



2015 through our perspective
Annual Report



Gradanska alijansa
Civic Alliance - Aleanca qytetare

2015 through our perspective

2015 through our perspective



Gradanska alijansa

Civic Alliance - Aleanca qytetare

www.gamn.org

Annual Report

Podgorica, February 2016. godine



Gradanska alijansa
Civic Alliance - Alianca qytetare

Publisher

Boris Raonić

Editor in Chief

Darko Ivanović

Authors

CA team

Proofreading and translation

Jelena Vukoslavović Ristović

Design and layout

Zoran Zola Vujačić

Print

AP Print, Podgorica

Number of copies

400

Navođenje i korišćenje informacija iz ovog izvještaja u neprofitnim publikacijama ili sredstvima javnog informisanja, u svrhu informisanja građana, kao i korišćenje za druge nekomercijalne svrhe, dozvoljeno je, uz obavezno navođenje izvora i vlasnika autorskog prava.

Korišćenje materijala u bilo koje druge svrhe nije dopušteno bez prethodnog odobrenja Građanske alijanse.

Table of Contents

◆ Introduction.....	4
STRATEGY, PROGRAMMES, ADMINISTRATION, COMMUNICATION.....	5
◆ Ajša Hadžibegović, Development Director <i>Challenging year for the civic concept-Control, dialogue, citizens as the key partner.....</i>	6
◆ Boris Raonić, Program Director <i>Engineers of new concept-Growth, upgrading and new goals.....</i>	9
◆ Edina Hasanaga Čobaj, Financial and Administrative Director <i>Self-sustainability as the vision - Stability, expansion, and philanthropy.....</i>	11
OUR PROGRAMMES.....	13
◆ Milan Radović, Human Rights Program Coordinator <i>Strategy development, implementation and accent on cooperation.....</i>	14
◆ Milica Đokđurić, Media Program Editor, Ivana Srećković i Tijana Velimirović, Program Assistants <i>Research, citizens as partners and new trends.....</i>	21
◆ Zoran Vujičić, Rule of Law Program Coordinator <i>Course of changes, reforms and stable cooperation.....</i>	26
◆ Edin Koljenović, Good Governance Program Coordinator <i>Efficient, transparent, regional.....</i>	31
◆ Sanja Rašović, School of Democratic Leadership Coordinator <i>Social mission, a window into changes.....</i>	37
◆ <i>Income and expenditure.....</i>	43
◆ <i>Donors.....</i>	44
◆ <i>Partners.....</i>	45
◆ <i>CA team.....</i>	46

Introduction



Darko Ivanović
Secretary General

 darko@gamn.org

 [@skockopg](https://twitter.com/skockopg)

 [Darko Ivanovic](https://www.linkedin.com/in/Darko-Ivanovic)

Dear friends,

Welcome to the world of Alliance,

Pages that are in front of you are the summary of all of our results. All those things that bring us closer to some – and all that separates us from others.

These lines are actually stitches by which we compose the body of Civic, devoted to a Citizen, comprised of citizens who think that people that are crazy enough to change the world, are the ones that actually do.

However, this report contains only letters, numbers, and pictures as reminders.

What you cannot see is sincere passion and commitment to initiatives that are out of donor's sight and support - what makes the idea of the organization sustainable even without grants: faith in the society that is free of prejudices and equal for all.

That is, all what we live by.

With You.

Strategy
Programmes
Administration
Communication



Gradanska alijansa

Civic Alliance – Aleanca qytetare



Challenging year for the civic concept Control, dialogue, citizens as the key partner

Ajša Hadžibegović

Development Director / President of the Managing board

ajsa@gamn.org

[Ajša Hadžibegović](#)

[@AjsaH](#)

[Ajša Hadžibegović](#)

A year behind us is absolute confirmation of all our values, their uncompromising promotion and 365 fights for citizens. Some of them we won, but in some struggle continues. Most importantly, you have recognized us as partners, a part of the society you believe in. Uncompromisingly.

From the perspective of Civic Alliance, 2015 was the year of hard work on promotion and development of civic consciousness and control role of civil sector, and concrete support to civic activism.

In that name, key priorities of CA team were defined in accordance with the idea on development of Montenegro as the society of active and informed citizens, with institutions that function in accordance with positive legal regulations, aiming at exercising of public interest. We have determined specific fields of activity after analyzing the information and pulse from the terrain, in consultation with the network of local partners and in accordance with actual events. First of all, our success reflects in the fact that we demonstrate through example how we, as citizens, can and will point out injustice and errors in the system, to express solidarity and support for groups and individuals, whose voice is not heard and to initiate dialogue and concrete sustainable solutions.

Research and analysis we conducted in the field of civic participation pointed to a very low level of awareness on the concept of citizenship among us. Therefore, we as "Civic Alliance team" worked more seriously on building our competencies, and on networking and strengthening of capacities of local civil society partners for dealing with monitoring and reporting in the areas of human rights, the rule of law and good governance. Jointly with partners, Foundation for Active Citizenship and Center for Democratic Transition, we have developed the concept of the Civil society house, which will, in perspective, create more favorable conditions for development and sustainability of civil sector in Montenegro, as well as for integration of service offered to citizens. We particularly dealt with capacity building and support for those organizations that bring together representatives of multiply marginalized groups. We monitored the work of all branches of power in terms of goal achieving from negotiating chapters 23 - Judiciary and Fundamental Rights and 24 - Justice, freedom and security. At the same time, and with the same intensity, our team focused-guided by the principle that we should not only point out on problems, but also contribute to their solution- on building of capacity of legislative, executive and judicial authorities to work in accordance with the standards of human rights and the rule of law, with special attention on efficiency and transparency of work. In fact, we have implemented in practice what You asked from us.

Therefore, our work is guided by the real needs of citizens, and then directed towards solving of problems they are facing. Dynamic in creating of partnerships, consultations and finding of innovative and alternative options.

So, in 2015, in practice we lived by the standards of:

- ◆ **democratic leadership**- by building of participatory and horizontal structures within the organization;
- ◆ **dialogue and decision- making process by wider consensus**, initiating and supporting the work of Open Platform of NGOs dealing with the matters that are of interest for development of civil sector in Montenegro;
- ◆ **civic control**- by monitoring and reporting about the conduct of the police and relevant bodies during the protests of citizens and protests of the opposition;
- ◆ **rights of citizens**- by inviting institutions on responsibility in specific cases when an individual is discriminated and disempowered by the institutions of the system;

- ◆ **freedom of citizens**, specifically dealing with the freedom of expression and conditions in which media function, and with the freedom of gathering and association of citizens;
- ◆ **participation of citizens** with the specific support to initiatives of citizens, promotion of existing channels for participation, but also pointing out on problems in their functioning, particularly in the part of e-governance.

Ability to be flexible and dynamic, and to achieve desired impact, we owe to confidence of donors and partners, who provided immeasurable contribution to our work, through partnership and institutional, program and project support.

More of the details about the success of our team, which brings together the most diverse profiles of people connected with the need to do the best they can to make our society more functional and equitable, you can read about- on the next pages.

And join us on our road in 2016.



Engineers of new concept Growth, upgrading and new goals

Boris Raonić **Program Director**

✉ boris@gamn.org
 f Boris Raonic
 t @BorisRaonic
 in Boris Raonic



Dear partners and friends of Civic Alliance,

2015 is behind us and it is time for a short break, and a review on what was done last year. It was a year of development of our organization: number of members of our team rose just like our activities, number of partner organizations, donors, projects, citizens who addressed us, but also our presence in media.

At the sametime, the confidence in CA grew as well.

In 2015 we fulfilled three year Strategic plan, and in February 2016 we have adopted directives for the next three years period. We have already started moving on with new coordinates. After five years, we may say that we are satisfied with what has been achieved, with concrete steps we made through work in all programs. We are especially proud on reaction of the society on our work. In the next three years, our focus will be a Citizen and its expectations from institutions, from the perspective of special programs we cover.

Access of CA will be the same: we will support all activities aiming at transformation of the society and integration processes, we will give concrete suggestions, and in cases when institutions react

inadequately or are slow, we will publicly pinpoint problems.

In the following period, Civic Alliance will insist on diversifying of donor structure, professional upgrading and professional profiling of employees, and networking with all the people who share the same values as CA. Besides the work in areas defined in organization documents, CA will deal with the improving of the framework of work for nongovernmental organizations in Montenegro. Priority for all members of the team will be actual problems in areas they deal with, and public interest. We will not be motivated by competition for donors, party positions or anything similar. We will be initiators of establishing of practice of social dialogue and positive moves for the benefit of the society as the whole.

Civic Alliance is the unique organization, in terms of the system of rotating chairman position within the Managing board, and according to the horizontal structure. Managing board is the collective body, which makes decision by consensus, composed of individuals with the clear resources for work in organization, where coordinators and managers are largely autonomous in implementation of their activities. Besides our desire to ensure more efficient and professional work, we pledge to show- in authoritarian society such as Montenegrin, that it is possible to function differently than in usual mindset, especially in sector that has been burdened by personalities and egos of those who represent it, but less by organization composed of people and its ideas.

Let's move forward!





*Self-sustainability as the vision
Stability, expansion, and philanthropy*

Edina Hasanaga Čobaj
Financial and Administrative Director

edina@gamn.org
 Edina Hasanaga Cobaj



Ivana Drakić
Financial Manager

ivana.drakic@yih.org
 Ivana Drakić
 @IvanaDrakic

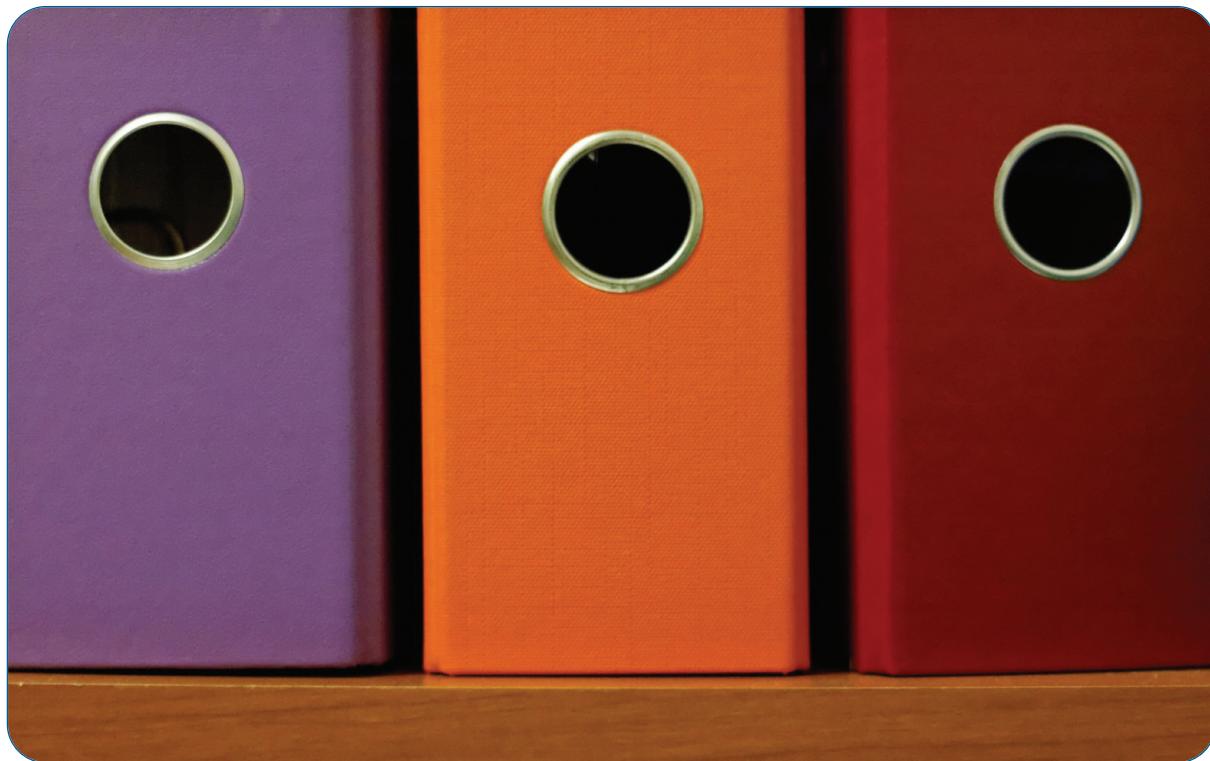
Our work based on solid principles was recognized in 2015 in institutional support we received from more donors, which significantly contributed to sustainability and financial stability of Civic Alliance, and its members. On the other side, this imposed a duty on us to justify confidence we obtained.

As the team that is aware of its capacities, and areas where we can individually progress, at the beginning of the year we worked on identification of needs of employees, and strengthening of professional capacities. We provided courses and trainings, and for that reason we have already noticed improvement in quality and engagement of employees. During 2015, we significantly improved coordination and systematization of work in administrative and financial sector, which is especially directed to procedures related to implementation of the EU projects.

Number of employees in Civic Alliance and its members rose 20%, while 80% of employees in CA and its members are permanently employed. As organization that monitors work of public institutions, it is important for us to respect principles of transparency and responsibility in everyday work. For that reason, and just like in years behind us, we regularly pay taxes and all other obligations, in accordance with law.

Like in past years, in 2015 we continued with philanthropic activities, through joint fund that reached 900 EUR of donations of our employees. Through small, short-term assistance we tried to help the most vulnerable groups in the society.

Members of Civic Alliance, Youth Initiative for Human Rights (YIHR) and "35mm" gave immeasurable contribution to our daily duties and accomplishments.



Our programmes



Gradanska alijansa

Civic Alliance - Aleanca qytetare



Strategy development, implementation and accent on cooperation

Milan Radović
Human Rights Program Coordinator

 milan@gamn.org

 @MilanGAMN

“For to be free is not merely to cast off one’s chains, but to live in a way that respects and enhances the freedom of others”

Nelson Mandela

Protection of human rights marked significant part of Civic Alliance activities in 2015. Through this program in 2015 we dealt with the protection from torture, minority rights, process related to facing past, hate speech, freedom of expression, right to peaceful gathering, refugees and the asylum system, economic and social rights.

CA monitored implementation of laws and participated in amending of laws, monitored implementation of strategies and Action plans and continued with education on human rights. We also developed cooperation with nongovernmental organizations, public institutions, and international bodies and organizations. In 2015, media wrote about our activities 133 times.

Lack of efficient, effective and independent investigations of competent public institutions after reports of citizens, obstructed exercising and protecting of human rights in 2015, and is factual continuation of trend from previous years.



Civic Alliance maintained direct communication with citizens and victims of human rights violation. Our office was available for citizens last year, so we received all reports via email and SOS phone line. We provided more than 70 legal advices and information about the possibilities for human rights protection and filed more than 20 charges and statements to the Prosecution Office and other competent institutions about violation of rights of citizens committed by police officers, Institution for Enforcement of Penal Sanctions (ZIKS) and other human rights violation cases. Investigations of large number of filed charges are in course, but in eight cases violations of human rights were found by Ombudsman and Council for Civil Control of Work of Police. CA will publish the report with elaborated information about these cases in 2016.

Civic Alliance carried out its program goals directly on the field. We organized more than 20 visits to institutions, drafted more than 20 reports and gave more than 50 recommendations for improvement of respect of human rights. On that occasion, we interviewed 35 incarcerated persons about their status and rights. CA organized study visit to Albanian prison system for the officers of ZIKS and Ombudsman that were followed by press conferences, round tables, and educational workshops. We expressed our standpoints via media and open letters more than 30 times. We attended almost all significant meetings related to the domain of our program guidelines.

During 2015, independently or with partners, we worked on projects of different scope:

1. “Building free of torture and impunity societies in Western Balkan”. Lead partner on this project

is Youth Initiative for Human Rights (YIHR MNE), member of Civic Alliance. Implementation of this project includes participation of partners YIHR Serbia, ARCT Albania, and IRCT Denmark. The project is supported by the European Union. Goal of the project is to contribute to prevention and protection from torture of persons deprived of liberty.

2. “Improvement of employment of Roma population in Montenegro” with three vulnerable groups of Roma: high school students, Roma women, and Roma in prisons. Goal of the project is to raise the level of competitiveness of Roma people at the labor market through workshops. The project is supported by German embassy.
3. “Strengthening of participation of civil society organizations in monitoring and public advocacy of UPR process” supported by the Balkan Fund for Democracy. The project is implemented NGO CEDEM, Civic Alliance, Center for the children rights Montenegro, Union of associations of paraplegics Montenegro and MogUI. The report that provides the insight into results and the course of previous implementation of UPR recommendations and received in the frame of the second UPR cycle, was published in the frame of the project.
4. We have contributed to implementation of project “Capacity development for strengthening of Montenegrin asylum system and migration managing”. Lead partner on this project was NGO CEDEM and the project was implemented with the support of Embassy of Netherlands in Belgrade.

Protests through our camera:



During 2015, Civic Alliance monitored significant part of activities that were not connected to projects, and also participated in work of Board for human rights and freedoms of the Parliament of Montenegro, and will continue cooperation with the Board in 2016.

We are the only NGO that organized monitoring and reporting from the protest of Democratic front in Podgorica. Our monitors were at the terrain in front of the Parliament, in the premises of the Police and Clinical Center of Montenegro. Within these activities, we monitored trials of arrested journalists



and citizens.

On 2 December 2015, CA organized round table with Council for Civil Control of Work of Police and NGO Human Rights Action that was devoted to use of police powers during protests in October in Podgorica.

In November 2015, CA signed the Memorandum on Cooperation with the Ministry of Interior, Police Directorate and Supreme Public Prosecution Office that envisages that CA may organize unannounced visits to Centers and Security Units, conversations with persons deprived of liberty, insight into documentation and monitoring of all premises where detainees may be placed. We organized the first visit of that type to Security Center in Podgorica in December 2015.



Traditionally, we marked International Day of Human Rights. Topics of 10 December 2015 were migrations and refugee crisis, rights of children with disabilities and rights of women. Agenda involved the conference in the EU Info Center, visit to the Asylum Center in Spuž, but the best attention attracted the humanitarian football game between politicians and representatives of institutions, international community, civil society, and media. We donated collected funds for disabled children for their treatment. We will also mention donor evening devoted to rights of women. Collected funds were directed on development of this sector in Montenegro. Partners in organization of International Day of Human Rights were Institution of Ombudsman, Delegation of the European Union to Montenegro, and OSCE.

We gave contribution to development of “Mid-term Report of Montenegro on implementation of recommendations received during the second phase of General Periodical Review (UPR)” whose development coordinated Ministry of Foreign Affairs and European Integrations. In the frame of the project we implemented with NGO CEDEM and other members of the coalition, we prepared special report of civil society that gives the insight into results and course of previous implementation of UPR recommendations received in the frame of the second UPR phase.

CA conducted the research with the aim to reveal, prevent and protect from discrimination. The research was conducted during the period from 01 November until 25 December 2015 and its goal was to determine the level of discrimination according to gender and age at the time of employment, the most frequent forms of this type of discrimination in practice and identifying of key problems in this area. This research was supported by OSCE.

Besides the above mentioned, we also cooperated with number of national and international institutions and bodies: Board for human rights and freedoms of the Parliament of Montenegro, Ministry of human and minority rights, Public Institution Komanski most, Special Psychiatry Hospital, Ljubović Center, Faculty of Law of the University Montenegro, Faculty of Law sciences of the University Donja Gorica. We also cooperated with international organizations such as UN Committee for Human Rights, UN Agencies in Montenegro, and Committee for the Prevention of Torture of Council of Europe.

- ◆ Milan Radović, Coordinator on Human Rights Program in Civic Alliance was elected as the member of Working body of the National mechanism for prevention of torture (NPM) that establishes Protector of human rights and freedoms. He was also member of the Working group established by Ministry of Interior that had a mission to prepare the text of the new Law on public gatherings. At the end of the year, the Government adopted the Draft of the Law.

About Human Rights Program:

Delegation of the European Union to Montenegro

“We see Civic Alliance as an NGO providing valuable contribution to the overall work of Montenegro's civil society which is very active in promoting human rights and democratic reforms. The European Union is funding a project "Building free of torture and impunity societies in the Western Balkans" implemented by the Youth Initiative for Human Rights – a member of Civic Alliance. It is an important project contributing to the respect of rights of detainees and prisoners through monitoring visits, provision of free legal aid and education workshops with prison facilities employees. We appreciate the cooperation we have with NGO Civic Alliance the latest example of which was the joint organization of the marking of International Human Rights Day in December 2015. We are also grateful for their regular contribution to the annual reports on Montenegro which they have been sending to the EU Delegation for the past few years...”

OSCE Mission to Montenegro

Civic Alliance has made a substantial and positive contribution to Montenegrin society through its many years of actively promoting human rights and democracy. The OSCE Mission to Montenegro was pleased to cooperate with the Civic Alliance to mark 2015 International Human Rights Day as well as to conduct a study on gender and age discrimination in employment. Both of these activities helped contribute to building an effective human rights system in Montenegro. We also find invaluable Civic Alliance's annual reports on the state of human rights in Montenegro as a tool that contributes to developing our own human rights work.

NGO Association of paraplegics Podgorica

“In cooperation with Civic Alliance we conduct large part of project activities. On that occasion, we are sure about the quality, devotion, and sacrifice for access to all citizens, with the aim to protect their rights. For that reason, CA represents one of the most respected civil society organizations.”



Research, citizens as partners and new trends

Milica Đokđurić
Media Program Editor

✉ robin_hud@gamn.org
 f [Milica Djokdjuric](#)
 t [@milicadjok](#)



Ivana Srećković
Program Assistant

✉ ivana_sreckovic@hotmail.com
 f [Ivana Sreckovic](#)



Tijana Velimirović
Program Assistant

✉ tijanavelimirovic@live.com
 f [Tijana Velimirović](#)
 t [@tijanana_](#)
 in [Tijana Velimirovic](#)

„If liberty means anything at all, it means the right to tell people what they do not want to hear.“

George Orwell

For media program, last year was a year of confirmation, milestones and new challenges. The ninth season of the unique product - TV show "Robin Hood" successfully finished, which separates Civic Alliance from the cacophony of NGO sector. In 2015 this franchise has had a successful spin off - "Book of complaints" (Knjiga žalbi). It was a year of changes, but also a proof that we systematically approach problems, confirming commitment to a Citizen and solving of its problems- where the strong impact of one of the media is at the service of the most vulnerable people. This segment is a strong impulse of future development of media program. The future

belongs to our networking with media partners in the region, monitoring of the process of the EU accession through Chapter 10 - Information Society and Media, constructing of our own production capacities, and the synergy of digital and traditional products from our distinctive cuisine.



From the beginning of 2015 until June, the team of TV show "Robin Hood" revealed to the public more than 40 reported problems of citizens of Montenegro. Thanks to the media pressure, so far almost 60% percent of the cases have been successfully solved. We will continue to monitor other cases until their final resolution, by persistently reminding institutions to do their job conscientiously, seeking concrete answers and accountability in the given cases.

Specific trends which clearly point out on disproportion in regional development in Montenegro continue - we have received the most complaints from the north of Montenegro - 40%; 30% of problems come from the Capital. Each third reported dissatisfied citizen is from the South. Even in 2015, complaints via electronic mail and traditional mail arrived from abroad, which proves that

we are watched via satellite and that we have excellent communication with our citizens living abroad.

In October, we presented new media help to citizens in the form of half-hour TV show called "Book of complaints", which was, just like the previous one, each week a successful mediator between those who had presented their problem and institutions citizens consider responsible. In the very practical manner "Book of complaints" puts the media in the service of those who need it most, thus enhancing civic activism through participation in the show, and through questionnaires in which they have the opportunity to speak publicly about social anomalies, about things public officials intend to hide or simply to offer a solution, providing an alternative. In the TV show "Book of complaints", we always reported on the work of our colleagues from NGO sector, through their projects, activities or initiatives, related to the topic we investigated.



During nine TV shows, we were solving or indicating on social anomalies through 15 stories of everyday life. We will mention only some of them for 2015 postcard. We are proud that we continued to monitor the story we had led publicly in different segments - a hunger strike of parents from Bijelo Polje, a reaction on the tragic death of newborn baby, due to poor hygiene conditions at the hospital. After our persistent initiatives, accused doctors were prohibited to work until the trial ends.

Through our program, Mr Zoran Boljević tried to prove that institutions did not do their job or

did not correct mistakes on which citizens indicate, claiming he was the victim of a very long court trial. We also gave a chance to Mr Aleksandar Brnović from Podgorica, to find justice via our TV show, as he claimed that the doctors were responsible for the death of his mother. Special attention was attracted by the story of families Mitrović and Todorović, who wanted to reveal the real truth about the tragedy they were faced with, all because, as they said, incorrect and random police reports, and sensational headlines of the media. We also monitored natural restoration of the riverbed of river Ribnica in Podgorica, which lost its natural qualities because of the arrogance of investors. Its riverbed covered with concrete allegedly was devastated in order to give the stability of investor's construction. We also investigated if the students, after passing the nine-months program of the Government in professional training, are really just "professionally developed" to return to the Employment Bureau, because employers, instead of giving labor contract for those who acquired the necessary skills, rather decide to take on a new round of free interns.

We opened the door and gave the opportunity to citizens, who addressed us for help or through social networks, to create the TV show and therefore organize it directly. We constantly maintain high rating and confidence of the viewers, meaning that they can participate without censorship in the program through twitter hashtag #knjigazalbi.

Our most important goal last year was to strengthen the mechanisms to provide better involvement of citizens so we can actively influence institutions to do their job in more efficient and transparent manner for all of us.

Online part of media program of Civic Alliance, E-Balkan portal diligently cultivates critical thinking about current events and the future of the region and regional reconciliation and cooperation for almost five years. Portal already has profiled audience, who regularly visits the website, as well as profiles on social networks Facebook and Twitter.

New and young journalists join us every year on our path of critical thinking, with the desire to build a better society and enrich the pages of our website with new ideas and media products. In the future, we will strive to be the partners of trust to Citizen. We will be daily alarm for the institutions of the system, to warn them and wake them up so they would not be late to implement important measures, respect laws, but we will also send citizens directly to responsible ones, who have to resolve their problem.

What distinguishes us from other NGOs and other media products is our need and desire that- all that we report about, and everything we advocate - can be felt directly at the terrain. Therefore, we want to show to citizens that we are ready to transfer the story from their doorsteps, factories, places where they seek justice- to the responsible ones on power. We visited places reporters rarely go to and listened to sad human destinies from the north to the south of the country, tested the efficiency of institutions, and involved them in the process of identification of problems and their resolving.

Just like in the past decade, we will continue to go strong and bold in 2016, without fear of political impact and without filtering of topics.

For that reason, we have been recognized by the citizens and key European bodies as the media program that played important role in the process of democratization and development of Montenegrin society.

About Media Program:

In cooperation with the Union, media program in Civic Alliance indicated on wrong decisions of institutions and potential inability of creators of such policies. We contributed to the creation of a better society and better conditions for workers in Montenegro with joint efforts in solving of key problems of the citizens in the year behind us. Your role is great and we are proud of the fact that you are our partners.

Srđa Keković
General Secretary of the Union of Free Trade Unions of Montenegro

Cooperation with your TV show is valuable because through resolving of individual cases, it protects all consumers who may face with the same problem in future. Your fight is unique, and contribution invaluable.

Go ahead, bravely!

Olga Nikčević
President of the Center for Protection of Consumers



Course of changes, reforms and stable cooperation

Zoran Vujičić
Rule of Law Program Coordinator

zoran@gamn.org

[f Zoran Vujicic](#)

[@ZokiVujicic](#)

[Zoran Vujičić](#)

“The only stable state is the one in which all men are equal before the law”

Aristotle (384-322 BC)

Harmonization of the acquis with the European Union is not only adoption of laws harmonized with the European practice, but requires its full implementation. As one of the missions of Civic Alliance is control of work of public institutions, in 2015 we tried to analyze legal solutions that are of key importance for the citizens. After all, it was something citizens insisted on.

Research about alternative sanctions showed that this type of punishment was still underutilized, except for a suspended court sentence, which is usually imposed in such cases. Adoption of the Rulebook about the procedure for implementing parole, suspended sentence with supervision and community sentence- was delayed for a year, which was the key obstacle for adequate implementation of this punishment. Probation Service had only two employees. In 2014, Montenegro implemented only three community service sentences. This number was practically a call to action. After our research in April, 88 community service sentences were imposed at the end of 2015. Nowadays, this Service has four employees.

The work of public bailiffs was also under the scrutiny of Civic Alliance. A number of anomalies

on which citizens pointed out, turned out to be problem related to execution. Thus, decision on execution has to be submitted to the executive debtor, while in practice occurs that executive debtor finds out that its account is blocked for settlement of claims.

Also, due to ignorance or lack of information, executive debtors often complete immediately imposed obligations, which is perhaps baseless - although they have the possibility for objection. In a number of similar examples, stands out specific violation of Law on Protection of Personal Data as bailiffs still deliver identification numbers of executive debtors for public statements in media. Correctness of these standpoints and criticism from CA, were confirmed by the Agency. Chamber of bailiffs has also been informed about all of this. Ministry of Justice of Montenegro initiated disciplinary proceedings against three public bailiffs in Podgorica, because they discovered irregularities in their work during extraordinary control of Ministry of Justice. In December, the Government of Montenegro in December adopted a new Ordinance on tariffs of public bailiffs, by which their reimbursement was reduced.

Constitutional complaint that formally protects human rights guaranteed by the Constitution, but also rights that arise from regulations of the European Convention for the protection of human rights and fundamental freedoms, was the topic that was poorly treated. As the constitutional complaint was systematically rejected since adoption in 2007 until 2010, it was recently recognized by the European Court of Human Rights as inefficient remedy in Montenegro. Only in 2014, more than 61% of constitutional complaints were rejected, which are largely written by lawyers. CA recognized this deficiency and as the responsible organization it has organized the seminar on topic "Constitutional complaint in practice of the Constitutional Court of Montenegro", where judges of Constitutional Court and lawyers exchanged experience. It turned out that this branch needed this seminar, in the atmosphere where participants expressed the need for new meetings of this kind, where judges of regular courts would be involved, because lawyers from practice indicated that they often ignore decisions of the Constitutional Court.

Since 2015, in cooperation with the Association of Judges of Montenegro and Association of Prosecutors, we conducted the survey of public opinion, judges and prosecutors about the situation in judiciary, for the third year in a row. The report is part of activities foreseen by the Action Plan for Chapter 23 - Judiciary and fundamental rights - in the part on strengthening of independence of judiciary, which is implemented continuously. It is interesting that we have noted a large gap between the standpoints of citizens and judges on this topic.



On question about the general attitude about judiciary, judges affirmatively responded in nearly 93% of cases. On direct question, 49.5% of judges considered that the public had confidence in judiciary. On the other hand, citizens in almost 45% of cases had negative standpoints about judiciary. What continually causes concern is that citizens in almost 40% of the cases believed that judges never or almost never judge by the law. When it comes to prosecutors, they were positive about the situation in prosecutors actions.

All findings of monitoring of projects were presented to competent institutions, in order to obtain their standpoints and answers, which was perhaps the key part of the process of gaining confidence, and correcting of deficiencies.

In 2015, we celebrated 800 years of Magna Carta, and in cooperation with partners – the Parliament of Montenegro, Constitutional Court, Ombudsman, and Embassy of United Kingdom, Civic Alliance marked this important event. In this manner, we have put Montenegro on global map of countries that celebrated this important date.

In October 2015, CA started with the implementation of the project "Enhancing the ability of criminal justice institutions to better communicate their work with citizens", financed by the USA Embassy in Montenegro. Thanks to this initiative, high school students will have the opportunity for the first time to debate directly with judges, prosecutors and activists, a number of subjects, but also various dilemmas related to judiciary.



Zoran Vujičić, representative of Civic Alliance was elected as the member of the Commission for election of members of the Council of the Agency for fight against corruption. Besides the representative of CA, in Commission there were representatives of parliamentary majority, opposition, as well as representatives of Prosecutorial and Judicial Council.

In 2015, the rule of law program had a large number of activities related to public advocating, direct communications with decision makers, presentations in media, which contributed to important positioning of this program on a turbulent Montenegrin judiciary.

Adopting of law is not followed by its full implementation. Institutions of the system re becoming stronger, but are far from having expected position in all processes. Fight against corruption and organized crime with the election of Chief Special Prosecutor starts to show first results. Blocking the election of Chief of the Special Team who would be in service of Special Prosecutor shows resistance of specific structures of executive power towards strengthening of Prosecutors independence. Parts of the system still want to have full control of work of this institution, which is not good for reforms and the rule of law as a whole. Political parties and political corruption were at their peak in 2015, so the Parliament of Montenegro did not reflect real political relations and the balance of power from the last elections.

Civic Alliance will continue to follow the road of Montenegro towards the European Union, as our recommendations and knowledge will be the mediator, bridge and a hand of cooperation for institutions and citizens.

About the Rule of Law Program:

“Constitutional Court of Montenegro is satisfied with the cooperation with Civic Alliance in 2015. Besides regular contacts and communication, our joint organization of seminar ‘Constitutional complaint in practice of the Constitutional Court of Montenegro’ contributed to our cooperation. I hope we will continue successful cooperation in 2016, and strengthen it with joint activities.”

Desanka Lopičić
President of the Constitutional Court

“Continuing in 2015, Supreme Court and Civic Alliance had constructive cooperation based on already recognized partnership relations. Monitoring the level of confidence of public in work of courts, critical analysis but also praises, when results of courts justify it, are confirmation of professional and objective access in work of CA.

I believe we will continue improving of joint cooperation next year, so we can contribute to better efficiency of transparency and responsibility, and strengthen the confidence of citizens in work of courts, with the support of this representative of Montenegrin civil sector.”

Vesna Medenica
President of the Supreme Court

Efficient, transparent, regional

Edin Koljenović

Good Governance Program Coordinator

 edin@gamn.org
 Edin Koljenovic
 @EdinKoljenovic
 Edin Koljenović



“Being a diva is not all about singing. It has much to do with your service to people. And your social contribution to your community and your civic contribution as well.”

Aretha Franklin

The priority our program set for 2015 was contribution to development of responsible institutions through encouraged citizens. As we strongly believe that they are bearers of sovereignty in democratic society, we expect them to impact with full capacities on social processes through participation in decision-making processes, creating of policies, but also through proactive attitude, indicating problems. In that regards, in 2015, Civic Alliance conducted the research about civic participation in Montenegro on 814 people, which focused on key differences in terms of civic activism and participation. The research served as the clear ground for implementation of future activities:

Our analysis of online tools for practical implementation of electronic democracy in Montenegro focused the portal E-administration, especially the part related to channels that provide participation to citizens. The analysis specifically treated online tools such as the Platform for unofficial use of state-owned vehicles and E-petition online platform. The role of media in the process of creating more active civic society is one of the key factors in creating of public opinion

and accordingly, we have assessed analysis of relations of media and topic on civic activism in Montenegro.

Empowerment of local communities, especially in the North and South of the country, was in our focus in 2015. Strengthening of capacities of partner organizations at the local level, through implementation of concrete activities was our prime concern. In May and June, we organized two round tables in Berane and in Ulcinj, in cooperation with local authorities, and partner nongovernmental organizations. Citizens and local nongovernmental organizations presented results of the research and then we started the discussion about key problems of participation at the local level, and possible models of overcoming obstacles. Special part of the program was devoted to presentation of publications and the research CA conducted in the area of civic participation and activism.

We continued to work on strengthening of network of our local partners, with which CA made impact on resolving of a number of problems of local communities. We especially focused on strengthening of network through administrative and expert capacities, and providing of concrete assistance to activities in Ulcinj, Nikšić, Berane and Podgorica. Network of partners has been enriched with new organizations that are focused on work with young population and women.

Through this program, we intensively monitored implementation of principles of Open Government Partnership ratified by the Government of Montenegro, and also indicated on number of deficiencies. We especially monitored the process of establishing of Operational Body for implementation of Open Government Partnership, or election of civil society representative in this body. Documenting obvious violations and mistreatments, CA initiated the procedure before Administrative court of Montenegro that resulted in court ruling which annulled the Decision on establishing of this body. Because of flagrant violations of procedures and serious suspects on violation of duty, CA initiated criminal charges against Srdjan Kusovac, Chief of the Government Bureau for public relations and Coordinator of this body. In order to point out system shortcomings and problems, which traditionally burden this sector, CA implemented Case Study of Open Government Partnership in Montenegro.

CA's focus of work through Good Governance Program was still on creating long term and sustainable solutions, in terms of conditions for functioning of civil sector in Montenegro. During

2015, we initiated a dialogue about the needs for amending of current solutions and legislation that regulate cooperation of nongovernmental organizations with public administration bodies, and manners of financing of nongovernmental organizations from public funds. Recognizing the special need for intensive cooperation of NGOs that share the same values in this field, Open Platform for cooperation of NGOs has been created, which nowadays counts more than 30 NGOs from different regions of Montenegro with different mandates and missions, that jointly work on resolving this and other problems in this sector.

Through Good Governance Program, we continued to monitor the process of establishing of Regional Office for Youth Cooperation, as the special part of Berlin Process. In cooperation with offices of Network of Youth Initiative for Human Rights (in Belgrade, Sarajevo, Zagreb and Pristina) we intensively worked on advocating of idea about the need for establishing of Regional Office for Youth Cooperation for the Western Balkan region. In this manner, we made impact on intensifying of public dialogue on this topic, through involving of all key social groups for this process, with special accent on connecting and involving of young people at national and regional level. During 2015, five national conferences on this topic were organized in five capitals in the region, and one



regional conference in Sarajevo, which gathered more than 200 young people from the region and Europe. The conference dominantly focused on the mobility of young people, exchange programs, and specific need for the office of this type, which would be established by the Governments from the region, with participation of nongovernmental organizations. National conference in Montenegro took place on 19 June at the Faculty of Political Sciences. Recognizing the importance of this initiative, Mr Igor Luksic, Deputy Prime Minister and Minister of Foreign Affairs officially opened the conference, which gathered representatives of NGOs dealing with young people,



political youth and representatives of public institutions.

Through regional Network of Youth Initiative for Human Rights, Civic Alliance continued to work on strengthening of Regional Network of Political Youth Network (PYN). During 2015, YIHR network organized the second session of the General Assembly of the network in Sarajevo, with the accession of new youth organization. During two days meeting, on 13 and 14 October, 2015,

with the presence of members of PYN the strategy of Network development and activities for 2016 was planned.

Strengthening of capacities of young people for civic participation through electronic democracy and use of new technologies has continued through successful cooperation with partner offices of Youth Initiative for Human Rights, with regional project YouthLinc – Youth Who Network for Changes. In the frame of this project, regional Innovation Lab – Youth camp took place, after which we continued implementation of youth projects IBalkanYou and RegConnectMe, in which ten young people from Montenegro and the region are able to participate.

Through membership of Edin Koljenovic, Program Coordinator, in the Government's Body for implementation of the Strategy for public informing on EU, we participated in implementation and monitoring of implementation of the Action Plan for 2015, and planning of activities for 2016.

- ◆ Coordinator of Good Governance Program has been elected as the member of RegionWorking group for implementation of Regional Office for Youth Cooperation.

About the Good Governance Program:

“I am very glad that we jointly, exchanging experience and knowledge, contributed the achievement of mutual goals. It was also our honor to that our representative participated in work of the Working group for establishing of Regional Youth Office for Western Balkan. Hoping we will share mutual values and successfully cooperate in future”.

*Acting Director of the Administration for Youth and Sport
Igor Vušurović*

“More than a year, Civic Alliance is not only partner organization, but, I can proudly say, a friend with whom we share opinions and experience resources and support to civic initiatives, on almost daily basis- which is, personally for me, the most useful thing from the whole range of our programs. Precisely, CA and OZON are rare civil society organizations that have capacities and courage to recognize real needs of citizens, an unconditionally put all available capacities to protect public interests. I am sure we will have a lot of joint activities, because it has always been easy to understand each other.”

*Executive Director
Aleksandar Perović*

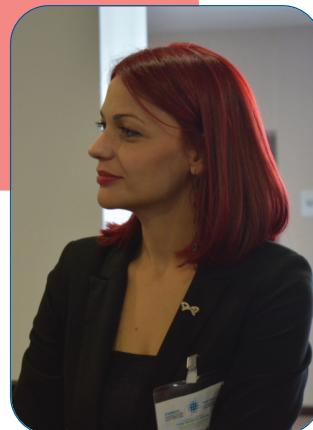
“Cooperation with Civic Alliance is the example of relations between people and organizations, on which we are very proud of. We always have their support and understanding for all matters we initiate. It is special pleasure to work with someone sharing the same values, and who fully understands uncompromising in fight for human rights and importance of regional cooperation. We are happy for having such a partner in the region.”

*Director of Youth Initiative for Human Rights - Belgrade
Anita Mitić*

Social mission, a window into changes

Sanja Rašović
School of Democratic Leadership Coordinator

 sanja@gamn.org
 Rašović Sanja
 @RasovicS
 Sanja Rasovic



„The highest result to education is tolerance“

Helen Keller

In the past 13 years, with more than 500 participants, School of Democratic Leadership has been positioned as the leading national program of informal education that offers professionals, who conduct national reforms, with its flexible access and content- to do their job efficiently and at the same time to advance in their professions and organizations.

Last year, School of Democratic Leadership through its annual program and new network continued the tradition of education of all members of the society about the necessity of establishing and respecting of democratic values. New generations, but also generations that were participants of our program in the past make us proud and strengthen our belief that what we do and to what we strive- results in qualitative and responsible leaders. Successful tradition of connecting of different social groups makes us stronger in belief that only by improving of knowledge and gaining experience we can contribute to the process of establishing of more responsible and successful society. What especially makes us proud is ten years of membership in the family of Schools of Political Studies of the Council of Europe, where School of Democratic Leadership, jointly with 20 schools conducts the mission of strengthening of democratic leadership

and creating of culture of respect of democratic values, human rights and the rule of law, which can result only in positive changes in all countries that we act in.

In this regard, SDL implemented its annual program in 2015, whose significant part was devoted to work with alumni from previous XIII generations. In accordance with their interests, we organized and successfully implemented two alumni seminars, whose activities and interests are related to the work of local self-government, media and public relations.

With the same mission, we have formed new generation of SDL in September, and enriched our network with twenty alumni more. This generation gathered representatives of political parties, executive power and media, and their program will finish in June 2016.

Members of this generation participated jointly with alumni in seminar about successful cooperation between media and PR. At the same time, that was ideal moment for connection of new generation and group of our alumni who are journalist and PRs. Besides this seminar, participants of XIV generation had the opportunity to participate in traditional seven days study visit to Norway jointly with alumni, with the support of Embassy of Norway. Topic of the study visit was „What is democracy in practice?“ and the group of our participants, through three days visit to Lillehammer and four days visit to Oslo, were introduced with the functioning of their political and social system.





With the part of this year's generation and alumni, the School participated in IV World Forum for Democracy in Strasbourg, where our participants had the opportunity to connect with more than 1000 participants from the whole world, and to get familiar with the work of European institutions, such as European Court for Human Rights, Council of Europe, Mission of Montenegro in Council of Europe. Other Political Schools that function in the frame of Association of Schools of Political Studies of Council of Europe, participated in World Forum for Democracy, which was additional opportunity for our participants to meet, exchange experience and contacts with colleagues from other countries.

One of the manners in which SDL tries to contribute to freedom of expression and generally to the culture of dialogue in Montenegro, for the second consecutive year, is the Bulletin of Democratic Leadership, envisaged as the place that allows alumni to share their opinions, suggestions, criticism. Through this publication our intention is to give opportunity to professional and educated people, who think differently and who direct their energies towards overall prosperity and well-being of society, to indicate the problem, its cause but also come up with adequate

solutions. Bulletin is designed as the place where we would contemplate the future of Montenegro jointly, in the new and enlarged Europe.

During 2015, SDL successfully finished the three years program of Regional Academy for Democracy that was implemented in cooperation with six political Schools from the region. Last year's and final program of RAD was opened in Budva and was focused on development of democratic institutions. RAD 2015 gathered almost 50 participants, representatives of political parties and public institutions. Goal of this program is strengthening and connecting of political figures from the region directed towards strengthening of democratic processes in the Balkan countries.

We have intensively continued with the impact on raising awareness on energy efficiency through the third phase of regional initiative "Public dialogue on efficient use of energy at the South East Europe" which implements the Network of Schools of political studies of the South East Europe, with the support of GIZ Open Regional Fund for Energy Efficiency. In this phase of the project,



German Federal Foundation for Environment gave additional support, and the focus was on the strengthening of role of civil sector in efficient use of energy. In the frame of this phase, besides workshops for civil sector representatives, SDL with partners organized the third regional conference in September: “Energy. Development. Democracy: How successful political dialogue can provide sustainable use of energy and climate protection at the South East Europe?”. One of the key messages of this conference was that our region needed good and long term dialogue on energy efficiency, renewable resources, and sustainable use of energy, and that all South East European countries needed the assistance of experts in this area, because, besides the good will- if it exists at all- those that are on power are not able to fulfill all important conditions. The Conference gathered more than 130 participants, Parliamentarians, NGO representatives, representatives from Ministries and local authorities, and experts from more than ten European countries, and that was great opportunity to exchange opinions and ideas about this topic, and at the same time to meet examples of good practice.

Five years of negotiations brought Montenegro to the most demanding phase of the EU integration. Ambitious goal of our country, to finish negotiating process within three years, intensifies tensions on the public scene which is still burdened with spirits from the past. Even the quarter of century since introducing of multi-party system, or almost decade since proclamation of independence, we haven't overcome divisions based on identity and national issues on this territory. It seems that the gap between people who think differently is deeper, which is reflected by their severe rhetoric, which is less based on facts and without possibility for open dialogue. For these reasons, mission of School of Democratic Leadership – meeting different people and having constructive dialogue, is almost the same as it was 13 years ago, when SDL was established, and it doesn't stop. On contrary, it seems that it is more important than ever. Political and financial crisis, torture during the protests, arresting and involvement of high political functionaries in corruption and organized crime, selloff and inadequate managing of national resources testify about the necessity of new and different political elite – the one with different values as priorities. Capable, worthy and responsible political elite, elite to which we contribute through our program. We believe that our network, composed of more than hundred alumni, young and capable people, has a lot of those who will come out of the shadow, and show readiness to leave decades of political stagnation and to direct their knowledge on creating of new, different political strategy and structure. On that journey, just like on the previous one, SDL will be partner to all the people who want to share our vision – creating of better and equitable society.

About the SDL Program:***Matjaž Gruden, Director of Policy Planning Directorate, Council of Europe***

Political schools are incredibly important part of demographic formation in countries they have been founded, as they are the result of one adopted fact saying that democracy is more than election, and that democracy is more than having power and not leaving it. In countries these schools function, where the trend is positive, I think that part of merits go to Schools, because of the message they send and due to the contribution to democratic transition.

Igor Lukšić, Minister of Foreign Affairs and European integrations in Montenegro

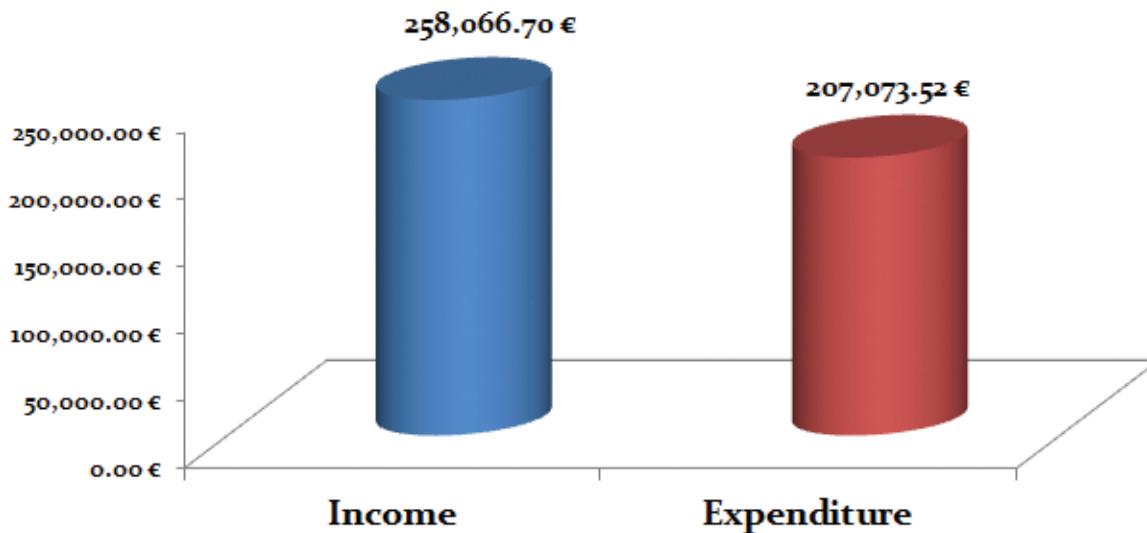
School of Democratic Leadership is important place for a dialogue about challenges European society and democracy face nowadays, such as political extremism, populism and the impact of financial crisis. As such, the School can contribute to finding of answers on these questions. Mission of the School should be observed in the context of development of capacities of the society, which will help us to answer on challenges of the rule of law, good governance and professional public administration, which are three pillars of the EU negotiating processes, but are also three milestones on which successful country of XX century is grounded.

Bojan Baća, sociologist, PhD student, and cooperator at the University York, SDL alumni

Except useful seminars and friendships- the role of informal education in Montenegro- SDL offers direct experience of “something different”, such as the visit to Norway, and meeting with their system, which seems in many aspects as to come from other planet. Getting acquainted with functioning of their system had transformative impact on all alumni I know: it indicated on where our society should go – from individuals, local community and the country.

Income and expenditure

Stable fundraising continued in 2015, so revenues of Civic Alliance for 2015 were 258.066,70 EUR, while expenses were 207.073,52 EUR.



Donors

- ◆ Royal Norwegian Embassy - (Institutional support, 357.635 NOK, "What is Democracy in practice - Study visit to Norway", 218.891 NOK)
- ◆ Charles Stewart Mott Foundation - ("Towards Enhanced Civic Activism and Sustainable Civic Participation in Montenegro", 35.000\$)
- ◆ Royal Netherlands Embassy - ("Journalism endangered:(Re)Act", 17.620 EUR)
- ◆ German Embassy - (Advancing employment of Roma population in MNE, 44.370 EUR)
- ◆ Council of Europe - (School for Democratic Leadership, 25.000 EUR)
- ◆ UNDP - Montenegro - (Mapping of reconciliation activities in the Montenegro, 5.000\$)
- ◆ Commission for allocation of part of funds from the lottery - (Disconnect yourself (Diskonektuj se), 6.590 eura)
- ◆ Rockefeller Brother Foundation - (Institutional support 80.000\$)
- ◆ US embassy - INL program (Enhancing the ability of criminal justice institutions to better communicate their work to the citizens, 34.240\$)



Partners

LOCAL NGO PARTNERS

- ◆ NGO CEDEM
- ◆ NGO ADP ZID
- ◆ NGO CDT
- ◆ NGO FAKT
- ◆ NGO Center for the rights of a child
- ◆ NGO CRINK
- ◆ NGO Association of Egyptians
- ◆ NGO RUŽA
- ◆ NGO Forum MNE
- ◆ NGO Union of Association of Paraplegics of Montenegro
- ◆ NGO Association of Paraplegics Podgorica
- ◆ NGO 4 Life
- ◆ NGO Institute of Social Inclusion
- ◆ NGO LGBT Forum Progress
- ◆ NGO Safra
- ◆ NGO OZON
- ◆ NGO Alfa Centar
- ◆ NGO MogUI
- ◆ NGO Luka Berane
- ◆ NGO Udruženje preduzetnica

INTERNATIONAL NGO PARTNERS

- ◆ NGO YIHR Serbia
- ◆ NGO ARCT Albania
- ◆ NGO IRCT Denmark
- ◆ Association of Schools of Political Studies of the Council of Europe

CA team

STAFF CA

- ◆ 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 Coordinators: Marina Bauk i Kristina Četković
- ◆ Media Program Editor: 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 Vukoslavović Ristović
- ◆ IT Manager and Webmaster: Zoran Zola Vujačić
- ◆ Accountant: Milena Golubović
- ◆ Financial Manager: Ivana Drakić
- ◆ Finance: Blažo Crvenica
- ◆ Program Assistants: Ivana Srečković, Tijana Velimirović i Elvis Beriša

COOPERATORS

- ◆ Legal Consultants: Aleksandar Kovačević, PhD

IT and Administration



Zoran Zola Vujačić
IT Manager and Webmaster

 zolavujacic@gmail.com

 [Zoran Zola Vujacic](#)



Jelena Vukoslavović Ristović
Office Manager

 office@gamn.org



Gradanska alijansa

Civic Alliance – Aleanca qytetare