during the football game were donated to NGO “Parents” for single parents. Also, the movie: “Roads of torture” was broadcasted by the Public broadcasting service RTCG.



*\*Faculty of Law, Conference at the International Day of Human Rights*

**About Human Rights Program:**

“The work of this organization in all of its aspects, and especially in the part of protection of human rights and freedoms, has been recognised by the public and it is considered as one of the leading organizations of civil sector in Montenegro”

**Protector of Human Rights and Freedoms of Montenegro**

“What characterizes CA is continuity in work, which is praiseworthy, because only hard work leads to desired goals. All reactions at the sessions of the Board for Human Rights or public reactions had important features – objectivity, modesty in statements, without inadequate words and in the manner which helps in detecting and resolving problems. Of course, you always criticize the ones who deserves critique, but always appraise the ones who deserve to be praised. I would love that you continue to work like this, because I am sure this is good for both NGO sector and the state of Montenegro.”

**Halil Duković,**

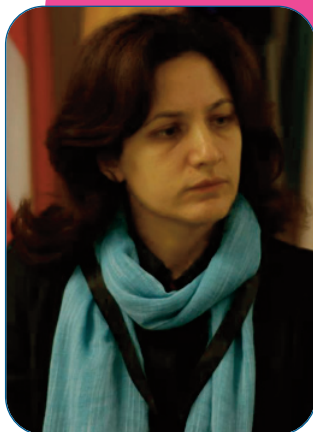
**Member of the Parliament and the President of the Parliamentary Board for Human and Minorities Rights and Freedoms**

“We had precious, competent assistance and support from Civic Alliance, which timely and duly promotes ideas, indicates the problems and offers solutions for them, which is important for development of the society.

We especially appreciate serious devotion of CA to intensify process of dealing with the past in Montenegro and to economically empower municipalities where minorities and national communities are dominant, with the special focus on the north of the state. Number of activities during 2016 and contribution to public discussion can serve as the example to many of NGOs.”

**Husein Ceno Tuzović,**

**President of the Council of Forum of Bosniaks of Montenegro**



*Unique, various and devoted to Citizen*

**Kristina Ćetković**  
**Media Program Coordinator CA**

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Media program of Civic Alliance in 2016. had a broad approach to topics relevant for the public and media community. This program diversified its activities with the topics that were presented as the problem during the production of the TV show “Robin Hud”. In 2016, Civic Alliance appeared in electronic and printed media 529 times. Media published information about all activities of CA - social actions, engagements, standpoints and reactions.

### **Balkans Without Hate**

*Youth speaks, we make their voice heard*

Bearing the above in mind, project “Balkan Without Hate” was implemented in the frame of the Media Program in 2016. The project gathered 30 young people from seven countries. With this project, financed from the Erasmus+ Program, young people showed they had the solution for the Balkans without hate, and that they only needed stimulating atmosphere and confidence to show they are not only our future, but our the present, as well.

Gathered around the same goal- youth from Serbia, Italy, Greece, Estonia, Bosnia and Herzegovina, Romania and Montenegro, dealt with the problems such as hate speech and its forms as well as groups of people facing this problem. In order to emphasize media component, with joint ideas, knowledge and skills, they have created the movie “SIGEMBR”.

The ten-minute movie had its premiere in Kotor and was presented afterwards in other towns in Montenegro. In 2016, more than 200 people watched the movie “SIGEMBR”, mostly high school students and students, who participated in educational workshops, organized in addition to the movie screening. Team of NGO “35mm” presented this youth short feature it in Romania, Cyprus,



*\*Screening of movie "SIGEMBR", Prčanj*

and in the framework of the seminar of Forum MNE- to young people from the north of Montenegro and Gymnasium “Stojan Cerović” in No Hate Corner of this institution, and we also shared this experience with the pupils from Gymnasium in Podgorica. Discussion that followed the screening saw the students from University of Montenegro- from the Faculty of Political Science, students from the University Donja Gorica, and the University Mediteran. The last promotion took place before the public in the Culture Center in Ulcinj.

The movie that was made in August 2016. on several locations in Montenegro, young people from various national, cultural, religious, and other communities, wanted to pinpoint the difficulties of societies they lived in, and to give their peers the idea on how to deal with difficulties. The movie was the product of the several months work by: Association GEYC, Center for the Youth Development – PRONI, Identities, Green Spirit, Seiklejate Vennaskond, IdejNet, and NGO “35mm”. Parallel

with the promotions in Montenegro, the movie was presented to the public in Serbia, Italy, Estonia, Bosnia and Herzegovina, and Romania.

### **Marginalized by the system: No more!**

*First aid to citizens, duty and a pleasure*

Taught by the huge experience gained during the airing of the TV show “Robin Hud” and through resolving different problems presented to us by citizens of Montenegro, in 2016 we implemented the project “Marginalized by the system: No more!”, financed by the European Union through Delegation of the EU to Montenegro.

With this project we wanted to support marginalized groups of Montenegrin society to exercise their human rights and freedoms they have as workers, patients and consumers. Forming of the



*\*Presentation of the mobile application "Civic Institute", EU Info center, Podgorica*

network “Civic Institute” that is composed of different institutions and nongovernmental organizations, we directly contributed to above mentioned groups whose rights were violated, to seek and receive efficient protection of rights they have. Until December 2016, together with our part-

ners we received almost 1.400 complaints of citizens. We helped them with legal advices, media coverage, direct addressing to the institutions, organizations and other entities that were involved in the problem.

We created and presented mobile application “Civic Institute” intended for citizens to report violations of their rights as workers, patients and consumers. Application that is available at the Google play store provides users with ability to locate and describe the problem and target the institution they believe is competent to solve the problem they are faced. Citizens can also follow the phases of problem resolving and monitor the mapping of other problems within the community.

This means that we are addressing these problems jointly with partners as this project is aimed to protect the rights of workers, patients and consumers. By signing the Memorandum on Cooperation, the importance of this project was recognised by: Centralised Administration of Inspection Clinical Center Montenegro, Media Trade Union, Center for the Protection of Consumers (CEZAP), NGO Circe of life, NGO Parents, Free Trade Union of Montenegro, CAZAS, NGO Better Life – Plav, Foundation “Hand of Friendship”, and NGO “Our Action”.

In addition to all mentioned, we emphasize the fact that our colleague Darko Ivanović is the member of the Council of Agency for electronic media, in his second year of mandate.

### **Analysis of media reporting during parliamentary elections**

#### *Nothing new on the paper and on the screen*

During the period from 13 August to 13 October, we worked on media monitoring during the parliamentary elections campaign, in order to objectively inform voters and encourage their active political participation. We were focused on RTCG, TV Prva, TV Pink M, TV Vijesti, TV Atlas, Daily DAN, Vijesti, Pobjeda and Dnevne novine.

Coalition “Sigurnim korakom” was the most represented political entity in newspapers and in central-news and designated TV shows of monitored media, and Democratic Front and the coalition “Ključ” were significantly less represented.

One of the first problems we noticed in media reports was one-sided reporting, which is violation of the fundamental journalist principles that states that journalist should not misrepresent information by exaggeration, inadequate emphasizing of one aspect of the story or one-sided informing.

This problem was especially emphasized present in newspapers. More than a half of published articles during the electoral race were one-sided.

Media were mostly engaged on promotion of hidden campaign. Each fifth published article in daily newspapers had hidden campaign, but when it comes to TV stations, during the month of the campaign, number of reports with the hidden campaign has doubled, meaning that each third package had hidden campaign.

Media reporting had been marked by positive and negative value orientation ( $\frac{3}{4}$  of articles and  $\frac{2}{3}$  broadcasted reports). Almost  $\frac{2}{3}$  of articles were positive and  $\frac{1}{4}$  was negative, so newspapers had “positive campaign” mostly. In comparison with the printed media, the context of TV reports was positively not oriented. It is important to point out that the Public broadcasting service in central news broadcasts had the least packages with value orientation (17%) in positive, and especially in negative context (3%).

The conclusion is that the media were leaning towards certain political parties and coalitions and therefore endangered objective informing of public, which is the purpose of their existence. During the electoral campaign media offered limited and politically colored information about the electoral process.

### **Partnership with “Knjiga žalbi” (“ Book of Complaints”) TV show**

Media Program continued cooperation with Robin Hood production in 2016, in order to provide direct assistance in resolving problems of citizens. Its spin-off, TV show „Book of Complaints“ is the half an hour magazine that was successfully launched in October 2015, on PBS RTCG.

With the systematic approach to problems and putting the strong influence of one media, unconditionally, at the service to the most vulnerable groups, this TV show revealed almost 25 reported problems of citizens of Montenegro, until July 2016. Thanks to the media pressure, almost  $\frac{1}{3}$  of cases were successfully finished. We have continued to monitor other cases until their final resolving, taking the role of mediator between citizens and institutions citizens perceive as responsible for their problems.

TV show mostly dealt with the social anomalies, and what public servants tried to hide from public or simply did not offer solutions for their mistakes in implementing laws, and people who wait for justice for years and unfortunately- the ones who already took the justice in their own hands.



During 2016, TV show „Complaint Book“ was focused on topics that were of public interest, related to european integrations of Montenegro, especially about the rule of law. Through specific cases that were presented to public, „Book of Complaints“ supported citizens to obtain rights they have in areas such as employment, judiciary, environment, health care, consumption and trade, and similar cases. The TV show presented 19 cases that pinpointed the inefficiency of institutions, lack of harmonization of the the court practice, violation of right to fair trial, inefficiency of local self-governments, non-execution of court rulings. „Book of Complaints“ presented stories about workers of „Masinopromet“ that dealt with economic problems due to unpaid salaries, workers of „Beds industrija“ due to the bankruptcy of the company, and the worker of the company „Mermer“ who was injured at work and who afterwards had problems with the company for unpaid compensations. „Book of Complaints“ also resolved cases related to the rights of children with disabilities, rights of journalists, and labor conditions in Montenegrin media, problems at the maternity ward, right to a fair trial, right to protection of the environment, violated rights of consumers, patients etc. It also presented the cases of discrimination of persons concerning their gender, sex, nationality and similar.

We continue on the route - where citizens feel more safe, where laws are not “dead letter on the paper”, where we are not voiceless about difficult life stories and destinies, and where we make the pressure on institutions to do their job in the name of all of us, more efficiently and with greater transparency.



*\*Signing of Memorandum on Cooperation between NGO „35mm“ and Administration for Inspection Affairs*

**About Media Program:**

„During 2016, with its commitment and devoted work, the team of Civic Alliance helped organizations that had less experience, such as the Media Trade Union of Montenegro. Thanks to their devotion and patience, we managed to organize our work well and improve the access and communication with our members.“

**Marijana Camović,**  
**President of the Media Trade Union**

„NGO Parents and Civic Alliance started to cooperate formally last year, through the project „Marginalized by the system: No more!“. Except the joint work and exchange of experience, this cooperation was very important for NGO Parents, because we had the opportunity to meet with the methods of work that characterise larger organizations with many years of experience, which was more than useful for us, as a young organization. Thanks to this cooperation, we have learnt and started to apply principles in work flow, which will help us in future to be more efficient and more systematic. With Civic Alliance and partner organizations we worked on concrete problems and their resolving, which is our main goal, and that we consider as very important.“

**Kristina Mihailović,**  
**President of NGO Parents**



## *Cooperation with institutions, CA - the key partner*

**Zoran Vujičić**

**Rule of Law Program Coordinator CA**

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The rule of law is a word that is so much used in Montenegrin social life that its essence is stultified. All the people are equal before the law and everyone has to respect the laws. From the aspect of the rule of law, a year behind us is still full of challenges.

Good cooperation with the Constitutional Court has continued in 2016. Recognizing the importance of the constitutional complaint, CA continued to organize seminars on this topic, with a desire to provide for lawyers and judges of the Constitutional Court to exchange experiences additionally. This is particularly important because only in 2014, more than 61% of constitutional complaints were rejected, mostly those that were written by lawyers. It turned out that these seminars were necessary and that we had positive results. Although the number of cases on constitutional complaints that were judged in merits rose in 2015 and 2016, the number of rulings rejected by the Constitutional Court on procedural grounds fell. At the end of 2015, this number fell from 61% to 44% with a further tendency to fall, as stated in the official report of the Constitutional Court for the previous year. We believe that such meetings contribute to decline of the mentioned figures and that it is important to organize them more often.

For almost four consecutive years, we have surveyed the public opinion, judges and prosecutors about the situation in judiciary, in cooperation with the Association of Judges of Montenegro, and the Association of Prosecutors since last year. The report is the part of activities envisaged by the Action plan



*\*Hotel Best Western Premier - topic Constitutional complaint*

for Chapter 23 “Judiciary and Fundamental Rights”, in the part of strengthening of independence of the judiciary, which is carried out continuously. When it comes to this topic, we still notice the increasing gap between the attitudes of citizens on one side, and judges and prosecutors on the other side.

Asked about their general attitude towards judiciary, judges responded affirmatively in almost 97% of cases, and prosecutors in almost 95%. On the other side, citizens have negative attitude towards judiciary in almost 51% of cases. What continually causes concern is that nearly half of surveyed citizens believe that judges never or almost never judge by the law. This research may also be a guide for the leaders in judiciary to focus on resolving problems that turned out to be very important for judges and prosecutors. The research can be seen at the link below:

<http://www.gamn.org/images/docs/cg/Istra%C5%BEivanje-o-povjerenju-gra%C4%99iana-sudija-i-tu%C5%BEilaca-u-pravosu%C4%99ie-2016.pdf>

We are proud of this cooperation and we believe that the positive example of cooperation between NGOs and judiciary is at the same time the way to fulfill common goals with joint efforts. All of the findings of monitoring of projects were presented to the competent institutions, in order to collect their attitudes and answers as the crucial part of the process of establishing confidence, cooperation and correction of evident mistakes.

In October 2016, we finished the project "Improvement of possibilities of institutions dealing with criminal law to better communicate their work with the public", funded by the US Embassy in Podgorica. Thanks to this initiative, 60 high school students from Podgorica and Nikšić jointly with 150 law students, had the opportunity for the first time to directly discuss issues and dilemmas related to judicial system through seminars with judges, prosecutors, police and activists. The goal was to introduce them with all the processes and problems they studied about, or they knew through the media. It was concluded that mutual cooperation between different bodies should be systematically solved by the country, and that the practice of joint consideration of general issues that are of great interest to all authorities should be established (within the Centre for education of judges and state prosecutors, expert discussions at Law Faculties, etc.). Legislative and institutional reforms have to be accompanied by ap-



*\*Hotel Podgorica – topic of the seminar – Courts in Montenegro – organization and proceedings*

appropriate material and staff support, including facilities, equipment and human resources. Except the indicated support we have to pay attention to the system of "early" detection of the staff potential and to animate lawyers to devote to their own professional development in systematic and constant manner.

Relations between judiciary and the police have to be based on strategic commitment, which will include target groups, activity methods and human resources for implementation. Use of information technologies and social networking is an essential element and the method to introduce public with all forms of work of state institutions.

Advocacy, presence in media, direct communication with decision-makers, as well as our attitudes had considerable impact on us, as the essential partner in processes significant for Montenegro through the rule of law program.

#### **About the Rule of Law Program:**

"Thanks to Civic Alliance, illegal activities of certain public bodies that are paid to act in accordance with the law, not to violate and disrespect it, have been revealed!"

**Aleksandar Kontić,**  
**A citizen of Podgorica**

"Bearing in mind the significant role of nongovernmental sector in development of Montenegrin society, Ministry of Justice signed the Agreement on Cooperation with Civic Alliance. In cooperation with CA, Ministry of Justice implements part of activities related to the reform of enforcement of criminal sanctions system.

Previous cooperation has been good and will be improved in future on mutual interest and pleasure."

**Ministry of Justice**



## *Citizens and processes - their involvement, regional initiatives*

**Edin Koljenović**

**Good Governance Program Coordinator CA**

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One of the main indicators of development of democratic society is the level of civic participation and civic interest and involvement in decision-making processes, along with policy-making and call on institutions to be more efficient and accountable. In Montenegro, a society that is still in the process of democratic consolidation, with the institutions that are often under different influences and still insufficiently independent, the above mentioned remains a particular challenge. Last year, through the Good governance program we continued to work to strengthen the quality of work of the relevant institutions, by monitoring of their work and constant involvement of citizens in decision-making processes and resolving their problems, with special emphasis on participation at the local level.

Having these problems in mind, our focus in 2016 was placed on work with local civil society organizations, where we organized a set of activities, with particular attention to the northern and southern region. These activities were carried out through a network of partner organizations operating at the local level, which functions under the auspices of CA for years with the support of the Charles Stewart Mott Foundation.

During 2016, we have dealt with problems of citizens of Nikšić, Ulcinj, Berane and Podgorica, while the network has expanded with the new partners, who proved as active in the previous period in launching of various initiatives and their implementation. The main value of the network is reflected in its diverse membership - various civil society organizations that contribute to the network activities through their own expertise and experience in identifying problems of citizens.



*\*Élysée Palace, Signing of RYCO Agreement*

The CA continued to be actively engaged in facilitating the cooperation of civil society with the state administration. In 2016 we have continuously drawn attention to the problem of financing of non-governmental organizations at the local and national level, especially in terms of allocation of funds from the lottery, which is implemented by the Ministry of Finances.

Civic Alliance has emphasized the need for harmonization of the Law on Non-governmental Organizations with other laws, and adoption of the necessary bylaws. The need for more intensive cooperation of non-governmental organizations on this subject has been channeled by organizing an informal network of non-governmental organization called Open platform. The Civic Alliance has initiated and organized a two-day meeting of partner organizations of the platform in June 2016. At the meeting, we agreed directions of activities towards the Ministry of Interior and relevant stakeholders, in terms of resolving the current situation and especially the process of adoption of the new legislation.



## RYCO

Through the good governance program, we continued intensive dealing with the youth issues in the region, through the regional network of Youth Initiative for Human Rights (YIHR). Special focus was on the advocacy process for the establishment of the Western Balkan Regional Youth Cooperation Office (RYCO), where CA was directly involved, through the membership of Coordinator Edin Koljenovic in the Regional Working Group for establishing of RYCO. Jointly with the partner organizations, CA organized meetings with representatives of relevant institutions, as well as exchange programs for young people in different countries. One took place in Rožaje on the topic "Dealing with the past - Montenegro". A national conference was organized on 20 June 2016 in Podgorica, with representatives of relevant institutions, international organizations, civil society, youth representatives and representatives of the diplomatic core, with whom we discussed this topic, right before the official signing of the Agreement on RYCO establishment that was signed during the Summit on the Western Balkans in Paris, by Prime Ministers of six countries. CA was also present in the The Élysée Palace in Paris at the official signing of the Agreement on RYCO establishment. During the event, CA organized simultaneous workshops in Tirana, Belgrade and Podgorica, with



\*RYCO Round table

young people from six countries participating in the project, in cooperation with partner offices, through Youth Initiative for Human Rights network. The results of workshops were video messages about the needs of young people in the region that were projected during the Summit in Paris.

### **Youth Network of Political Parties**

In the context of the deep political crisis that exists in Montenegro, and especially strong polarization and distrust between political structures and parliamentary parties, there was a stronger need to intensify the work with the youth branches of political parties at national and regional level. Within our Network of youth organizations of political parties, which was established with the assistance of network of YIHR, we organized special training for about 30 young people in the region called "Training for social integration of young political leaders" in Belgrade, in May. Working with the youth of political parties is strategic commitment of CA. During the 2017 we planned a set of activities at national and regional level.

### **E-Democracy**

The use of new technologies and putting it in the context of e-democracy, with the focus on civic participation of youth, continues to be one of the priorities of CA. In 2016, in the framework of Internews YouthLinc project "Youth Who Network for Change", we continued with the creation of the online platforms, which are the result of work with young people from the region, during the several camps in recent years. This project was successfully finalized and ten young people from Montenegro, who participated in development with colleagues from the region, nowadays have their own products, which they use for connecting with young people for common interests and problems. The above-mentioned can be found at [www.regconnect.me](http://www.regconnect.me) and [www.ibalkanyou.com](http://www.ibalkanyou.com)

Coordinator of the Good Governance Program was elected as the member of the Council of Agency for Electronic Media, as the representative of nongovernmental organizations.

### **About the Good Governance Program:**

“Civic Alliance and NGO “4 Life” are cooperating since 2010. As the organization that deals with provision of social services to drug abusers, and since our clients often have problems with the law, employees in CA provide legal aid and explanation of certain law procedures. As organizations that share the same values, we are especially proud of joint activities aimed at protection of rights of citizens and promotion of civic activism and participation of citizens in decision making processes.”

**Saša Mijović,**

**Executive Director of NGO 4 Life**

“For Youth Initiative for Human Rights network, Civic Alliance is important partner and we can always count on its contribution, because it shares the vision of peaceful and stable societies in the region based on the rule of law, human rights, and lessons learned from the past. Civic Alliance is very efficient organization, always focused on results, impressively positioned to improve social changes, doing this with the strong beliefs and professionalism.”

**YIHR**

„CA remained true to their mission contributing to the fight for human rights and for an effective implementation of all the legal and other mechanisms relevant for the human rights protection. They stood up for the vulnerable and marginalised of the society and worked to protect dignity of every human person.“

**Barbara Rotovnik,**

**The Rule of Law and European Integration Adviser at the EU Delegation to Montenegro**

## *Unique role of dialogue and its power*

**Sanja Rašović**  
*School of Democratic Leadership Coordinator CA*

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Often and from various addresses we can hear that Montenegro has made the progress, and successfully implemented reforms, transformation process, and democratization at all levels.

On the other side, people who live on this piece of land are aware of the fact that our country faces the long and hard process, that the post-transition sindrom is present on every step and in all spheres. Those with more informations are aware that it is hard for the political elite that rules for almost three decades or opposition leaders- to have capacities to face all future challenges in all areas in this country. Especially for the fact that this is the longest reign in Europe, has metamorphosed from communist to democratic, without achieving the key presumption for this process – change of political governance.

There are two things that are the most important for the future of our society and our country: learning and development. Improvement of capacities is what the School of Democratic Leadership offers for more than 15 years: to all social actors, especially political, so that the ones who get the mandate from citizens to lead the country would really be prepared to do it.

Value of the School is immeasurable. The School is the only space offered in Montenegro, where different and often opposed representatives of the institutions of the state and society have the opportunity to communicate, confront standpoints and arguments – and have a dialogue. Our work is deeply devoted to political education and supporting of stakeholders who currently are, or will become a part of political and social elite. Our goal is directed towards shaping of human

infrastructure that will strongly influence current democratization processes, and that will be the support and role model to standards of human and minority rights, leaving aside personal short-term political interests, and also- it is an example of a dialogue and cooperation.

The School is constantly developing and adapts its program to dynamic changes of Montenegrin society and the needs of prominent social stakeholders.

Special resource of the School is alumni network with more than 400 participants from previous 14 generations – political representatives, public servants, civil society activists and journalists. One of the priorities of our work is the development and strengthening of the alumni network. In accordance with their needs, we constantly make efforts about their education, in order to contribute to the new and more improved social reforms.

Last year, SDL was devoted to the work with alumni and the annual program was carried out in accordance with their interests and professional engagement, in order to better understand the situation, facts and finally – to create common potential recommendations in areas where it is necessary. This was the case with the alumni forum „Dialogue. Synergy. Integrations.“, organized by SDL in



\*Alumni Forum "Dialogue. Synergy. Integrations.," Podgorica



*\*Bilateral alumni seminar "Challenges of Europeanization in Bosnia and Herzegovina and Montenegro", Jahorina*

2016. The Forum gathered more than 100 alumni, prominent individuals, politicians, editors in chief and journalists from the most distinguished media as well as leaders of civil sector. All of them, notwithstanding their differences, agreed that only joint activities may constantly contribute to democratic and integration processes in Montenegro, inviting, at the same time, all stakeholders to respect the culture of dialogue, because a dialogue does not have alternative in resolving problems of the society.

Beside the Forum, SDL alumni had the opportunity to participate at the seminar about free and independent journalism in democratic society. Prominent journalists and politicians participated at the event. The idea with this seminar was to discuss if the free and independent journalism was unreachable ideal even for more developed countries that Montenegro, or it was still reality that was possible to accomplish. The goal was to network participants for more successful future communication and cooperation. Another, bilateral alumni seminar took place in Jahorina, in cooperation with Bosnian Political School of the Council of Europe, and it had the topic "Challenges of Europeanization in Bosnia and Herzegovina and Montenegro". Participants at the seminar, MPs, representatives of executive power, civil society, and media, and high functionaries of political parties from the two countries agreed that European standards, harmonization of the legal system and full implementation of legal solutions were priorities of both countries, not only because of fulfillment of conditions from negotiation chapters, but primarily as the manner for improvement

of life and living standards of Montenegro and Bosnia and Herzegovina with the implementation of the best European practice.

We gathered almost one hundred alumni, decision makers and creators of policies, civil society activists and journalists, at the alumni conference about fight against corruption. During the three panels, they spoke about different aspects of fight against corruption: starting from preventive mechanisms to concrete problems in work of judicial bodies and prosecution, and efficiency of public institutions in this process.



*\*Alumni Conference "Towards More Efficient Fight Against Corruption in Montenegro", Podgorica*

In 2016, SDL and its alumni participated at the World Forum for Democracy in Strasbourg, where our participants had the opportunity to meet with more than a thousand participants from the whole world, and to get an insight into the work of European institutions, such as European Court of Human Rights, Council of Europe and the Mission of Montenegro to Council of Europe. Participation at this international event was especially important for making contacts, exchange of experiences with colleagues from different countries, bearing in mind the participation of all political Schools that function within the framework of the Association of Schools of Political Studies of the Council of Europe.



*\*World Forum for Democracy 2016 "Democracy and Equality – Does Education Matter?", Strasbourg*

During 2016, SDL successfully finished the annual program for participants of XIV generation and enriched its alumni network with 20 alumni more. Still, our success continues further. When it comes to the third phase of the regional initiative, we have already implemented it in cooperation with the Open Regional Fund for the South East Europe – Energy Efficiency (ORF-EE), of the German organization Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), aiming to strengthen the public dialogue about efficient use of energy in the South East Europe. We concluded this phase of the project with organization of a debate at the session of the Board for economy, finances and budget of the Parliament of Montenegro. Discussion at the session was about implementation of Law on Efficient Use of Energy, including all relevant stakeholders responsible for implementation of this legal solution.

Last year we marked two-years since we implemented the idea on providing a space for our alumni, to open the new subjects on the public scene, express attitudes, indicate on problems and alternative manners to solve them. Through the Bulletin of Democratic Leadership, more than 100 alumni from SDL network expressed their standpoints about different topics, trying to contribute to new consideration on a number of areas. Public and alumni interest around this publication



encourages us and makes us stronger in the idea that we are on the right path and that we can jointly influence important social changes and solving of crisis, which, unfortunately, lasts too long.

[http://www.sdr.gamn.org/index.php/mne/?option=com\\_content&view=article&id=92:bulletin-of-democratic-leadership&catid=30:bilten-demokratskog-rukovodenja&Itemid=101](http://www.sdr.gamn.org/index.php/mne/?option=com_content&view=article&id=92:bulletin-of-democratic-leadership&catid=30:bilten-demokratskog-rukovodenja&Itemid=101)

The crisis hits all life areas. This is economic, political, ecological, cultural, the overall social crisis that has arose as the result of the long, unchangeable and constant concentration of political power in all areas. With divisions at all levels that have become the symbol of our country, the only thing that remains as hope- is to believe in the power of a dialogue. Continuous and constructive dialogue is offered as the only generally accepted goal for overcoming of future challenges. Function of a dialogue should be creative, and should result in compromise, otherwise it becomes futile rhetoric. Team of the School stays devoted to this, and opened for all the people who share the same values. We are ready for 2017, with the same mission and the same goal.

#### **About the SDL Program:**

“SDL is one of the most important organizations in Montenegro because it offers the opportunity to meet people and free themselves from prejudices that they have about other people, because they know each other only through the “TV or newspapers”. For example, SDL gives the opportunity to journalists and politicians to freeze together in Jahorina, to take a midnight sunbath with a cup of coffee in Oslo or Lillehammer. SDL connects media and public activists, and provides wider media content. Thanks to SDL, from the courteous “You” people address each other with the charmingly “you””

**Milica Minić, editor of the web portal Cdm**

“Participation in School of Democratic Leadership was important for me for several reasons. It helped me to connect with other decision makers, creators of public policies, and future staff that will cover these positions, which is a good step towards joint work for the benefit of the society. I would especially like to emphasize the study visit to Norway, which was so useful in the context of opportunity to see efficient functioning of institutions of a developed and functional country.”

**Srdan Kosović, editor in chief of Vijesti web portal**

## Communications and IT Sector



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**IT Manager and Webmaster CA**

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Civic Alliance deals with the wide range of activities, which often exceed the classical project framework, including direct communication with citizens of Montenegro, victims of human rights violation and partners from the whole world. In order to keep high level of professionalism, internal cohesion and openness towards the citizens, administrative support to projects and other activities is of great importance as well as for financial sector.

This includes all administrative matters that are unnoticeable at the first glance, but are important for adequate functioning. All activities are on a daily basis, starting from translation of documents and statements, preparation of tenders and logistic support, organization of meetings and public gatherings, drafting of contracts and management of administrative documentation and procurement of office supplies.

We carried out these activities independently or in direct communication with colleagues from the project teams, which additionally strengthened the internal connection and atmosphere of friendship and collegial support, important for positive results of the organization.

As the junction of external communication, CA office continues to follow the trends and professionally satisfies all requirements of employees.

As the technology advances, Civic Alliance and its members have no luxury to lag in this process. So, in 2016, we conducted technical/design update of web sites, publications and social networks for the three organizations. Maintenance of informatics hub is constant and demanding, because CA has to function in line with information trends.

Concretely, we have transferred the web sites base on another hosting and improved the protection from various hacking attempts, for the sake of safety. We launched the new web site of the member of CA - NGO “35mm” ([www.nvo35mm.org](http://www.nvo35mm.org)). We also improved the protection of the mailing domain gamn.org which is the base ground of our digital communication.

We rebranded our logo that will be launched in 2017. As CA constantly publishes books and publications, IT sector works on the layout of reports, and agendas- such as regular reports on programs – “CA newsletter”. Generally, each publication of Civic Alliance and its members has an IT component that spreads on the management of social networks, so we organized the social network and digital self-promotion trainings for colleagues, which we consider the key part of the communication agenda adopted by the Management Board. This means that each project activity and many other activities that are not covered by grants ( on what we are proud and what separates us from others) has the support of IT sector, starting from design until the final placement in public.

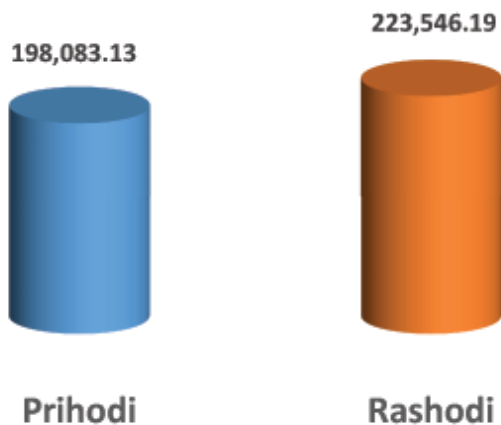
From the hardware side, we have purchased new appliances and thus modernised the computers in the office, and the optical internet has been provided.

In general, IT sector became the tool of CA in ever more demanding digital world of external communication.



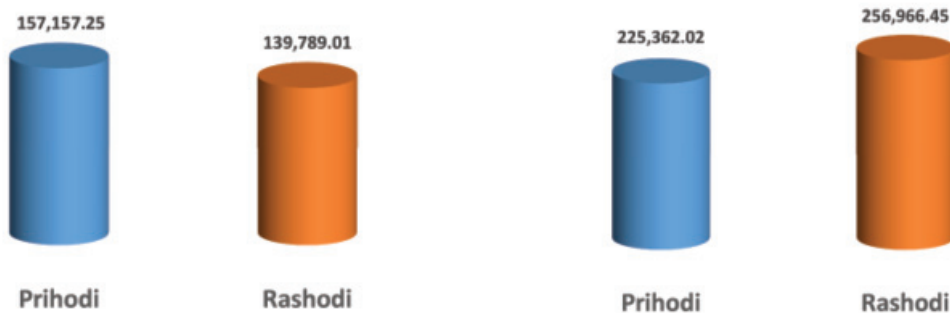
## *Income and expenditure*

### Civic Alliance



### NGO 35mm

### Youth Initiative for Human Rights (YIHR)



In 2016, three organizations paid 70.838,41 EUR for taxes and contributions.

## *Donors and Project*

- ◆ Charles Stewart Mott Foundation, Towards Enhanced Civic Activism and Sustainable Civic Participation in Montenegro, 70.000\$
- ◆ Commission for allocation of Funds from the Lottery - School of Democratic Leadership – Young alumni, 15.000 EUR
- ◆ Council of Europe, School of Democratic Leadership, 30.000 EUR
- ◆ Embassy of Switzerland, Citizens in Elections, 4.650,00 EUR
- ◆ Embassy of the Federal Republic Germany, Employment of Roma population in Montenegro, 44.370 EUR
- ◆ Embassy of the USA in Montenegro - INL program (Enhancing the ability of criminal justice institutions to better communicate their work to the citizens, 34.240 \$
- ◆ European Academy of Diplomacy, Conference "Fight Against Corruption", 2.634,00 EUR
- ◆ Kingdom of the Netherlands, Reform of Criminal Sanctions Execution System, 75.777,40 EUR
- ◆ OSCE, 2.490,00 EUR
- ◆ Rockefeller Brothers Fund, Institutional support, 120.000\$
- ◆ Royal Norwegian Embassy, Institutional support, 357.635 NOK

Significant contribution had our members Youth Initiative for Human Rights (YIHR) and NGO “35mm”, whose project activities were supported by the donors as follows:

- ◆ EACEA, Erasmus + “Balkan Without Hate”
- ◆ Employment Agency “Small business – better chances”
- ◆ European Commission - “Marginalized by the system: No more”
- ◆ European Commission – Building Free of Torture and Impunity Societies at the Western Balkan”, 716,604.00 EUR
- ◆ European Commission - Regional Exchange Program

- ◆ Internews- YouthLinc Youth Who Network for Change
- ◆ NGO Human Rights Action, Anima – Center for Women and Peaceful Education and Mental Disability Advocacy Center, with the support of the European Commission – “Library Worthy of People”,8667.00
- ◆ Open Regional Fund for South East Europe Energy Efficiency (ORF-EE), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Public Dialogue on Efficient Use of Energy at the South East Europe (III phase )
- ◆ The second Festival of Tolerance – financed by the European Union, in the framework of the program Europe for Citizens

# Partners

## LOCAL PARTNERS

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- ◆ Association against AIDS (CAZAS)
- ◆ Consumer Protection Centre Montenegro (CEZAP)
- ◆ ELSA
- ◆ Media Trade Union Montenegro
- ◆ NGO ADP-ZID
- ◆ NGO Alfa Center
- ◆ NGO Association of Egyptians
- ◆ NGO Association of Entrepreneurships
- ◆ NGO Association of Paraplegics of Montenegro
- ◆ NGO AISEC
- ◆ NGO Better Life
- ◆ NGO Circle of life
- ◆ NGO Center for Children's Rights
- ◆ NGO Center for Democracy and Human Rights (CEDEM)
- ◆ NGO Center for Democratic Transition (CDT)
- ◆ NGO CRINK
- ◆ NGO 4 Life
- ◆ NGO Forum MNE
- ◆ NGO Fund for Active Citizenship Fakt
- ◆ NGO Hand of Friendship Montenegro
- ◆ NGO Human Rights Action
- ◆ NGO Institute for Social Inclusion
- ◆ NGO LGBT Forum Progress
- ◆ NGO Luka Berane
- ◆ NGO Monitoring group Ulcinj- MogUL
- ◆ NGO Our action
- ◆ NGO Ozon
- ◆ NGO Paraplegic Association Podgorica
- ◆ NGO Parents
- ◆ NGO ROM "Step with us - Phiren Amenca"

- ◆ NGO Rose
- ◆ NGO Safra
- ◆ NGO Young Roma
- ◆ The Union of Free Trade Unions of Montenegro

### ***INTERNATIONAL PARTNERS***

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- ◆ Association GEYC (Romania)
- ◆ Association of Jewish Film Festival Zagreb
- ◆ Albanian Rehabilitation Centre for Trauma and Torture (ARCT)
- ◆ Association of Schools of Political Studies
- ◆ Centre for Youth Development - PRONI (Bosnia and Herzegovina)
- ◆ Council of Europe (CoE)
- ◆ European Academy of Diplomacy
- ◆ European Anti-racist Movement (EGAM)
- ◆ French and German Office for Youth Cooperation (OFAJ)
- ◆ Green Spirit (Greece)
- ◆ IdejNet (Serbia)
- ◆ International Rehabilitation Council for the Victims of Torture (IRCT)
- ◆ NGO Identities (Italy)
- ◆ NGO Youth Initiative for Human Rights (Serbia, Kosovo, Croatia, and Bosnia and Herzegovina)
- ◆ Organization for Security and Co-operation in Europe (OSCE)
- ◆ Seiklejate Vennaskond (Estonia)

### ***INSTITUTIONS***

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- ◆ Administration for Inspection Affairs
- ◆ Agency for Personal Data Protection and Free Access to Information
- ◆ Clinical Center of Montenegro
- ◆ Constitutional court
- ◆ Directorate for Youth and Sport
- ◆ Institution for Enforcement of Criminal Sanctions (ZIKS)
- ◆ Ministry of Interior
- ◆ Ministry of Justice
- ◆ Police Directorate
- ◆ Protector of Human Rights and Freedoms of Montenegro
- ◆ Supreme State Prosecutor's Office



## CA team

### STAFF CA

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- ◆ Development Director: Ajša Hadžibegović
- ◆ Program Director: Boris Raonić
- ◆ Financial and Administrative Director: Edina Hasanaga Čobaj
- ◆ Secretary General: Darko M. Ivanović
- ◆ Human Rights Program Coordinator: Milan Radović
- ◆ Media Program Coordinator: Kristina Četković
- ◆ Editor in Media Production: Milica Đokđurić
- ◆ Rule of Law Program Coordinator: Zoran Vujičić
- ◆ Good Governance Program Coordinator: Edin Koljenović
- ◆ School of Democratic Leadership Coordinator: Sanja Rašović
- ◆ Office Manager: Jelena Ristović
- ◆ IT Manager and Webmaster: Zoran Zola Vujačić
- ◆ Accountant: Milena Golubović
- ◆ Financial Manager: Blažo Crvenica
- ◆ Program Assistants: Ivana Srećković, Elvis Beriša

### CA COUNCIL

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- ◆ Gordana Đurović
- ◆ Olivera Komar
- ◆ Branislav Radulović
- ◆ Džemal Perović
- ◆ Maja Boljević

### SUPERVISORY BOARD CA

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- ◆ Marijana Camović
- ◆ Sead Šadić
- ◆ Zoran Živković

### COOPERATORS

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- ◆ Legal Consultant: dr Aleksandar Kovačević
- ◆ Dalibor Kavarić, lawyer