

# Annual Programme & Financial Report 2015

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Centre for Monitoring and Research (CeMI)



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**Dear friends,**

Year behind us for CeMI had special importance. Based on our strategy we were focusing on regional aspects of our activities. We are very proud that we have implemented core activities of the regional project Balkan Electoral Comparative Study – Impact of Personal Vote on Internal Party Democracy. This project is raising the problem of internal party democracy which limiting process of overall democratization of Balkan countries. Together with our partners we are striving to develop a network of political scientists who will be core of the Balkan Electoral Study Network. Gather around our regional scientific journal Comparative Balkan Politics, and other tools of cooperation we are confident in achieving final goal.

Together with our partner Human Right Action we were successfully conducting Judicial Reform Monitoring project which is having strong impact on policy process in the area of judicial reform.

We believe that CeMI results are strong incentives for further democratization of Montenegrin society as well as enforcement of rule of law in Montenegro. This annual report is witnessing about our dedication and success.

**Zlatko Vujović**  
President of Governing Board

## ABOUT CeMI

The Center for Monitoring and Research – CeMI is a nongovernmental, non-profit organization founded in March 2000, whose main goal is to provide infrastructural and expert support for continuous monitoring of transition process which is in course in Montenegro.

**Vision:** *Vision of CeMI is Montenegro as a land of free citizens, the rule of law, social justice and equal opportunities.*

**Mission:** *CeMI is an evidence based advocacy organization which provides continuous support to process of democratic consolidation and Europeanization of Montenegro.*

CeMI has focused its strategic development through **four strategic goals:**

- 1.** To continuously support the process of democratic consolidation and Europeanization of Montenegro through its program aims and activities.
- 2.** To increase its impact on policy making by using the evidence-based advocacy approach, new technologies and further raising of relations with relevant decision-makers and stakeholders in Montenegro and abroad.
- 3.** To continue strengthening its monitoring, research and advocacy competences through preserving and expanding its human and technical resources and capacities.
- 4.** To increase CeMI's financial sustainability by raising its fundraising capacities, networking with other CSOs and institutions, as well as developing of its own outputs and services, thus using a social entrepreneurship concept.

CeMI is organizing its work through 4 departments: *Policy Research Department, Legal Department, Public Survey Department, Department for Development and Public Relations.* CeMI has established and succeeded to provide mid-term sustainability for following four programs: CeMI's programs are: *Good Governance and Fight against Corruption; Rule of Law and Human Rights; Security and Defense Program, and Social Welfare and Poverty Reduction Program.*

### Members of the Governing Board

Mr. Zlatko Vujović, President  
 Mr. Đuro Stojanović  
 Mr. Vladan Radunović  
 Mr. Vlado Dedović  
 Ms. Branka Todorović

### Executive Director

Mrs. Nikoleta Tomović

**Table 1:** List of the projects, partners and donors of CeMI in 2015

Title of the project	Partners	Donors
South-Eastern European Data Services - SEEDS	The Institute for Democracy and Mediation (IDM), Faculty of Humanities and Social Sciences University of Zagreb (FFZG), Centre for Political Courage (CPC), The Institute for Sociological, Political and Juridical Research (ISPJR), Institute of Economic Sciences (IES), The Slovenian Social Science Data Archives (ADP) of the University of Ljubljana (UL), Swiss Centre of Expertise in the Social Sciences (FORS)	Swiss Agency for Development and Cooperation and the Swiss National Science Foundation
Balkan Electoral Comparative Study: Impact of Personal Vote on Internal Party Democracy	Faculty Of Political Sciences In Belgrade And Kosovar Think Tank KIPRED	Swiss Agency for Democracy and Cooperation SDC
Ideological mapping of political scene of Western Balkan countries		FES Fredrich Ebert Stiftung
"Triple A For Citizens: Access to Information, Advice and Active Help Report"	Association for Democratic Initiatives (ADI), Civil Rights Programme in Kosovo (CRP/K), Lawyers' Committee for Human Rights (YUCOM) Association of Civil Society Development Centre (STGM) Law Centres Network (LCN), National Association of Citizens Advice Bureaux (RoNACAB), National Association of Citizens Information Services (NACIS) Macedonian Young Lawyers Association (MYLA) (Partners from 2015), Open Society Foundation for Albania (OSFA) (Partners from 2015), National Foundation for Civil Society Development (NFCSD)	European Commission implemented by ECAS
"Judicial Reform Monitoring"	Human Rights Action (HRA)	Delegation of European Union to Montenegro through IPA program 2013 and the Embassy of the Kingdom of the Netherlands through the "MATRA" program
"Strengthening Investigation Capacities – Use of Bargaining Instruments for Efficient Investigation"		The Embassy of Netherlands
"Funding of political parties and abuse of state resources: Setting the conditions for fair political competition in Montenegro"		European Fund for Balkans
"Advocacy for Open Government – OGP"	The Center for Euro-Atlantic Integration from Serbia, Center for Research and Public Policy-Making from Macedonia, the Center for Social Research -ANALITIKA from Bosnia and Herzegovina, the Institute for Democracy and Mediation from Albania and RIINVEST Kosovo, Center for Democracy and Human Rights (CEDEM)	European Commission implemented by PASOS
Use of indicators to Improve Accountability and Promote Regional Competition	Democracy for Development (D4D) in Prishtina, Institute for Democracy and Mediation (IDM) in Tirana, Belgrade Fund for Political Excellence (BFPE) in Belgrade, Center for Research and Policy Making (CRPM) in Skopje, and ANALITIKA-Center for Social Research in Sarajevo.	Swiss Agency for Democracy and Cooperation SDC implemented by the University of Fribourg
School of Euro-Atlantic Integration for Youth - IV generation		Commission for the allocation of revenue from gambling
Raising Integrity, Transparency and Accountability in Defense Sector		Embassy of Canada
"Healing the Healthcare System of Montenegro "		US Embassy in Podgorica within the program "Criminal Justice Civil Society Program (CJCS)
"Improving capacities of CEMI's Policy Research Department"		Open Society Foundations
"Health Care System and Patient's Rights in Montenegro – Winning citizens' confidence"	Association of Youth with Disabilities of Montenegro (UMHCG), CEZAP, the Center for Investigative Reporting (CIN) and the Lawyers' Committee for Human Rights (YUCOM)	European Union thanks to the EU Delegation in Montenegro, through the European Instrument for Democracy and Human Rights (EIDHR) and the Country Based Support Scheme (CBSS) for Montenegro

# PROGRAM

## GOOD GOVERNANCE AND FIGHT AGAINST CORRUPTION

In June 2012, Centre for Monitoring and Research CeMI has started the implementation of the project “Improving Coordination and Information Flow in Prevention of Corruption in Montenegro”. This was with the support of the USAID, through the program Good Governance Activity in Montenegro. CeMI has continuously analyzed effects of

policies in this area, and proposed the best solutions. Special attention, in the reporting period, was dedicated to overall effects of anticorruption policies, sector anticorruption policies (such as in healthcare and education), the fight against political corruption, alongside providing transparency for procedures particularly prone to corruption.

### **PROJECT: Funding of political parties and abuse of state resources: Setting the conditions for fair political competition in Montenegro**

Aim of the project “Funding of political parties and abuse of state resources: Setting the conditions for fair political competition in Montenegro” was to foster influence of the civil society institutions on European integration process through participation in advocacy new policies in the field of Rule of Law and fight against corruption. Also, one of the goals was to reduce misuse of state resources and to adopt adequate legal frameworks for financing political parties. Numerous issues in this area reduce public trust and led to legitimacy crisis of electoral results in 2012 and 2013. Problems of misuse of state resources and irregularities in processes of financing election campaign endangered competitiveness and transparent elections. Key objective of this project was adoption of adequate legal frameworks and reducing abuse of resources, while the results of the project which were achieved are following:

- setting the question of financing of political parties and misuse of state resources in agenda of policymaking
- Increasing the quality of political analysis and debate about the questions of financing political parties and misuse of state resources and efficient legal framework for control financing of parties and misuse of state resources which were passed and advocated

Activities conducted in the period of 12 months included: enumerate holding regular meetings with the media and meetings with decision makers, publishing articles on this issue, the presentation of this issue at the meetings of the National Commission for the fight against corruption and organized crime among members of the Working Group on raising public confidence

in the electoral process, conducting analyzes the effects of the previous legal framework, conducting comparative research of legislative solutions to regulate the financing of political parties in the region and the countries of the European Union, the implementation of 10 in-depth interviews with key decision makers, creating a study on the financing of political parties and to prevent abuse state resources, creating briefs with concrete recommendations for new provisions of the Law on financing political parties, implementation of the 10 internal meetings with key decision makers in order to present new legislation, organizing panel discussions, dissemination and advocacy of

policy studies and briefs through the mailing list and participate in working group for drafting the new Law on financing political parties.

Target groups of this project were members of political parties, members of the Parliament, State electoral commission, National commission for fight against the corruption and organized crime, State auditors institution as well as organizations of civil society which deal with these issues (CDT, MANS and Institute Alternativa) and international organizations (Delegation of EU in Montenegro, OSCE and UNDP). Project was funded by European fund for Balkans as part of Think and Link - regional political program.

## PROJECT: Advocacy for Open Government - OGP

Regional “Advocacy for Open Government Project” aims to encourage the development of the concept of open government as well as to strengthen the capacity of civil society organizations to influence the establishment of accountable and transparent governments through the process of monitoring of states’ commitments taken voluntarily within the Open Government Partnership (OGP) initiative. The project is funded by the European Union.

The 24-month-project is implemented by PASOS – Policy Association for an Open Society, in collaboration with CSO partners from the Western

Balkans’ countries: the Center for Euro-Atlantic Integration from Serbia, Center for Research and Public Policy-Making from Macedonia, the Center for Social Research - ANALITIKA from Bosnia and Hercegovina, the Institute for Democracy and Mediation from Albania and RIINVEST Kosovo. Partners for Montenegro are the Center for Democracy and Human Rights (CEDEM) and the Centre for Research and Monitoring (CEMI).

Key project activities include: public opinion polls on confidence in government, monitoring of the implementation of action plans for open government and advocating for changes in this area.

Through a common methodology addressing a common framework for open government, the project include expert training of civil society in the methodology for shaping Open Governance Partnership (OGP) commitments country by country, training of civil society organisations based in advocacy, monitoring, and policy analysis. The project monitors the impact of government policies, and develops commitments for governments to make

under the OGP Initiative. A mapping of government policy and capacity has been carried out for all six countries, with a view to developing policy-relevant country action plans advocating open government and integrity to address the five challenges around which the OGP commitments are structured. The project is based on experience from new EU members, critique commitments, and draw up advocacy plans for monitoring achievements in open government.



## PROJECT: Healing the Healthcare System of Montenegro

Since June 2015, CeMI has been implementing the project „Healing the Healthcare System of Montenegro“. This project is realized within the program “Criminal Justice Civil Society Program (CJCSP)”, funded by the US Embassy in Podgorica. With this project, CeMI aims to contribute to the decrease of the corruption level in Montenegro within healthcare sector. Through the project CeMI is working on increasing awareness of citizens on their patients’ rights and providing Free Legal Aid to all interested patients, for implementation of their rights. Moreover, CeMI is trying to affect

on the legal and strategic framework for the fight against corruption in procedures for public procurement in healthcare system and procedures for manufacturing, registration and distribution of medicines. The project will last until June 2016. Through the research conducted in 2013, that has for the first time opened issue of corruption in healthcare system of Montenegro, CeMI has identified main problems in these areas, and through the discussion with main stakeholders, we came to a consensus on main issues that need to be tackled in order to improve situation in given



areas. Key causes of corruption defined through the research are: lack of consistent and independent monitoring mechanism for anticorruption policies in this area, low level of protection of patients' rights and low level of awareness of citizens on their rights, conflicting and unclear regulations on public procurement in the healthcare, lack of clear and transparent procedures for manufacturing,

registration and distribution of medicines. CeMI conducted many activities including monitoring of the implementation of strategic framework for the fight against corruption in healthcare system of Montenegro, formation of legal expert team that provided free legal aid and creation of the Working Group for Drafting Guidelines on Public Procurement in Healthcare.

## **PROJECT: Use of indicators to Improve Accountability and Promote Regional Competition**

This project was a cooperation partnership between the Democracy for Development (D4D) in Prishtina, Institute for Democracy and Mediation (IDM) in Tirana, Belgrade Fund for Political Excellence (BFPE) in Belgrade, Center for Research and Policy Making (CRPM) in Skopje, Centre for Monitoring and Research (CeMI) in Podgorica, and ANALITIKA-Center for Social Research in Sarajevo.

This project aimed to instigate competition among countries in the Western Balkans for performance of public authorities through the use of a joint online platform. The collection of data for standardised indicators for six regional countries would enable comparison of their performance, expecting to put in motion public shame in countries lagging behind

others. Countries of the Western Balkans (Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro and Serbia) aim to join the European Union and successful performance of some countries can mobilise additional efforts among laggard countries. The EU is a major captivating image for citizens in the Western Balkans and exposing that a particular sector in a given country is lagging behind can have a major mobilizing power. By corollary, instigating competition to the criteria in a fast manner can encourage political leaders to conduct deeper and faster reforms. Overall, the project had the potential to set the six affected countries onto a fast-track, self-propelled course of holistic development.

# PROGRAM

## RULE OF LAW AND HUMAN RIGHTS

This program is oriented towards supporting the judiciary reform process, improvement of protection of human rights and establishment of free and fair elections. Special attention in reporting

period was dedicated to monitoring different court proceedings and the overall reform of judiciary in accordance with Action Plans for EU accession in Chapters 23 and 24.

### PROJECT: Regional conference “Political activism of women in Montenegro”

Regional conference “Political activism of women in Montenegro” was held under the project “Political activism of women in Montenegro”, which was implemented in the period from 1. September 2014 to 31. December 2014 and supported by the Friedrich Ebert Stiftung . This project was implemented by the following key activities: conducting research on the existing legal and institutional framework, the current practice and data relating to the activism and participation of women in the political scene of Montenegro; testing public opinion on gender equality in

politics in Montenegro; publication of the study of political activism in Montenegro; organization of a national conference in order to present the research results. As for the conference, presented a study that aimed to explain the position of women in the political life of Montenegro and to present guidelines for improving the political participation of women in Montenegro.

The aim of the project was to increase the rate of women’s participation in political life of Montenegro, as well as encouraging and encouraging women to participate in decision making at the level of political parties and state institutions. The conference was to point out the weaknesses of the system, including the problem of the lack of legal provisions which the representation of women in Parliament followed EU standard than the obligatory 30%. Conference participants exchanged experiences and emphasized the need to take measures to improve the position of women in Montenegro, as well as bring legal solutions in order to resolve this issue. At the conference spoke delegates of the Parliament of Montenegro as well as from the National Assembly of the Republic of Serbia,



Snežana Jonica and Snežana Miladinović, who have indicated that a significant number of women in these institutions, but also that there are serious problems to be solved. Also, the speakers were Helena Štimac Radin, director of the Office for Gender Equality of the Croatian Government, Nada Drobnjak, President of the Committee for Gender Equality and Samra Filipović - Spencer, director of the Agency for Gender Equality of BiH and they were explaining the issues related to women's political participation.

In addition to a representative from the regional countries, it had taken and Maja Raičević, Executive Director of the NGO "Center for Women's Rights" and Dusko Pejovic, ATLAS TV journalist,



who pointed out that it is necessary to adjust the legal solutions and that more women should involve in political activism.

## PROJECT: South-Eastern European Data Services - SEEDS

International Design Services for storing data in SEE (South-Eastern European Data Services - SEEDS), based on SERSCIDA models and with international support CESSDA, work on establishing a new data service in the countries of Albania, Kosovo, Macedonia, Montenegro, Croatian and Serbian and expand the capacity of selected partner institutions and to develop knowledge and tools for infrastructure services data. The first objective of this project is to direct selected research institutions towards a path of getting the role of national services for the transmission of data. Currently, the national service for the transmission of data does not exist in most countries of Southeast Europe and it is therefore necessary to create a service that will keep, transmit and enable reuse of data in the future.

Key activities to be carried out within the framework of the project are: project management and beginning of the meetings, organization and construction of infrastructure, construction and improvement of data collection tools, training activities for capacity building, dissemination, creating three reports for the workshop, the

adoption of the report on the assessment of research and legal requirements, the adoption of a plan of development, the adoption of the document on the procedures and the like. This project started in Lausanne where all the partners were involved in the discussion based on the objectives and rules of the project.

Within this project, the kick-off meeting for SEEDS was held in Lausanne, Switzerland on May 4-6, 2015. Fifteen people from seven consortium partner institutions were present, including Paul Jackson, managing director of CESSDA. The overall purpose of the meeting was to set the stage for the entire project, for the project partners to get to know one another, and to introduce and layout the various project stages, activities, roles, and requirements. The workshop included sessions on key concepts, principles, and best practices of data archiving and research data infrastructures. There were also presentations and discussions on the previous European FP7 project SERSCIDA, which was a model for SEEDS, and which aimed to help establish new social science data services in Serbia, Croatia, and Bosnia and Herzegovina.

After that, SEEDS partners met in Belgrade in October (13th - 15th) for a first planned workshop. Over the two and a half days, 18 attendees from 8 institutions participated in discussions held at the Institute of Economic Sciences, joined as well by Ms. Hilary Beedham, Associate Director of the United Kingdom Data Archive, and member of the SEEDS advisory board. Topics included the Open Archival Information System (OAIS), data ingest,

storage, preservation, and access.

On the second day presentations were given by partners from Albania, Kosovo, Macedonia, and Montenegro on the initial work of mapping the legal, research, and infrastructural landscapes in their countries. Hands-on group meetings helped prepare partners for the next steps of the SEEDS project, including the development of establishment plans and policy documents.



## PROJECT: Balkan Electoral Comparative Study: Impact of Personal Vote on Internal Party Democracy

From August 2014, CeMI has been implementing the project “Balkan Comparative Electoral Study: Impact of Personal Vote on Internal Party Democracy”, in partnership with the Faculty of Political Science, University of Belgrade, Kosovar Institute for Policy Research and Development (KIPRED) and a group of experts from Bosnia and Herzegovina. The project is being implemented within the Regional Research Promotion Programme for Western Balkans, supported by Swiss Agency for Development and Cooperation and carried out by University of Fribourg.

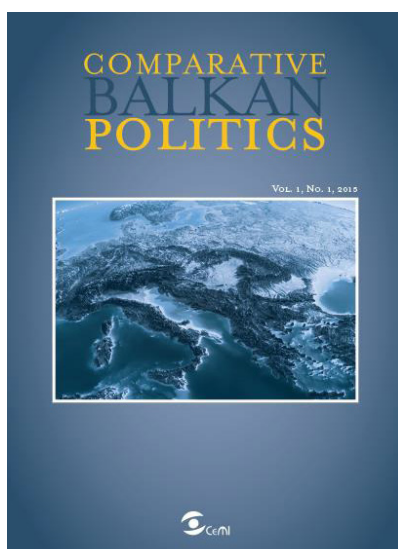
The **meeting with academic mentors** was held on 19th and 20th of January 2015, in Podgorica. The meeting was organized by Swiss Centre of Expertise in the Social Sciences (FORS) and Lausanne University which provide academic mentorship during project implementation. Apart from the mentoring team, the participants of the conference were Center for Monitoring and Research – CeMI, which is implementing this project, as well as partner organizations KIPRED think tank from Kosovo, Center for Democracy, Faculty of Political Sciences, University of Belgrade and research team from Bosnia and Herzegovina. During the first day of the meeting, countries participating in the project presented their national electoral systems, whereas international team of academic mentors presented electoral systems of Finland and Switzerland. The second day of the event was dedicated to issues of preparation and realization of the Comparative Candidate Survey, a research to be conducted in the first phase of the project in Montenegro, Serbia, Kosovo and Bosnia and Herzegovina, as well as voter survey which

will follow it.

Within this project, Centre for Monitoring and Research CeMI has established a **Comparative Balkan Politics** journal and published the first Call for Papers in the field of comparative politics and international studies. CBP is a new annual journal that forms part of the project “Balkan Comparative Electoral Study: Impact of Personal Vote on Internal Party Relations”, implemented within the Regional Research Promotion Programme in Montenegro, Serbia, Kosovo and Bosnia and Herzegovina. Its scope is defined broadly to include comparative studies in politics, economy, and social science in



all of the Balkans and Southeast Europe, as well as in countries that have strong ties to the region, and comparative studies of countries that give new insights to developments in the Balkans.



CBP aims to publish original articles that give new insights into Balkan politics in order to promote better understanding and informed debate on political processes in Southeast Europe.

Center for Monitoring and Research CeMI held a **press conference**

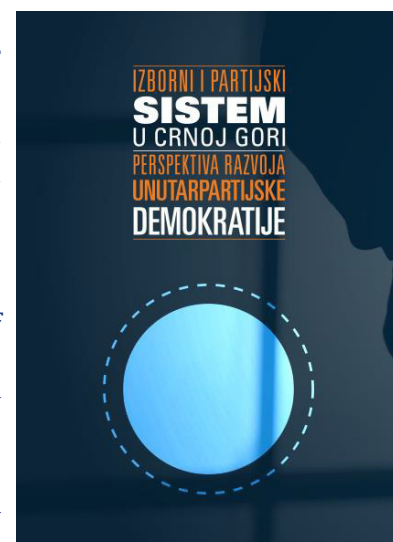
aimed at presentation of the results of the Comparative Candidate Survey (CCS), on 31st of July 2015, at 11 a.m. The Comparative Candidate Survey (CCS) is a multi-national project with the goal of collecting data on candidates running for national parliamentary elections in different countries using a common core questionnaire to allow for cross-country comparison. Data collection comprises surveys among candidates as well as relevant context information concerning the constituency of the candidate and the political system at large (<http://www.comparativecandidates.org/>).



2015 and it encompassed 20% of total number of candidates for MPs on parliamentary elections 2012, with 30 – 40% participation of candidates of parliamentary political parties. The research was conducted on the basis of questionnaire used

in a uniformed way in over 40 countries all over the world. It covered five different aspects of political engagement of candidates of political parties for MPs: (1) political background and activities, (2) political campaign, (3) issues and policies, (4) democracy and representation.

Also, Center for Monitoring and Research has published a single country study “Electoral and Party System in Montenegro - A Perspective of Internal Party Democracy Development”. The study represents a detailed analysis of the institutional and legal framework and practice of political parties in Montenegro, which together define political situation in the field of elections and political processes within the parties. It focuses on five related aspects of these issues: political system, party system, electoral system, internal party democracy and political



campaign. Study also contains specific examples of internal party practice of parliamentary parties in Montenegro. Authors of the publication are political and legal experts, PhD Srđan Darmanović, currently the Ambassador of the Republic of Montenegro to the United States, PhD Vladimir Goati, PhD Boris Vukićević, M.Sc. Zlatko Vujović, M.Sc. Vlado Dedović and M.Sc. Nikoleta Tomović.

In cooperation with CeMI and with the support of the Regional Research Promotion Programme, the single country studies on electoral and party systems, as well as internal party democracy, were published by Faculty of Political Science, University of Belgrade, on the case of Serbia; Kosovar Institute for Policy Research and Development (KIPRED) on the case of Kosovo; and a group of experts on the case of Bosnia and Herzegovina. Studies were published in local languages and in English.

## PROJECT: Ideological mapping of political scene of Western Balkan countries

For understanding of functioning of contemporary political parties, as well as democracy, it is of great importance to examine ideological foundations of political parties. Also, it is essential to examine relation between ideological foundations and party programs, as well as relation between party programs, on one hand, and internal party democracy and democracy in general, on the other.

Taking into consideration that research on this topic had not been conducted in Montenegro, it was of great importance for better understanding of relation between ideological foundations, on one hand, and internal party democracy and democracy in general, on the other. Also, frequent changes in political situation in Montenegro,

and situation indicated by coalition behavior of Montenegrin political parties, there are no clear differences between ideological and political groups, as well as small influence of ideological orientation on their political operation. Ideological mapping of political parties in Montenegro is of great importance, especially in regard of better understanding of ideological orientations on one hand, and improving of internal party democracy and democracy in general, on the other. The aim of the project was ideological mapping of political parties in Montenegro, through examining relations between ideological foundations of programs of political parties and their internal functioning, aimed at developing internal party democracy, as well as democracy in general.

### Regional Conference “Ideological mapping of political scene of Western Balkan countries”

Centre for Monitoring and Research CeMI organized a Regional Conference „Ideological mapping of political scene of Western Balkan countries“, in cooperation with Friedrich Ebert Stiftung. The event was held on **30th of November 2015**, at the premises of PR Centre. This Conference was part of the project „Ideological mapping of political scene of Montenegro“.

The aim of the project was ideological mapping of political parties in Montenegro, through examining relations between ideological foundations of programs of political parties and their internal functioning, aimed at developing internal party democracy, as well as democracy in general. The conference brought together key decision-makers, MP's of the Parliament of Montenegro, university professors, representatives of the international community and media. Also, panelists from the region greatly contributed to the quality of discussion and relevance of the conclusions, through examples of the best practice and experiences of their countries.

In order to understand the functioning of contemporary political parties, as well as democracy, it is of great importance to examine the ideological foundations of political parties. Also, it was essential to examine relation between ideological foundations and party programs, as well as relation between party programs, on one hand, and internal party democracy and democracy in general, on the other. At the conference, the opening speeches were given to H.E. Gudrun Elisabeth Steinacker, the Ambassador of the Federal Republic of Germany in Podgorica, Mr. Miodrag Lekić, a deputy in the Parliament of Montenegro and Mr. Zlatko Vujović, president of the Governing Board of Centre for Monitoring and Research.

The conference was organized in two panels. The topic of the first panel was “Ideological mapping of political scene of Western Balkans countries - from statutory provisions to real solutions.” At this panel, presentations were held by professor Zoran Stojiljković, Mr. Miodrag Lekić, Mr. Dritan Abazović and Mr. Zlatko Vujović. The topic of the second panel was “Challenges and perspectives of internal party democracy in the Western Balkans countries”. The guest of the conference was Mr. Adis Arapović from the Centers for Civic Initiatives (CCI) from Sarajevo, who addressed the situation in Bosnia and Herzegovina, with regard to this issue. Moreover, the speakers at this panel were Mr. Miodrag Vuković and Mr. Vlado Dedović.

## **PROJECT: Triple A for citizens: Access to information, advice and active help report**

The project “Triple A for citizens” is a project implemented in the framework of the European Commission’s Partnership programme for Civil Society organisations. The project made up of a consortium of 11 civil society organisations located all around Europe (European Citizen Action Service, National Association of Citizen Information Services, Association for Democratic Initiatives, National Association of Citizens Advice Bureaux Romania, Law Centres Network, Association of Civil Society Development Centre, Civil Rights Program in Kosovo, Lawyer ‘s Committee for Human Rights, Open Society Foundation for Albania, Macedonian YoungLawyers Association, Centre for Monitoring and Research).

The Triple A project focuses on two different levels in the field of provision of information, advice and active help to citizens- building up the network (the network will be open to all organisations engaged in the provision of these services to citizens in wider Europe and will work to create an environment which allows these organizations to operate openly and effectively with stable sources of funding, and to establish a set of quality standards for legal service providers) and activities in the region. The project provides free legal aid, advice and information to thousands of citizens in the Western Balkans (Croatia,

Bosnia and Herzegovina, Serbia, Kosovo) and Turkey.

In March 2015, the project entered its second phase and expanded its services to three additional countries in the region: Albania, Macedonia and Montenegro.

### **Main aims of the project are:**

- to encourage non-governmental organisations to provide information
- to strengthen the role of civil society organisations which provide Access to information, Advice and Active help (free legal aid) services to citizens with regards to their rights in Bosnia and Herzegovina, Serbia, Kosovo, Macedonia, Albania, Montenegro and Turkey.
- advice and active help to citizens on their rights in the Western Balkans and Turkey
- to promote the role of civil society in giving citizens a voice and holding governments to account
- Improve/implement current legislation in the WB and Turkey
- Increase funding to the free legal aid sector in each country.
- Fostering a sustainable environment for providers of Triple A services to operate.
- Publicize the availability of Free Legal Aid and other Advice, Information, and Active help services within the country.



The **immediate objectives** are to promote the role of civil society in giving citizens a voice and holding governments and to account spread the citizens' advice concept to Western Balkans and Turkey. Triple A project aims to provide all citizens of Bosnia and Herzegovina, Serbia, Kosovo, Macedonia, Albania, Montenegro and Turkey, three key rights: access to information, advice and active help.

The **mission** of the project is to provide equal access to justice and protection of human rights for all Western Balkan countries, through the provision of high quality information, counseling and free legal aid and result is the creation of the European network of organizations for consultation of citizens, as well as work on civil rights. The project is based on the principle that everyone has the right to be informed on their rights.

Since December 2012 the project has supported

a multitude of services provided by civil society organisations to thousands of citizens in the Western Balkans (Croatia, Bosnia and Herzegovina, Serbia, Kosovo) and Turkey to enable them to access information on their rights and obtain advice and active help in exercising them. In other words, Triple A works to promote access to justice for citizens throughout the region. In March 2015 the project entered its second phase and expanded its services to three additional countries in the region: Albania, Macedonia and Montenegro. In this phase, there is an increased focus on advocacy to promote legislative changes and increased funding to Triple A services, including free legal aid. Now, the project is active in the following countries: Albania, Bosnia and Herzegovina, Croatia (in the first phase only, 2012-2015), Kosovo, Macedonia, Montenegro, Serbia, Turkey.

## Triple A Regional Conference in Pristine, Kosovo

Civil Rights Program/Kosovo (CRP/K) in cooperation with European Citizen Action Service (ECAS)-Brussels, has organized Triple A (Access to Information, Advice and Active Help) Regional Conference (26-27 November 2015) in Priština. The Triple A project is co-funded by the European Union.

The aim of the conference was to bring together NGOs who are interested in reforming legislation, policies and practices related to the provision of Triple A services (Access to Information, Advice, and Active help), including free legal aid. It has addressed several topics regarding Access to information, Advice and Active Help in the Regional level and also in the specific country/national level. The conference was attended by Triple A project stakeholders and partners, including the following: National Association of Citizens Information Services (NACIS)-Ireland; Center for Legal Aid and Regional Development (CLARD)-Kosovo; Vasa Prava- Bosna and Herzegovina; Foundation for Local Democracy- Bosna and Herzegovina; Law Centres Network (LCN)-United Kingdom; Open Society Foundation (OSF)-Albania; Association for Democratic Initiatives (ADI)-Bosna and Herzegovina; Macedonian Young Lawyers Association (MYLA)-Macedonia; Center for Monitoring and Research (CeMI)-Montenegro; Lawyer's Committee for Human Rights (YUCOM)-Serbia; Association of Civil Society Development Centre (STGM)-Turkey; Association for Solidarity with Refugees-Turkey; Association of Youth with Disabilities of Montenegro; Centre for Civic Education-Montenegro; Res Publica-Albania; Tirana Legal Aid Society (TLAS)-Albania; Association of Educationists and for Protection of Women's and Children's Rights-Macedonia; and Coalition All for Fair Trials-Macedonia; In addition, presentation of the Ombudsman of Kosovo and representative of EU office in Kosovo were an added value for the discussions that took place in conference.

The general conclusion of the conference was that eligibility of the Triple A services for citizens is of the utmost importance in the realization of their rights guaranteed by international standards and national applicable law. In this context, in all states of Western Balkans and Turkey, further improvements in terms of capacity building, legislation, policy and practices is needed.



## PROJECT: Judicial Reform Monitoring

Judicial Reform Monitoring project is a European funded project implemented by NGO HRA (Human Rights Action) as a main partner and NGO CEMI (Centre for Monitoring and Research) as a co-partner for a duration of 2 years. This process continued through New Reform Strategy (2014-2018). The judicial reform process is recognized as the main precondition for further steps on Montenegro's path towards the EU. This project is primarily focused on increasing capacities and the role of CSOs in monitoring of the implementation of Judicial Reform Strategy and also providing effective assistance to the Government and judicial institutions on realization of concrete strategic goals and measures.

Main aims of the project are: to foster the contributions made by CSOs to European integration of Montenegro, to achieve efficient and effective monitoring of state policies and in that manner increase state-CSO cooperation, to increase participation of CSOs in monitoring and

supporting judicial reforms and implementation of the Reform strategy and Action Plan in order to contribute to Montenegro's EU integration and approximation when it comes to Chapters 23 and 24 (Judiciary and fundamental rights; Justice, Freedom and Security).

Target groups of this project were specifically Judicial institutions, State Prosecution, Courts, Judicial and Prosecutorial Councils, Ministry of Justice, CSOs.

Activities conducted led to achievement of three estimated **results**:

- they increased the capacities of the CSOs when it comes to monitoring the Judicial Reform;
- effectively evaluation implementation of key strategic goals, measures of the Judicial Reform Strategy and benchmarks for chapters 23 and 24 related to judiciary;
- the third by fostering cooperation between the Ministry of Justice, judiciary and civil society,

project contributed to the increased transparency and public trust in the judicial reform process.

In order to achieve these objectives for each of the preset goals we implemented specific activities.

Implementation started with following activities in order to achieve first result: forming experts Action teams consisting of experts from both organizations (HRA and CeMi), launching a conference, announcing this Action, organization of training for all CSO interested on methods of monitoring and evaluation of strategic documents and in-house trainign for representatives of HRA and CeMi on creation of methodology for monitoring judicial process. Third result was achieved trough last set of activities: condution of public opinion poll on public trust of citizens in judiciary system, organization of 3 local panel discussions between CSOs, media and representatives of judiciary on issues related to of rationalization of judicial network in Montenegro and printing and dissemination of leaflets for the citizens.

The **1st National Conference on the Judicial Reform Process**, under working title: “Judicial Reform in Montenegro – results achieved” has been held in Podgorica, on 15th of July 2015, at the hotel Ramada.

The Conference was organised by NGO Human Rights Action (HRA) and NGO Center for Monitoring and research (CeMI), in cooperation with the Ministry of Justice within the Judicial Reform Monitoring Project, supported by the EU through



the IPA 2013 Civil Society Facility Montenegro programme and the Kingdom of Netherlands through MATRA programme. The Conference was attended by judges, court presidents, public prosecutors, representatives of the Ministry of Justice, the Judicial Council, the Association of Judges of Montenegro, Association of State Prosecutors of Montenegro, Bar Association, Notary Chamber, Chamber of Public Executors, Centre for Mediation, non-governmental organizations, international organizations and diplomatic representatives. Three panels have been held within the Conference: “Election, evaluation, promotion and determining liability of judges and prosecutors”, “Transparency and accessibility of judicial institutions – the requirement for increasing public confidence in the judiciary” and “The development and role of the judicial professions and other professions in the function of the judiciary in the reform process” at which the high representatives from the judiciary institutions and professions, the media and CSOs spoke.



## PROJECT: Strengthening Investigation Capacities – Use of Bargaining Instruments for the Efficient Investigation

In the hotel “Iberostar Bellevue” in Bečići, from 6th to 8th October 2015, Centre for Monitoring and Research CEMI organized the first of three planned seminars within the project “Strengthening Investigation Capacities – Use of Bargaining Instruments for the Efficient Investigation” which is supported by the Embassy of the Kingdom of the Netherlands. The project aims to improve the efficiency of the judicial system in Montenegro by strengthening the capacity of judges, prosecutors and lawyers for the application of agreements and deferred prosecution through the acquisition of new theoretical and practical knowledge in comparative legal systems.

As part of the introductory presentation participants were addressed by the judge of the Supreme Court of Montenegro, Mr. Miraš Radović, Deputy Supreme State Prosecutor, Ms. Miljana Radović, president of the Bar Chamber Association of Montenegro, Mr. Zdravko Begović, and Director of Legal Department in CEMI, Mr. Vlado Dedović.

Speakers at the first training were professors from the Law Faculty of the University of Nijmegen (the Netherlands), prof. dr. Piet Hein van Kempen and dr. Sven Brinkhoff.

After that, Centre for Monitoring and Research CEMI held the second seminar for judicial office holders, from 4th to 6th of December at Hotel “Lipka” in Kolašin, Montenegro. The seminar was organized within the project “Strengthening Investigation and Prosecution Capacities – Use of Bargaining Instruments for the Efficient Investigation”, supported by the Embassy of the Kingdom of the Netherlands through MATRA Programme. The project aims to contribute efficiency of the judicial

system in Montenegro by strengthening capacities of judges, prosecutors and lawyers to implement the institute of plea agreement and deferred prosecutions, through acquiring new theoretical and practical knowledge in the field of comparative legal systems. Speakers at the second seminar were Deputy Director of USKOK, Mr. Tonći Petković and Mr. Sven Mišković. In addition to presenting the basic characteristics of the criminal justice system in Croatia, participants were acquainted with basic methods of USKOK work. Throughout numerous case studies presented, participants exchanged opinions on the basic shortcomings of the criminal systems in Montenegro and Croatia.



# PROGRAM

## SECURITY AND DEFENCE SECTOR REFORM

This year, we have dedicated to providing funds for this program, after streamlining it from European and Euro-Atlantic integrations to security and defense. Department for Development and PR has assisted the creation of several project proposals in this area, regarding Fight against Corruption in Defense Sector, School of Euro-Atlantic Integrations and Representation of Women in Security Sector. In this period, CeMI has implemented the project “3rd generation of School for Euro-Atlantic Integration”,

which has gathered many relevant lecturers from the region and trained another 20 selected participants from civil and academic society and politics.

As mentioned above, CeMI has obtained support of the Canada Fund for the project “Raising Integrity, Transparency and Accountability in Defense Sector of Montenegro” which is jointly implemented by the program for good governance and the fight against corruption and the program for security and defense.

## PROJECT: School of Euro-Atlantic Integration for Youth - IV generation

Organization of the fourth generation of the School is supported by the Commission for the allocation of revenue from gambling. With this project, CeMI aimed to educate young people about the process of Euro-Atlantic integration, the character and content of that process and the positive and negative aspects of integration.

The beneficiaries of this project are members of youth organizations of political parties, members of non-governmental organizations and journalists, as well as undergraduate students and graduate students who are socially engaged.

Through implementation of above mentioned activities, CeMI gave attendees the opportunity to acquire and improve the knowledge about NATO organization, structure and competencies of the Alliance, its role in the world, steps to become a

member as well as the advantages and disadvantages that this membership brings. In this way, the project has contributed to increase the awareness of Montenegrin citizens on aspects of integration process of Montenegro in Euro-Atlantic structures, as one of the most sensitive issues when it comes

to the implementation of foreign policy goals of Montenegro.

The School consisted of three modules and 20 lectures, where lectures were organized once or twice a week. Speakers at the School were prominent university professors, experts, diplomats and ambassadors who are

dealing with the issues of international relations, international security, peace studies, safety of the Western Balkans as well as the reform of the Montenegrin defense sector and the process of Euro-Atlantic integration of Montenegro.



On 29th of December, Centre for Monitoring and Research awarded diplomas to participants. The attendees of the School were awarded diplomas by Colonel Rajko Pešić, Deputy Chief of the General Staff at Army of Montenegro. At the beginning of the ceremony, Mrs. Nikoleta Tomović, Executive Director at CeMI, addressed the participants. Tomović pointed out that CeMI, through this project, provided attendees with basic knowledge about the content and aspects of the process of Euro-Atlantic integration of Montenegro, the

nature and content of the process, as well as the advantages and disadvantages that this process entails. Colonel Rajko Pešić emphasized the importance of the issue of security, and commended activities of the Centre for Monitoring and Research in the field of Euro-Atlantic integration, with particular emphasis on increasing support for NATO membership. Colonel Pešić added that these or similar activities will be crucial to continue to meet the necessary criteria in following year.



## PROJECT: Raising Integrity, Transparency and Accountability in Defence Sector

On 20th of February 2015, Centre for Monitoring and Research presented the Report „Transparency and Defense in Montenegro“, created within project „Raising Integrity, Transparency and Accountability in the Defense Sector“, supported by Embassy of Canada.

During the introduction speech, Mr. Zlatko Vujović addressed participants and expressed his expectation that outcomes of this project, the Report and public policy study, will help achieving transparency in the Defense, in such way that it satisfies needs of public interest, but of the state institutions as well. Ms. Alma Redzepagić, Head of NATO and EU Direction at Ministry of Defense, emphasized willingness of the MoD to raise level

of transparency in the Defense sector, through cooperation with civil society organizations. She also said she expected CeMI's trainings for employees of the MoD to form a significant asset to their future performance. Ms. Ana Novaković ascertained that lack of transparency influences level of citizens' trust in state institutions, problem that can be overcome by merging different structures of society, such as civil sector and the media, into a platform for producing impact in the field of defense.

The Report „Transparency and Defense in Montenegro“ was presented to the audience by Ms. Ana Selić, Director of the Policy Research Department and Dubravka Popović, Project Associate. Ms. Selić emphasized that strengthening transparency in the

Defense puts demand before state institutions to accept public control as best way for achieving and developing cooperation with society in general. She also stated that mechanisms of reporting on budget to the public and election of candidates for training and employment need to be fostered. Moreover, she found necessary to harmonize the current legislation with recommendations of the Venice Commission and OSCE.

Ms. Popović stressed out that key problems of the public procurement procedures in Defense sector are inadequate budget planning, legal regulation of this issue, lack of differentiation between public and confidential procurement, as well as need for stronger powers of State Audit Institution and Commission for public procurement in the field of investigation. Although Montenegro has done significant efforts in fight against corruption, it remains widespread and continues to be a serious cause for concern. Defeating defence corruption is a very difficult endeavour, but is a pre-condition for regaining societal confidence. Due to the lack of transparency and public debate on defence, regard of the military can hinder the implementation of

integrity building programmes. Therefore, the key question that is put before Montenegro is how to effectively and successfully implement initiated reforms in defence sector, including full transparency of this process.

General purpose of this project was to contribute decreasing of the corruption and strengthening of integrity of state administration. Specific purpose of this project was to increase transparency, accountability and integrity in the defence sector of Montenegro. For that purpose, CeMI implemented set of activities aimed at achieving the following:

- Established baseline for creation, implementation, monitoring and evaluation of new integrity plans.
- Increased degree of transparency and openness of the defense sector reforms to the citizens and civil society organizations.
- Increased level of awareness of civil servants employed in security sector on integrity (through organization of four one-day trainings for civil servants employed at the defense sector).

## Round table „ Assessment of Corruption Risk in the Defense Sector“

In organization of Centre for Monitoring and Research on 4th of March 2015, Round table “Assessment of Corruption Risk in the Defense Sector“ is held with the aim to present Policy study named “Corruption Risk Assessment of the Defense Sector in Montenegro”, which presents the most significant result of project „Raising Integrity, Transparency and Accountability in the Defense Sector in Montenegro“, funded by Canada



Fund Program within Embassy of Canada to Serbia, Macedonia and Montenegro.

Within opening words Mr. Vlado Dedović, Director of Legal Department of CeMI, Mr. Bojan Sarkić, Secretary of State at the Ministry of Defense, afterwards Mr. Kevin Rex, Chargé d'affaires, i. at the Embassy of Canada to Serbia, Macedonia



and Montenegro and President of the Governing Board of the Atlantic Council of Montenegro, Mr. Savo Kentera addressed to participants. The participants emphasized that Montenegro with international partners,

is making great efforts in order to decrease corruption risks in Ministry of Defense, so as that better and intense cooperation with civil sector can contribute to faster problems resolving in this area. The participants supported brave initiative of CeMI, which resulted with “opening” of defense sector to civil society, and expressed hope in success of the project.

Within first panel named “The risks of corruption in the financial management and procurement”, Ms. Ana Selić, briefly presented Policy Study “ Cor-

ruption Risk Assessment of the Defense Sector in Montenegro” which was created as a result of CeMI’s research team, with emphasis on corruption risks in this area so as recommendations for combating. Beside, Ms. Selić to participants addressed



also Mr. Tomo Miljić, representative of Commission for the Control of Public Procurement Procedures, Mr. Major M.Sc. Vladan Martić, representative of General Staff of the Army of Montenegro and Mr. Stevo Muk President of the Governing Board of

the Institute Alternative.

Within second panel, named “Risks of corruption in recruitment, remuneration and promotion; The application of the Code of Ethics”, Ms. Svetlana Vuković, Director of the Human Resources Management Authority and Ms. Sanela Đozgić, Chief of Cabinet at the Ministry of Defense emphasized that cooperation between Director of the Human Resources Management and Ministry of Defense is on high level, so as they are working on improvement of the same on every day level.





# PARTICIPATION OF OUR REPRESENTATIVES IN WORKING GROUPS

CeMI's representatives were appointed to several working groups:

## **Zlatko Vujović, President of the Governing Board**

- Member of National Commission for the Implementation of Strategy for Fight against Corruption and Organized Crime
- Member of the Council of the Agency for Electronic Media

## **Nikoleta Tomović, Executive Director**

- Working group for implementation Strategy for Informing the public about Montenegro's accession to the European Union 2014-2018

## **Vlado Dedović, Head of the Legal Department**

- State Election Commission of Montenegro
- Working group for Chapter 24 in Process of Negotiations of Montenegro over the EU accession
- Working group for Creation of the Strategy for Judicial Reform 2014-2018
- Working group for Building Trust in the Election Process in Montenegro

## **Ana Selić, Head of the Policy Research Department**

- Working group for Draft Law on Prevention of Corruption

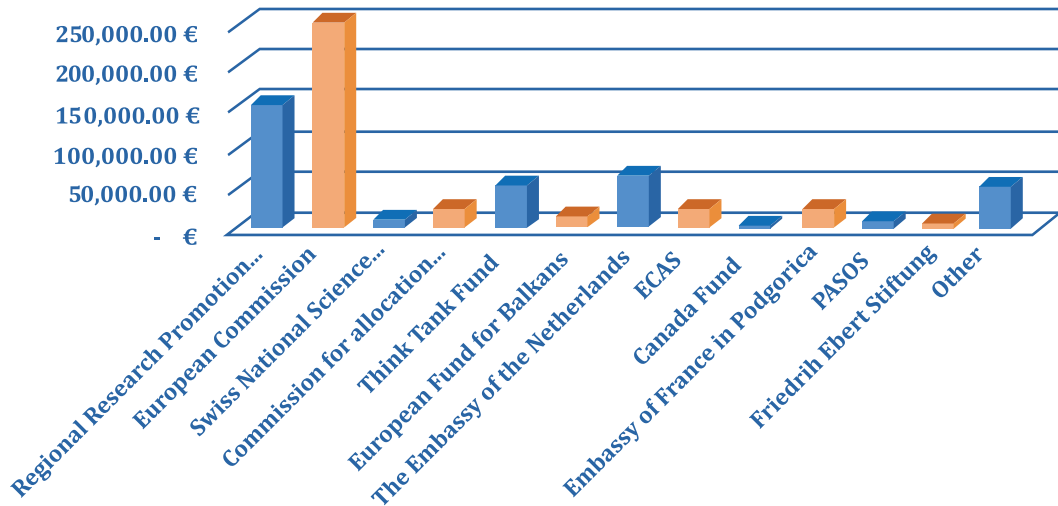
**Table 2:** List of the policy products in 2015

Rule of Law and Human Rights	Good Governance and Fight against Corruption	Security and Defense Sector Reform	Social Welfare and Poverty Alleviation
National study „Electoral and Party System in Montenegro	Policy report “Transparency in defense sector”	Policy Study “Analysis of existing potentials for the establishment of a social science digital data archive in Montenegro”	Policy study “Development of National Qualifications Framework in Montenegro”
Report on the Monitoring of Judicial Reform	Position paper: The control of the arms export in Montenegro		Report “Analysis of the implementation of the VET (Vocational Education and Training) Strategy 2010-2014”
Policy brief “Illicit trafficking of firearms in the Danube region”	Position paper: Plagiarism in Montenegro – Metastases-		
	Position paper “Increase of budgetary expenses for political subjects - financial recklessness of parties”		
	Policy study “Financing of Political Parties in Montenegro and Abuse of State Resources”		
	Policy study “Cost of Corruption – Analysis of Efficiency of the Anti-Corruption Policy in Montenegro”		
	Policy brief “Anti-Corruption Agency- are we ready?”		
	Policy brief “Implementation of OGP in Montenegro”		
	Policy brief “Montenegrin Political Crisis – How to Reach the Fair Elections?”		

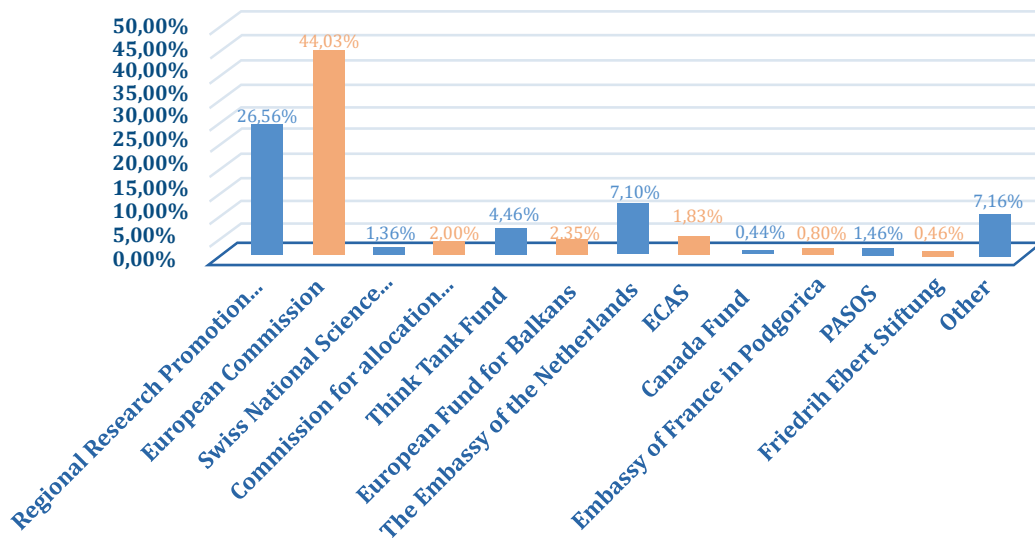
Financial Report 2015		
Project Name	Donor	Amount
“Balkan Electoral Comparative Study: Impact Of Personal Vote On Internal Party Democracy“	Regional Research Promotion Programme - Western Balkan	132,803.80 €
Be ready for European values	Commission for allocation of revenue funds from lottery	10,000.00 €
South-Eastern European Data Services - SEEDS	Swiss National Science Foundation	6,812.85 €
Healing the Healthcare System of Montenegro	U.S. Department of State Award Provisions	32,842.23 €
Judicial reform monitoring project	European Commission	14,810.42 €
Improving capacities of CSOs and the system of consumer protection in MNE	European Commission	86,049.74 €
Financing of Political Parties and Abuse of State Resources: Establishing Conditions for fair political competition in Montenegro	European fund for Balkans	11,728.00 €
Regional Conference: “Political activism of Women in Montenegro”	Friedrih Ebert Stiftung	2,280.00 €
Improving capacities of CeMI's Policy	Think Tank Fund	22,276.67 €
Triple A for Citizens: access to information, advice and active help	European Commission implemented by ECAS	9,142.59 €
Strengthening Investigation Capacities - Use of Bargaining Instruments for the Efficient Investigation	The Embassy of the Netherlands	35,495.00 €
Be ready for European values	European Commission	119,257.60 €
Raising Integrity, Transparency and Accountability in Defence Sector	Canada Fund	2,184.90 €
Advocacy for Open Government Co-funding	The Embassy of France in Podgorica	4,000.00 €
Advocacy for Open Government: civil society agenda-setting and monitoring of country action plans	PASOS	7,304.00 €
Other		35,799.46 €
<b>Total</b>		<b>499,945.03 €</b>

Financial overview 2015	
Donors	Amount
Regional Research Promotion Programme - Western Balkan	132,803.80 €
European Commission	220,117.76 €
Swiss National Science Foundation	6,812.85 €
Commission for allocation of revenue funds from the lottery	10,000.00 €
Think Tank Fund	22,276.67 €
European Fund for Balkans	11,728.00 €
The Embassy of the Netherlands	35,495.00 €
European Commission implemented by ECAS	9,142.59 €
Canada Fund	2,184.90 €
The Embassy of France in Podgorica	4,000.00 €
PASOS	7,304.00 €
Friedrih Ebert Stiftung	2,280.00 €
Other	35,799.46 €
<b>TOTAL</b>	<b>499,945.03 €</b>

## Financial overview 2015



## Financial overview 2015





CENTAR ZA MONITORING I ISTRAŽIVANJE

