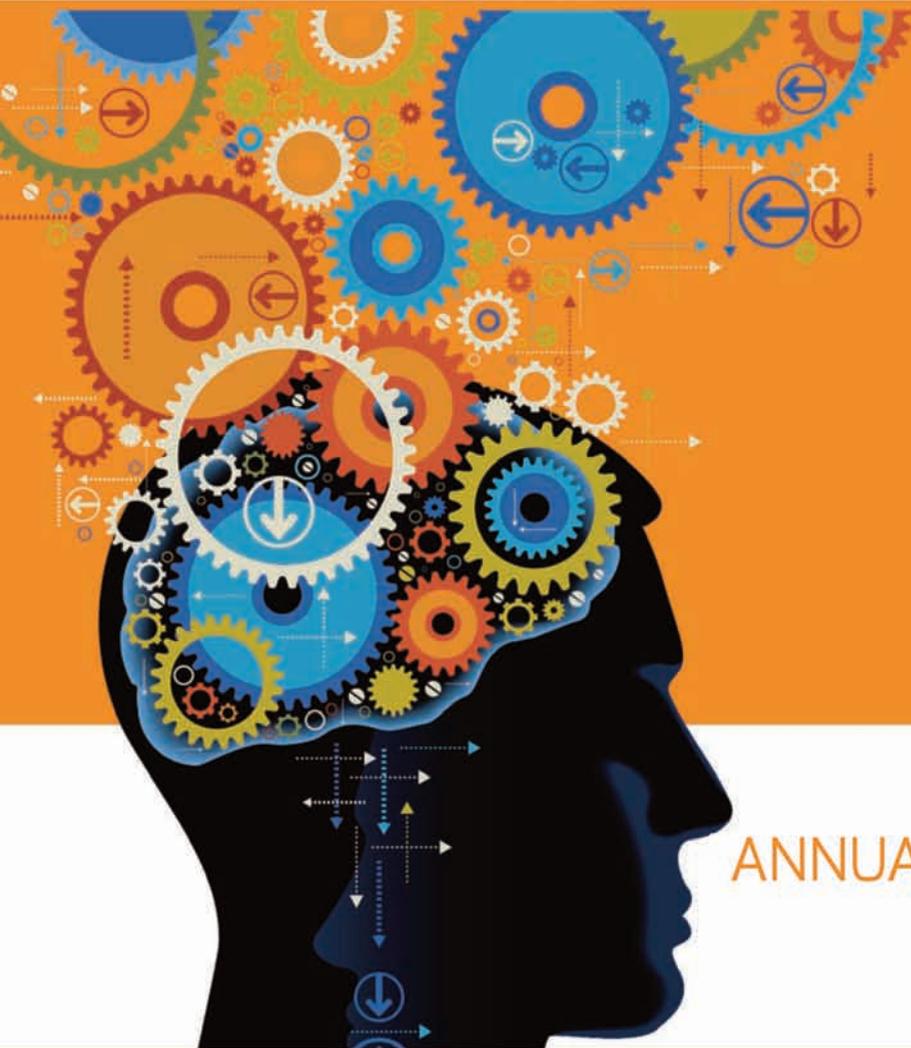




CENTER FOR
DEMOCRATIC
TRANSITION



ANNUAL REPORT
2013



Annual Report

2013

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FOR PUBLISHER

Dragan Koprivica

I INTRODUCTION



Dear citizens,

You are reading the Center for Democratic Transition (CDT) 2013 Annual Report. We prepare this report every year in order to inform the public on our organization's program and our financial activities. Another reason for preparing this report is the fact that transparency in work and accountability towards citizens represent the values we publicly promote and an area where we lead by example.

Previous year was marked with the organization's intensive development. The aim of balanced development of all CDT's areas of work was achieved, including program areas as well as a support to successful operation of these areas. Also, the organization made a large number of partnerships

at national and international level which encouraged us and gave us great space to work jointly with our colleagues on solving accumulated problems of Montenegrin society.

During 2013 we directly communicated with several thousands of citizens, and good cooperation with the media enabled us to convey our messages to those we did not have an opportunity to meet. Our activities were additionally supported by international institutions and foundations which have offices in Montenegro.

The level of development which the CDT achieved by the end of 2013 obliges us to continue developing and, through citizens' activism, provide our contribution to the overall development of Montenegro into an organized, democratic and lawful state.

*Sincerely yours,
CDT Team*



II DEVELOPMENT OF THE ORGANIZATION IN 2013



We present in the following text an overview of the most important points in the CDT's development in 2013. We tried to make this development balanced and equal in all organization's segments, strictly planned and implemented.

1. Strategic planning for the period of 2013-2016

The CDT's strategic planning took place from 6th to 9th September 2013 in SRC Vučje near Nikšić. The moderator was Suzana Jašić from NGO GONG from Croatia. Our colleague Ms. Jašić moderated the previous strategic planning in 2010 as well, which simplified the whole process and in a way represented a prolonged dialogue from 2010.

The analysis of development direction in the previous three years was followed by another analysis, namely of political and social context in Montenegro, i.e. of positive and negative changes in our society. We defined three areas of CDT's work for the following three years. We also conducted a detailed analysis of the organization's strengths and weaknesses and possible external impact on our work. A very important planning segment included also defining of the future CDT's development according to 5+3 formula. We defined 5 CDT's program areas and also 3 areas of support to programs, equally important for successful work. Program areas - elections, good governance, EU, NATO and civil society will be supported by the finances and administration (General Secretariat), the ICT and the CDT's Research Center. Development of these eight areas provides the CDT's balanced development and its ability to bring about anticipated changes in society. Another significant factor is development of our company Praxis Montenegro LLC aimed at contributing to the creation of the organization's long term sustainability.

In addition to this, we prepared a list of all institutions, NGOs and the media we would like to cooperate with in the following period.

2. Functioning of the CDT bodies

2.1. The CDT Assembly

The CDT's Assembly met once in 2013 in a form of a regular session prescribed by the Statute. This session was held on May 10th 2013. Main items on the agenda were Proposal of the CDT's 2012 Annual Report, election of the Managing Board and the Supervisory Board members. On December 31st 2013 the Assembly had 32 members.

2.2. Managing Board

The Managing Board was reelected at the session of the Assembly and its activities continued in 2013 as well. The members of the Managing Board in 2013 were: Milica Kovačević (president), Tatjana Koprivica (vice president), Aida Ramusović, Bojan Bača and Bojan Božović. The Board met 12 times in 2013 and issues of importance for the organization's functioning

were discussed at its sessions. The Managing Board continued to offer recommendations and make decisions within its competence which were implemented through the work of the Executive Board.

2.3. Supervisory Board

In 2013, the Supervisory Board dealt with matters within its competence primarily referring to the monthly financial reports of the organization as well as the membership in the CDT's Assembly. At the session of the Assembly a new member of the Supervisory Board was elected, therefore in 2014 the Board had the following members: Bojan Spaić (president), Nikola Perović (vice president) and Katarina Jović-Martinović.

2.3. Executive Board

The Executive Board continued operating through daily meetings and direct communication with the employees. This practice proved to be successful which improved the organization's management. In 2013 the Board's composition changed and at the end of the year it consisted of the following members: Dragan Koprivica (president), Anđelija Lučić (vice president) and Miroslav Šćepanović (a member of the Executive Board in charge of financial management).



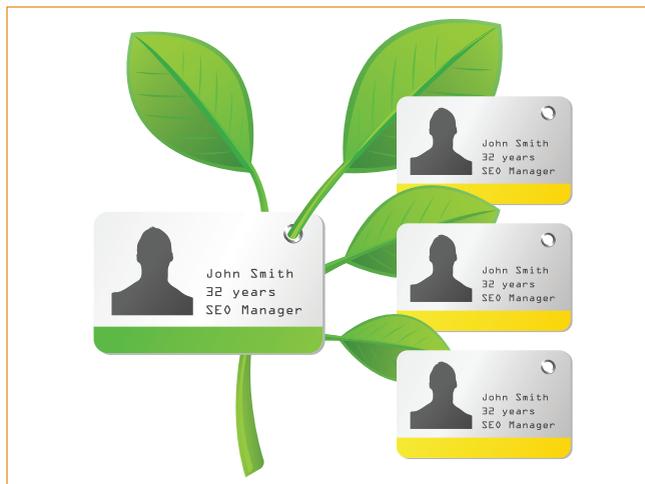
3. The CDT's Personnel

3.1. Rights and obligations of personnel

In 2013, the new CDT's Rulebook was prepared and adopted. The Rulebook, among other things, defines in great detail rights and obligations of the personnel in compliance with the legal regulations, international practice and the organization's practices. A training was conducted with the aim of acquainting all employees with their rights and obligations as well as the mechanisms for protection of their rights.

3.2. Personnel - Composition

In 2012, the CDT had 17 employees, including 8 employees with permanent contracts, 3 with fixed-term contracts, 2 with volunteer contracts and 4 with vocational training contracts. At the end of 2013, the CDT consisted of the following members: Dragan Koprivica – the Executive Director and the program coordinator for the EU, Milica Kovačević – the President of the Managing Board and the program coordinator for the NATO, Biljana Pejović – Secretary General, Anđelija Kovačević – Deputy Executive Director and program coordinator for elections and civil society, Miroslav Šćepanović – Member of the Managing Board in charge of financial management. Bojan Baća – research program coordinator, Đorđije Brkuljan – program coordinator for good governance, Milica Bogdanović – ICT coordinator and CDT portal editor, Bojan Tešić – IT coordinator, Ivana Drakić and Biljana Jovanović – project coordinators.



Milovan Papić was in charge of our company Praxis Montenegro LLC in 2013.

In the period of January 15th to October 15th the interns within the vocational training program were: Gorica Pavličević, Ivan Šuković, Branko Kankaraš and ojan Tešić. At the end of this program, Tešić started working as an IT coordinator.

During the year the volunteers were Mladen Konatar (CDT's General Secretariat) and Jelena Pajović (Info Center on Euro-Atlantic Integration).

In addition to the permanent employees and volunteers, the CDT cooperated with local and international contractors on various projects (experts, instructors, consultants, project coordinators, assistants, researchers). In 2013, the CDT used services of over 40 contractors.

4. Financial Management in 2013

The organization's budget in 2013 amounted to approximately 300.000 euros which is 25% higher than in the previous year. Donors recognized the CDT's results, the quality of our programs and transparency in work which attracted their significant support.

In 2013, we performed a significant dispersion among donors which resulted in support of 16 donors to the organization. An increased number of donors represents an important prerequisite for independence and long term sustainability of the organization since it excludes a scenario where we depend dominantly on one or two donors. The quality of project activities' actualization as well as the organization's administrative capability largely contributed to this.

We continued to regularly and accurately settle our obligations towards the State. Thus, in 2013 we paid approximately 50.000 euros for taxes and contributions of our employees and temporary organization's contractors.

5. 'Policy-based approach' development and implementation

A turning point in the CDT's development was introduction of 'policy-based approach' in our work. In 2013, we designed a system within which we measured phenomena methodologically, controlled quality of performed work, disclosed research findings with complete transparency, offered recommendations for improvement of the existing state, advocated for changes and measured impact of our own work.

Within this approach, we developed a process of presenting our researches through policy briefs which we submitted to decision makers. In 2013, we designed four policy documents regarding European integration, communication with citizens about NATO integration and all documents regarding good governance. Thus, the CDT gained capacity to provide explanation of a problem in a very short form and also to offer recommendations for its improvement.

Having developed the CDT portal we managed to strengthen the organization's public advocacy and gained a very significant instrument for communication with the environment. At the end of 2013, we created indicators used for measuring success of our recommendations and our organization's impact on the changes within society.

We were provided with a significant support for the policy approach development by local and international experts we recruited as a result of the CDT development institutional support provided by the Think Tank Fund from Budapest.



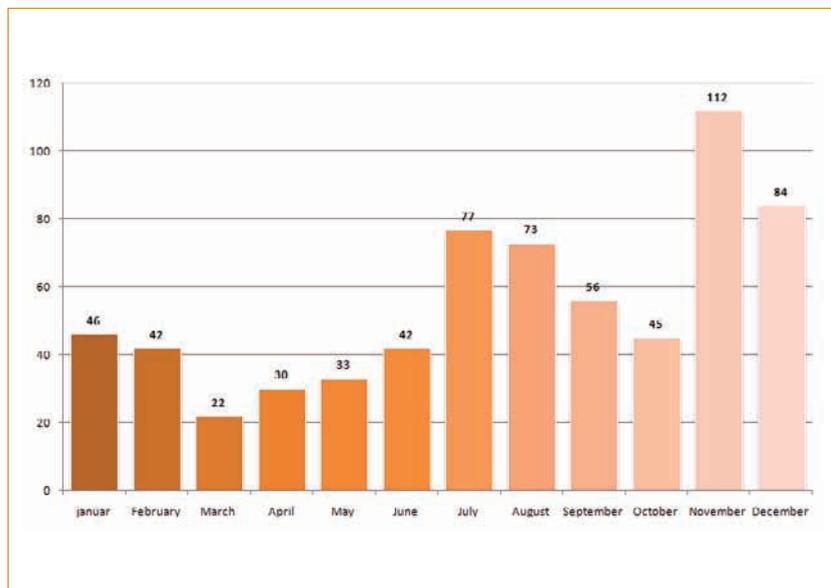
6. Public Relations and the CDT in media

In 2013 the CDT continued developing relations with the media in Montenegro through the media participation in the CDT's projects and media covering of our activities. All media outlets in Montenegro were covering our activities in 2013.

The most significant point in development, regarding this area, in 2013, was creation of the new CDT portal. Networking of the program areas, the Research Center and the portal resulted in a new method of public advocacy and the CDT's communication with citizens, social and political actors. Having created an editorial team we started presenting the organization's initiatives through journal articles, which, in addition to our organization's views, included also views of interlocutors pertaining to our area of work. For most articles published in 2013 we used the data collected by our Research Center and thus we started developing data journalism – a contemporary form of journalism where data (numbers) convert into words. In a short period of time, this portal became a relevant source whose articles were used by almost all electronic and print media in Montenegro.

In a two month period we published 39 texts from all areas of our work. In the media archive for 2013 we can find that the CDT was mentioned 662 times while in 2012 that number was 612.

CDT in the media in 2013 (612)



In addition to appearing on Montenegrin television stations and in print media, information regarding our activities was published on local and regional Internet portals and radio stations.

7. The organization's participation in international (regional) networks in 2013

A significant point in our development in 2013 was networking of the organization with local and international NGOs. Thus, in the previous 12 months we have cooperated with over 30 organizations.

In addition to three NGO networks which deal with the issue of using ICT for promotion of political accountability, financing of political parties and fight against corruption, we also cooperated with local colleagues and the media on various projects. Such significant number of those we cooperated with represents the organization's significant capital and a great opportunity for the CDT's further development.

8. Activities aimed at the organization's long term sustainability

The CDT, the Civic Alliance and the Fund for Active Citizenship launched a partner project of establishment and building of Civil Society House, supported by the Rockefeller Brothers Fund. The project was developed within a strategy concerning creation of organizations' sustainability that the RBF will be implementing by 2020. The aim was an increase of the NGO impact on social changes through creation of a 'triangle' of organizations which deal with researching and practical policies, public advocacy, human rights, providing media support for problem solving, channeling of problem solving means and providing support to citizens' initiatives. Those organizations would, through the functioning of the Civil Society House, provide support to the civil society development at national level, with an emphasis on NGOs operating outside Podgorica.

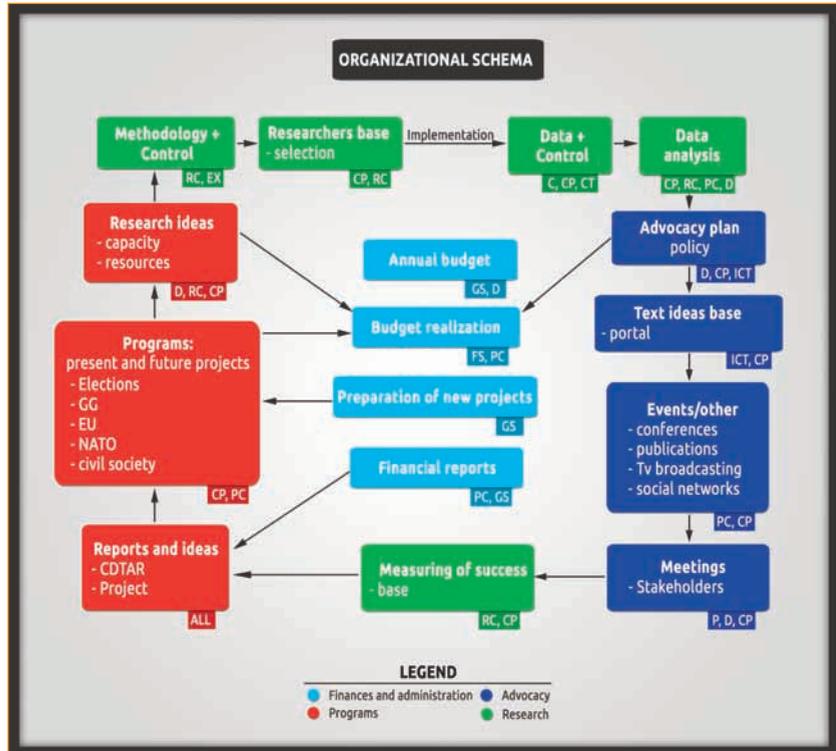
Most preparatory activities were conducted in 2013, and we expect the beginning of realization in 2014.

9. Schematic overview of the CDT development in 2014

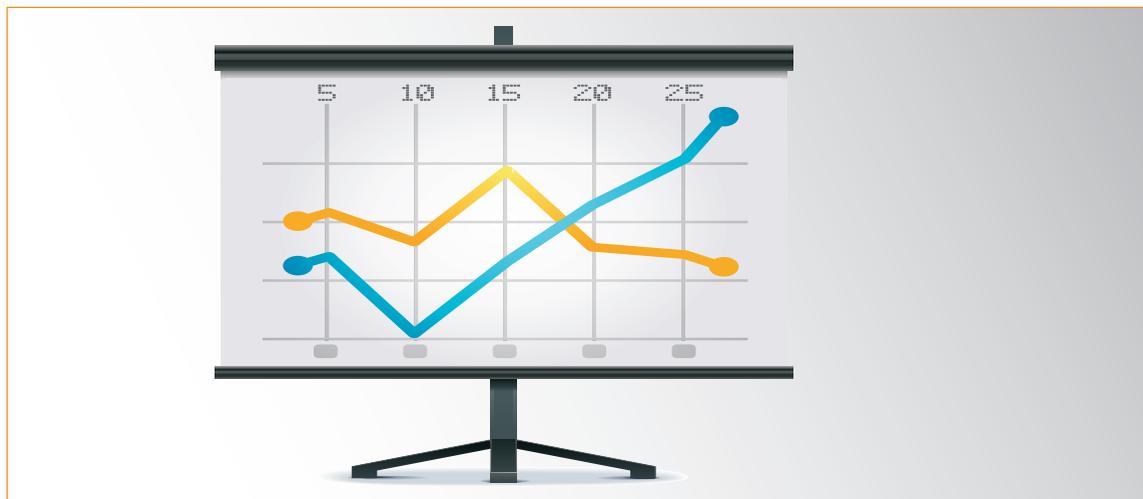
In 2014, we planned the CDT's development to be based on the following principle: measuring phenomena (problem), explaining it to the public, offering recommendations for the improvement of the existing state and public advocating for the offered solutions in cooperation with the decision makers.

Development is based on a firm cooperation of all CDT's organizational segments. Ideas for projects and researches are created within program areas. After that, the idea for researching is additionally elaborated on and research procedure is implemented in several steps, from methodology creation to the control of the performed work. This step is followed by the advocacy sector preparing an advocacy plan which is conducted through several channels and is concluded with dialogues with the decision makers. The CDT's work effects are measured by a system of indicators so that at the end of a project cycle we can precisely determine the quality of performed work. Based on the performed work, reports for donors and the CDT's Annual Report are prepared, as well as new ideas for projects. Also,

we can monitor the quality of work of each employee individually based on monthly reports of program coordinators. The overall cycle is largely supported by the General Secretariat which enables smooth development of the organization's activities with the implementation of administrative and financial procedures.



III THE CDT'S PROGRAM AREAS



The CDT's work in 2013 was focused on 5 program areas: elections and electoral system, good governance, Montenegro and the EU, Montenegro and the NATO and civil society.

1. Elections and electoral system

The program area Elections and electoral system in 2013 was also focused on the improvement of electoral legislative framework and strengthening of electoral process participants.

Bearing in mind that there are no free, fair and democratic elections without implementation of good legislation, the CDT participated in the work of parlia-

mentary Working Group for Building of Public Trust in the Election Process and advocated for harmonization of a set of electoral laws with the international standards and good practice. The CDT drew attention to certain matters and launched a public dialogue based on these matters, since it found them important for rebuilding public trust in the election process. Some of those issues were: participation of independent candidates in elections, professionalization of the State Election Commission, management and oversight over voters' lists, financing of political parties and establishing of sustainable system of political parties' financial management control. The CDT offered recommendations and proposals for amendments to the Electoral Register Law, Law on Election of Councilors and Representatives and the Law on Financing of Political Parties.

For the first time in Montenegro, the CDT conducted an extensive research on public property abuse for election purposes, which showed that costs for social welfare contributions from the State budget significantly increased in the years of parliamentary elections, 2009 and 2012.

The CDT continued with its activities of political party financing monitoring, implying to the recorded irregularities and regulation violations, lack of sanctions, inefficiency and defying accountability of the competent institutions.

In terms of participation in international observation missions in 2013 the CDT took part in monitoring elections in Macedonia and Albania (OSCE observation missions), in Kosovo and in Ukraine (within European network of Election Monitoring Organizations – ENEMO).



1.1 Political context and achieved influence

Debates regarding legality and legitimacy of presidential elections held in April 2013, affairs regarding institution and public property abuse in election campaign and a concerning tendency of declining trust in parliament and political parties resulted in adoption of the Conclusions on Building Trust in the Election Process. Based on these Conclusions, a parliamentary Working Group was established with the aim to analyze and prepare proposals for amendments to the set of electoral laws.

Right after the call for consultation with the interested public regarding their contribution to the building of trust in the election process, the CDT appealed to the Working Group to include representatives of the relevant nongovernmental organizations in its work, in a timely and continuous manner. This CDT's initiative was accepted, which enabled NGOs, for the first time, an equal participation at meetings of parliamentary bodies and access to all documents and information.

While participating in the Working Group, the CDT offered recommendations and proposals to amendments to the Electoral Register Law, Law on Election of Councilors and Representatives and the Law on Financing of Political Parties, reminding its members of the international standards, the Venice Commission and the ODIHR proposals.

In addition to its work on laws, the CDT drew attention to particular issues of significance for rebuilding trust in the election process, such as enabling independent candidates to participate in elections and establishment of a professional and independent State Election Commission, as an institution which organizes, and solves significant issues concerning elections and performs monitoring over electoral legislation implementation.



Since electoral process in Montenegro was characterized with public doubt in terms of property abuse and authorizations for purposes of achieving better results in elections, the CDT conducted an analysis of the State and local self-governments' final accounts for the period of 2006 to 2012, particularly analyzing the budget category No. 42, i.e. transfers for social protection at national level and transfers to individuals at municipal level. The research showed a significant increase in costs regarding social welfare contributions in the years of elections.

They presented to the public problems regarding political parties' financial management using concrete cases of the Law on Financing of Political Parties violations.

In 2013, the CDT initiated a dialogue with citizens, decision makers and international community regarding important electoral legislation issues and therefore became recognized as a significant and relevant organization which can contribute to the electoral process quality with its expertise.

1.2. The most important activities and results

Activities pertaining to this program area include participation and active monitoring of amendments to electoral legislation, analysis of political party financial reports and indicating to the regulation violations and irregularities. A research aimed at comprehensive testing of the claims regarding public property abuse for election purposes and identifying problematic points in the system was also conducted. This research revealed that there was a significant increase in costs of social welfare contributions in election years: in 2009 these costs amounted to over 69 million euros, which was followed by a decline in 2010, and after that by a new increase in 2011 and 2012. Interestingly, overall government spending in 2009 was 61 million euros higher than in 2008, and amount of social welfare contributions was higher even 69 million euros. Budget expenses in 2012 remained approximately the same as in 2011, while amount of social welfare contributions increased for almost 27 million euros.



In 2013 it was proceeded with the realization of the regional project “Money and Politics in the Western Balkans” developed by the CDT in cooperation with the Citizens Association MOST from Macedonia, the Initiative for Progress – INPO from Kosovo, the Transparency International from Bosnia and Herzegovina and the Center for Development of Serbia.

We published the publication “Financing of Political Parties – Legislation and Practice in the Balkans”, which contained results of the regional research conducted with the aim of comprehensive presenting of the situation in the area of political party financing, indicating to lapses and good practices. The research methodology, developed by the CDT’s Research Centeracknowledged specificities of the legal systems of the regional network states.

We organized a round table “Money and Politics” – an event that gathered relevant local and regional experts, MPs, institutions’ and civil society representatives. The topic of the first panel was public trust in electoral process and political parties in Montenegro and the participants were Members of the Montenegrin Parliament: Branko Čavor (DPS), Goran Danilović (DF) and Mladen Bojanić (PCG). Regional experiences regarding

supervision over political party financing were presented at the second panel, and the speakers were: Ružica Stojiljković, Anti-Corruption Agency (Serbia), Florian Dushi, Central Election Commission (Kosovo), Nikola Kovačević, State Audit Institution (Montenegro) and Ivana Korajlić, Transparency International (Bosnia and Herzegovina). Participants of the third panel were: Aleksandra Markovska, Transparency (Macedonia), Samir Reka, INPO (Kosovo), Svjetlana Ćelić, Center for Investigative Reporting (Bosnia and Herzegovina) and Milan Žugić, MINA News Agency (Montenegro). They spoke about the role of civil society organizations and the media in monitoring of political party financing and electoral campaigns.

The network has its Internet page www.moneyandpolitics.me which contains all relevant information, documents and the project products.

In 2013, the CDT representatives participated in an international mission of election monitoring in Ukraine and Kosovo which was conducted by the European Network of Election Monitoring Organizations (ENEMO) and in the OSCE's observation missions which monitored elections in Macedonia and Albania.

All activities were promoted on social networks, and the CDT portal covered also numerous topics regarding electoral legislation.

1.3. Donors

The project "Money and Politics in the Western Balkans" was funded by the Balkan Trust for Democracy, through the German Marshall Fund project of the United States and the Norwegian Ministry of Foreign Affairs.

2. Good governance

In the good governance program area in 2013 the CDT continued implementing activities which detect shortcomings in institutions' work, but also provide useful guidelines for improvement of the existing state. The CDT believes that compliance with the principles of good governance in Montenegro is essential for making the state administration more accountable and efficient. Better implementation of these principles would enable more efficient managing of resources, increased accountability in all society seg-

ments, increased transparency of institutions and their better connection and communication with the citizens. More efficient and transparent management provides a more effective fight against corruption and solves another significant problem of Montenegrin society: it enhances public trust in institutions that is now at unsatisfactory level.

Through several projects in 2013, we monitored institutions at national and local level: the Parliament, the Government, ministries, other administration bodies and local self-government units in Montenegro. Moreover, for the first time at regional level we measured the level of transparency of governing institutions and the extent to which they use new technology in promotion of their transparency. Recommendations for improvement of all aspects which were seen as problematic during the monitoring were sent to the institutions, both at national and local level. Key areas in need of improvement were: transparency in work, budget transparency, accountability and reporting systems, using of ICT technology in everyday work and communication with citizens.



Results in 2013 in this area were visible and measurable: owing to the CDT's recommendations, more institutions improved their transparency, more institutions at local and national level recognized the CDT as a partner when there was need for improved transparency and communication with citizens; we established cooperation with important institutions for implementation of laws pertaining to this area, and through all of these results we introduced principles of good governance in Montenegrin institutions.

A key thing for articulating and exercising influence in the area of good governance in terms of institutions are policy briefs we used to formulate problems and offer adequate solutions. We used policy briefs, along with advocacy activities, as instruments for acquainting institutions with the concept of good governance and explained the reasons why it was important to comply with the good governance principles. In 2013, we presented two policy briefs "Good Governance in Montenegro – Challenges and Recommendations for Improvement of Situation" and "Inactive Proactive Approach".

2.1. Political context and achieved influence

In 2013, significant changes in legislation regarding implementation of good governance principles occurred. The most important change referred to the new Law on Free Access to Information whose implementation began in February 2013. The Article 12 of this Law (Proactive Access to Information) defines an overall list of information that governing bodies are obliged to disclose on their websites. Full implementation of this article would significantly contribute to the transparency of the governing bodies. Still, it is not at satisfactory level. In 2013, the Government adopted the Proposal to the Law on Budget and Fiscal Accountability which will start with its implementation in 2014, but we believe that the mentioned Proposal does not introduce improvement regarding budget transparency of the governing bodies. At local level, several CDT's proposals concerning information disclosure entered the law draft on amendments to the Law on Local Self-Government. In 2011, the Government of Montenegro joined the Open Government Partnership and adopted the Action Plan 2012 in compliance with the principles of this initiative. The CDT's representatives participated in the Operation Team and offered recommendations for the new Action Plan. Still, there were no significant results in 2013 regarding this team's work. At local level, due to monitoring of local self-government transparency, we restored cooperation with all Montenegrin local self-government units and gave them recommendations for improvement of the state recorded in 2013. Local self-government units expressed continuous readiness to cooperate with the CDT and improve their Internet presentations. Also, all local self-government units were closely familiar with how municipal website should look like i.e. which information should be disclosed, how to make the budget closer to the citizens and how to inform the citizens in the best manner about their right to free access to information.

At national level, with two monitoring projects, we reminded all ministries, the Government and other governing bodies of the good governance principles and importance of their implementation. These institutions established cooperation with several ministries and improved noticeably their transparency owing to the concrete recommendations offered by the CDT. A large number of decision makers, representatives of institutions, international public, local and regional NGOs gathered at the events on the good governance topic, organized by the CDT. In this way, experiences from Montenegro

and the region were exchanged. We achieved a good cooperation with the Agency for Personal Data Protection and Free Access to Information, a key institution in charge of monitoring of the new Law on Free Access to Information implementation. Conveying its experience regarding monitoring, the CDT gave a significant contribution to the implementation of this Law.

Performing regional monitoring which included four states (Montenegro, Serbia, Macedonia and Bosnia and Herzegovina) for the first time we managed to compare governments and ministries and measure the extent to which they use new technology in promotion of their transparency. We created an environment of competitiveness which produced concrete progress in terms of institutions' performance. We also connected numerous experts and organizations which deal with these issues in the region through organizing of joint events and planning of future activities at regional level.

2.2. The most important activities and results

At local level, in 2013, we performed a monitoring of all local self-government units through the Program of open, transparent and efficient community. Performing of this monitoring offered us a clear picture of the transparency level of local self-government units and the most important areas in which it was necessary for local self-government units to be promoted. Each local self-government unit got an individual recommendation with concrete guidelines. Also, as a part of this project, we created three products intended to additionally facilitate implementation of our recommendations by local self-government units and to acquaint these units with transparency standards. Namely, those were: an example of a substantial municipal website on a CD, a poster explaining citizens how to exercise their right to free access to information and an example of a budget for citizens.

At national level, we carried out a project called "Good Governance – Better Institutions" through drafting of a policy brief which was published in April 2013. At an introductory panel of the conference, speakers about the concept of a transparent government in Montenegro were: H.E. Aleksandar Pejović, State Secretary for European integration and Chief Negotiator for negotiation over Montenegrin accession to the EU, H.E. Sue K. Brown, the U.S. Ambassador to Montenegro, as well as H.E. Rastislav Vrbenski, UN Resident Coordinator in Montenegro. The second panel focused on the topic of good governance in

public administration and the participants were: Vuk Vujnović, Head of Public Relations Bureau of the Government of Montenegro, Nives Miošić - Lisjak, GONG – Croatia, Aleksandar Mašković, NGO MANS and Đorđije Brkuljan, the CDT's program coordinator. At the third panel, spoke about the transparency in the parliament: Damir Davidović, Secretary General of the Parliament of Montenegro, Ana Ponoš, Member of the Parliament of Montenegro, Jovana Marović, NGO Institute Alternative, Dubravka Grčić – NGO CRTA from Serbia and Ivana Čavar – NGO CCI from Bosnia i Hercegovina.



A policy brief “Good Governance in Montenegro – Challenges and Recommendations for Improvement of Situation” sums up in a best manner chief shortcomings of the governing bodies in terms of transparency, accountability and reform capacity. Also, this document contains the CDT's recommendations and thus it was submitted to all bodies that were subject to the monitoring in 2012.

Since one of the biggest problems in Montenegro is inadequate implementation of adopted laws, in 2013, we conducted a monitoring of the implementation of the new Law on Free Access to Information, i.e. of those obligations prescribed by the Article 12 of this Law. The monitoring encompassed all Montenegrin ministries and revealed that the ministries disclosed only 36% of information, disclosure of which is obligatory according to the Article 12 of this Law. We summed up our conclusions in another policy brief “Inactive Proactive Approach” and submitted it to the institutions. We also established cooperation with the Agency for Personal Data Protection and Free Access to Information which is responsible for supervision over the implementation.

At regional level, we conducted a monitoring of governments and ministries in two areas: transparency and interaction with society actors/citizens, in cooperation with three states from the region (Why Not? – Bosnia and Herzegovina, CRTA – Serbia and MOST – Macedonia). According to this monitoring, the Government of Montenegro was the most transparent among four governments in the region and used the new technology in promotion of its transparency the most frequently. Despite such good regional result, the Montenegrin Government only had half of the obligatory information on its website. The similar went for the Montenegrin ministries which achieved the best regional result, with only 40% of necessary information disclosed on their websites.

2.3. Donors

In 2013, we carried out the following projects: DURBIN (Good Governance – Better Institutions), donor USAID; POTEZ (Program of Open, Transparent and Efficient Community), donor UNDP; Freedom of Information – Better Democratization, donor the European Fund for the Balkans; Using of New Technology in Promotion of the Government Transparency, donor the National Endowment for Democracy - NED.

3. Montenegro and the EU

In terms of the program area Montenegro and the European Union, in 2013, the CDT continued with the activities aimed at promotion of coordination, transparency and accountability within the negotiation process, as well as informing of citizens about the European integration process.

From the single beginning of managing this subject, the CDT has been advocating for the negotiation process which will consider participation of relevant actors from all society segments, accountable institutions and decision makers who advocate for access to information, active media which, instead of providing technical information, explain to citizens what the European Union truly represents and what can Montenegro expect on this path.

Due to initial civil sector representatives' negative experiences in working groups, undefined role of the Parliament in negotiation process and ad hoc disclosure of negotiation documents, the CDT was stimulated to shape its views in a form of recommendations and offer concrete solutions which would support the negotiation model concept characterized by transparency, participation and communication. The CDT also advocated for improved communication between decision makers and citizens regarding the European integration process. Convinced that there had to be strictly defined mechanisms of coordination and communication, both with citizens and decision makers, the CDT's Research Team, after extensive comparative analysis, prepared a policy brief called "Accession Negotiations between Montenegro and the EU – Active and Well Informed Citizens or Mere Observers in the Process", focused on improvement of communication in the negotiation process.

Since we believe that special attention should be brought to the education of youth, in 2013, the CDT educated approximately 3.000 graduates in eight Montenegrin municipalities about European and Euro-Atlantic integration.

Apart from the mentioned issues, the issue regarding adoption of laws by an urgent procedure aimed at swifter legislation harmonization was brought to life and it was indicated to the risks anurgent procedure may cause. We also reminded that the Government failed to pass the Decision on the development and adoption of negotiation positions procedure, which was to be passed at the beginning of 2012.



The CDT's recommendations were seriously taken into consideration by decision makers and we expect that a large number of them will be implemented at the beginning of the following year.

3.1. Political context and achieved influence

In terms of European integration, the negotiation with the European Union and complying with the obligations from the negotiation process were the main characteristics of 2013. New negotiation chapters were open and important action plans were adopted. The focus was also cast upon the Parliament's role in this process as well as on the discussion regarding quality of in that moment current Communication Strategy. In addition to that, opinion polls showed that the level of support to the EU accession was very high which did not imply, however, a high level of the public awareness concerning this subject.

With its activities in 2013, the CDT managed to carry out a dialogue on the EU integration and indicate to existing problems in communication among different structures involved in this process. We offered concrete recommendations and that was followed by the process of advocacy for solutions which would improve the quality of coordination and communication.

In terms of transparency, openness and coordination of the negotiation process, the CDT identified several key problems for which it offered solutions. The first problem refers to the insufficient transparency of the process

implying to (non)disclosure of important documents from this process. In addition to that, a lack of meaningful cooperation between the media and negotiation structure was evident, and there was also lack of intensive communication and coordination between the Government and the Parliament. NGOs which participated in working groups lost their possibility to act as a correctional factor. Moreover, comprehensive opinion polls which would shape further development in an efficient manner were also missing. These problems are addressed in a policy brief and concrete proposals for their solution are provided and we expect that the most of them are implemented.



Another topic that the CDT focused on was the Parliament's role in the process of the European integration. Namely, the CDT actively participated in a public debate regarding the Proposal for the Resolution on Manner, Quality and Dynamics of the Integration Process of Montenegro to the European Union with the aim of defining the role of the parliament, as a citizens' representative body and the most important political institution in the negotiation process. However, despite primarily being a political document, this resolution did not define the political attitude, i.e. principles which will define the Parliament's role in the European integration. Revised resolution was adopted in December 2013.

In addition to indicating to the above mentioned, the CDT also launched an active campaign aimed at advocating for the Communication Strategy revision. We indicated in a clear way to the possibilities for improvement of the Communication Strategy on various fields – coordination of structures in charge of the implementation, evaluation, budget background, creation of action plans, more précised defining of target groups and means of communication.

Our intensive work on communication improvement resulted in the CDT representative being elected for participating in a working group aimed at drafting of the new Communication Strategy for informing citizens about European integration. Materials that the CDT had prepared were used in the first draft of the Communication Strategy and therefore we expect that large number of recommendations becomes included in this document.

3.2. *The most important activities and results*

At the end of January 2013 the CDT organized a conference with the topic “Informing citizens on European integration – opportunities, challenges and limitations”. The conference gathered representatives of the state institutions, international community, civil sector and the citizens, and its aim was starting a debate regarding the quality of at the time current Communication Strategy and necessity of better informing of citizens about European integration process.



The first panel addressed the topics referring to the Communication Strategy, i.e. the need and significance of a timely communication with the citizens, as well as the defining of the role of the Government and the Parliament in the process of informing citizens about the European Union.

At this panel spoke: Head of the Delegation of the EU to Montenegro, Mr. Mitja Drobnič, Mr. Frans Rotmans, Attaché of the Kingdom of the Netherlands, Mrs. Snežana Radović, Director General for the European Integration in the Ministry of Foreign Affairs and European Integration and Mr. Slaven Radunović, the Chairman of the Committee on European Integration of the Parliament of Montenegro. The second panel was focused on the public opinion support, i.e. relevant researches regarding the citizens’ attitude towards the integration process. The speakers at the panel were Mrs. Gordana Đurović, Professor at the Faculty of Economics, Ms. Dženita Brčvak, researcher in the NGO CEDEM, Mr. Matjaž Kek, from the Slovenian Government and Mr. Stoyan Stankulov, representative of the Association of Montenegrin-Bulgarian Friendship. The third panel addressed the topic of the role of the media, NGOs and academic community in the European integration process, and the speakers were: Ms. Biljana Keckojević, NGO Ozon, Mrs. Marijana Bojanić, Deputy Director of the TV Vijesti; Mr. Darko Ivanović, Communications Director in the NGO Civic alliance and Mr. Mirko Duković, teaching assistant at the Faculty of Law at the Donja Gorica University.

Also, a publication “Informing Citizens on the European Integration Process - Analysis of Communication Strategies with Overview of Information Campaigns and Good Practices” was published in January. The publication actually represents a comparative analysis of the Communication Strategy about the European Union

and a preparation of Montenegro for the membership for the period of 2010 to 2014, and communication strategies of the Republic of Croatia, Slovenia, Slovakia, Serbia, Bulgaria and Moldavia, with reference to the overall campaign of informing the public and the good practices from the region. It contains recommendations regarding the mentioned analysis, aimed at indicating to the shortcomings of the current communication process and the opportunity to its improvement at all levels – including the coordination of key institutions, their interaction with the citizens, role of the media, means of communication and similar.

In April 2013, the CDT presented a policy brief *Accession Negotiations between Montenegro and the EU – Active and Well Informed Citizens or Mere Observers in the Process?*, with proposals for improvement of the communication regarding European integration. The policy brief was prepared after several analyses of the transparency levels, coordination of the openness of the negotiation process and it contains a number of concrete recommendations for its improvement.

The CDT proposed adoption of the act which would regulate which documents in which negotiation phases in which manner will be available to citizens, and that would deny the Government a possibility of ad hoc disclosure of documents. In addition to the policy brief, the CDT also advocated for this solution on its portal, and we expect it to be adopted during the following year. We also proposed defining of the communication mechanism between the media representatives and structures in charge of the negotiations, as well as a permanent communication mechanism with the NGOs, and we expect that these solutions will be implemented through the new Communication Strategy. Moreover, the CDT's recommendation of a comprehensive opinion poll aimed at better defining of target groups and direction of the future communication with the citizens was adopted.

From June 2013, the CDT has participated in a public debate regarding the Proposal for the Resolution on the Manner, Quality and Dynamics of the Integration Process of Montenegro, with concrete proposals for defining and strengthening of the Parliament's role in the EU negotiation process. In December 2013, the Working Group for drafting of the Communication Strategy for informing citizens about European Union and preparation of Montenegro for the membership for the period of 2014 to 2018 was created, where the CDT has its representative. A comparative analysis of communication strategies the CDT conducted and recommendations from the

policy brief were used for the first draft of the Communication Strategy. The Working Group will start operating in January 2014.

In addition to that, in 2013, 110 workshops on the EU and NATO integration were held for graduates, in 16 schools in 8 Montenegrin towns. Thus, 3200 graduates became acquainted with objective information on the European Union and the NATO Alliance.

3.3. Donors

In 2013, in program area Montenegro and the European Union, a project “Euphoria – Informing Citizens on the European Integration Process” was carried out and it was supported by the Royal Netherlands Embassy.

4. Montenegro and the NATO

In 2013, in the program area Montenegro and the NATO, the CDT continued implementing the Info Center on Euro-Atlantic Integration activities, with the aim of the public dialogue improvement and raising Montenegrin citizens' awareness regarding the Euro-Atlantic integration.

In the previous year, important results were achieved. The Info Center became a prominent place for debates, dialogues and providing information about Euro-Atlantic integration in Montenegro.



In 2013, the CDT sent to the Government of Montenegro recommendations for improvement of communication with the citizens about the NATO integration, in a form of a policy brief “Strategic Communication of Euro-Atlantic Integration Process”. The recommendations were prepared in a transparent and consultative process, in cooperation with the NGO representatives, the media and the Government, and most of them were accepted by the Government and incorporated in the new type of communication.

Many events and activities were organized which enabled citizens a direct contact with decision makers, where all interested parties are gathered in

one place and the participants are informed and educated on Euro-Atlantic integration. The CDT managed to gather representatives of the institutions, international community, political parties and civil society on multiple occasions, regardless of their attitude toward this issue.

In 2013, 570 citizens visited the Info Center. Over 20 public events were organized in the IC. The CDT's workshops involved approximately 3200 graduates. Twelve Ping Pong TV shows on TV Vijesti were seen by hundreds of thousands of citizens.

4.1. Political context and achieved influence

In 2013, the topic of the Montenegrin membership to the NATO became the center of political communication. Many factors contributed to this event. Certainly the most significant one are approaching of the NATO Summit which will take place in September 2014, and efforts of Montenegrin authorities invested so that Montenegro gets the invitation for membership at the summit. One of the prerequisites to even talk about the invitation is achieving a satisfactory level of public support for the Montenegrin membership to the NATO.

Engagement of civil society is also a significant factor which affected promotion of public dialogue on the NATO. NGO and media activities affected that the communication campaign goal is no longer propaganda and convincing people to get informed and that a space for exchange of different opinions is created.

The CDT recognized a problem in a fact that a large number of citizens do not have their attitude regarding one of the key Montenegrin foreign policy objectives. Opinion polls have shown that a large number of those who do have the attitude regarding the Montenegrin membership to the NATO are not capable to explain the reasons for disputing or supporting that option. A serious shortcoming is also the fact that there is no transparent and constant dialogue based on founded and accurate information in which representatives of the state bodies, the parliament, academic community and civil sector would speak out their well-founded attitudes for or against the Montenegrin membership to the NATO.

The CDT's Info Center created a new space for a free and uncensored dialogue about advantages and shortcomings of the NATO membership, as about alternative methods of organizing the system of the state security.

The Info Center contributed to creating ties among the Government, political parties, media and non-governmental organizations, with a clear intention to increase understanding among those who represent opposing standpoints and to offer citizens, as a result of the dialogue, objective information and rational arguments based on which they can create their own attitudes.

The Info Center also had effect on improvement of communication among NGOs dealing with the security and Euro-Atlantic integration issues. In cooperation with the U.S. Embassy and seven NGOs, whose NATO related projects were supported by the Embassy, the CDT created an annual calendar of NGO activities regarding the NATO integration, thus providing a better coordination and planning.

In addition to the communication with citizens, the Info Center became a significant point of communication with the international community regarding the NATO integration. The Center was visited by numerous delegations, including the NATO delegation led by Dirk Brengelmann, NATO's Assistant Secretary General, delegation of ambassadors of the NATO member states, representatives of the SEE Group, and numerous delegations and representatives of the NATO member states.

4.2. The most important activities and results

In 2013, over 20 public events were organized in the Info Center, including 12 Citizen Hours. Guests at the Info Center's public events were two ministers, three MPs, the National NATO Coordinator, one NATO representative, four ambassadors, two professors and one journalist. Audience dominantly consisted of young people, students and members of political party youth organizations, but also representatives of the institutions, political parties, NGOs and other citizens.

In 2013 four Movie Nights were organized in the Info Center. Screening of movies, which were thematically connected with the concept of security and international relations, was followed by discussions between the moderator and audience. The Info Center also hosted a Montenegrin premiere of the documentary film *The Second Meeting*, about a meeting of two soldiers who were on opposite sides during the NATO intervention in 1999. 570 citizens attended events in the Info Center in 2013.

25 students participated in the creative workshops in the Info Center. They learnt about political marketing and media, advocacy campaigns and

trends of support for the EU and the NATO from journalists, MPs and activists.

In 2013, 110 workshops on the EU and NATO integration were held for graduates, in 16 schools in 8 Montenegrin towns. The workshops involved 3.200 graduates.



In cooperation with the TV Vijesti in 2013, 12 Ping Pong TV shows were broadcast, where opponents and supporters of Montenegrin NATO membership had the opportunity to discuss different aspects of Euro-Atlantic integration. Interlocutors in the Ping Pong were government officials, MPs, political party representatives, NGO activists, business representatives, professors and experts. TV Vijesti shows had over hundred thousand reviews on a monthly basis. In cooperation with the TV Vijesti in July 2013 we prepared a TV show “From my Perspective” (Iz

mog ugla) about the NATO dialogue, where apart from the CDT’s Director, Dragan Koprivica, the guests also were the National NATO Coordinator, Nebojša Kaluderović and MPs Dritan Abazović (PCG) and Milutin Đukanović (NOVA).

In August 2013, the CDT presented a policy brief “Strategic Communication of Euro-Atlantic Integration Process”, with recommendations for improved communication between the Government of Montenegro and citizens about the NATO integration. This policy brief was created in a consultative and participatory process, and it included recommendations the CDT had collected in numerous interviews with decision makers, civil society representatives and citizens. The final document was prepared in cooperation with the working team, consisting of representatives of the Government, non-governmental organizations, media, as well as the public relations and communications experts. Not long after the disclosure of recommendations the Government started with their implementation.

In November 2013, the CDT organized a conference on “Strategic Communication of Euro-Atlantic Process”. At the first panel regarding the Parliament’s role in the Euro-Atlantic integration the speakers were the MPs Goran Danilović (NOVA), Mevludin Nuhodžić (DPS), Borislav Banović (SDP) and Vasilije Lalošević (SNP). The second panel addressed the issue of media

role in this process, and the panel actors were journalists Neđeljko Rudović (Vijesti), Slavica Brajović (Radio Slobodna Evropa), Antonela Riha (NIN, Serbia) and Boro Kontić (Media Center, Sarajevo). The third panel was concerned with how international community sees Montenegro - NATO relations, and the speakers were Ambassador of Slovenia, Vladimir Gasparič and Deputy Heads of Mission at the German and U.S. Embassy – Olaf Poesche and Douglas Jones.

The Info Center has a website, and numerous topics pertaining to the NATO integration area are also covered on the CDT's portal. All events in the Info Center may be followed via live stream. Apart from that, these events are promoted on social networks, and they are all available via live tweet. On the Info Center's website there is a video gallery of all TV shows and videos of events, gallery of photographs of all activities, as well as a gallery of info graphics and they all explain various NATO related topics.

4.3. Donors

Activities of the Info Center on Euro-Atlantic Integration in 2013 were supported by the U.K. Embassy, U.S. Embassy, Canadian Embassy, German Embassy, Turkish Embassy, Slovenian Embassy, NATO PDD and the Communications Team of the Montenegrin Government.

5. Civil Society

Through this program area, the CDT aspires to, by promoting laws and practices, stimulate implementation of good governance principles in their work, i.e. to contribute to the strengthening of the NGO capacity and cooperation inside the sector. Only some of the issues the CDT addressed in 2013 were internal capacity of non-governmental organizations, everyday problems NGOs face, their relation with the governing bodies at central and local level, legislative framework and means of funding.

By establishing partnerships at national, regional and international level with other non-governmental organizations, the CDT tries to stimulate an exchange of good practice examples and experiences which would contribute to strengthening of civil society in Montenegro.

5.1. Political influence and achieved results

Even though the cooperation between the state and the NGOs became a component of political criteria for the full-fledged EU membership, undefined state policy towards NGOs, poor financing system and nontransparent allocation of assets represent some of the biggest challenges in the development of civil society in Montenegro in the eyes of the Western Balkans.



In addition to that, a serious problem of the civil sector is a non-transparency in NGOs themselves, which fail to disclose financial reports and other important information regarding organization functioning.

Other than inadequate legal solutions and decrees, there is no statistics on work and functioning of NGOs, therefore there is no information on a number of employees in the NGO sector, size of the budget, wages and similar.

Even though the Government established the Office for Cooperation with NGOs and the Government-NGO Cooperation Committee whose mandate ended at the end of 2013, the CDT believes that those institutional mechanisms were not sufficiently embraced in practice and that cooperation needs to be additionally developed.

The existing institutions and regulations do not guarantee involvement of NGOs in creation of public policies in a way that would provide citizens an actual influence in adoption of rules they abide by.

During the drafting of the Strategy for NGOs Development in Montenegro 2014-2016, the CDT advocated for improved NGO funding from the state budget through introducing transparency in NGO funding by both the state and municipalities and at same time of NGOs themselves which apply to get assets from the state or municipal budgets. Assets from the state and local self-governments should be awarded to those organizations which meet certain criteria and comply with high standards of transparency which could be achieved through introducing of new legal solutions regarding non-profit organizations' accounting.

5.2. The most important activities and results

Fourth year in a row the CDT participated in drafting of the USAID's CSO Sustainability Index. The report is designed to show the CSO's level of progress by examining the overall environment for the development of civil society through seven dimensions: legal framework, organizational capacity, financial sustainability, advocacy, service provision, infrastructure and CSO's public image.

In 2013, the CDT continued developing organizational capacity of nongovernmental organizations in the state and abroad. A team of instructors continued working on the USAID/ORT Persons with Disabilities Initiative which comprised a set of individual trainings and consultations for organizations – project participants: the Paths (Podgorica), the Organization for the Blind (Nikšić), the New opportunity (Herceg Novi), the Paraplegic Association (Pljevlja), the Ray of Hope (Pljevlja). Some of the addressed issues were: managing human resources, organizational strategy development, advocacy, financial management, establishing system for monitoring and evaluation, developing of the organization's internal procedures etc. The National Democratic Institute (NDI) involved the CDT in capacity building in local partner organizations in Albania regarding advocacy in a legislative process.



In cooperation with the Office of the United Nations Development Program (UNDP) in Montenegro, in November 2013, the CDT initiated a project "Montenegro on Twitter – Engage to Change", with the aim of strengthening civil activism via that social network. Within a six month project it was planned that 24 persons, of different professions, initiate discussion on current social issues on twitter account @cgtvituje. The partners of the project were TV Vijesti and the TV show Robin Hood and the Vijesti online portal which, jointly with the CDT, provided support for realization of different initiatives launched during the project. In 2013, the project participants were: Biljana Gligorić – NGO Expeditio, Vladimir Vulić – teaching assistant at the Faculty of Economics in Podgorica and one of the NGO Digitalizuj.me founders, Marina Vujačić – the Association of Youth with Dis-

abilities, Aleksandar Perović – Environmental Movement “Ozon”, Goran Šćekić– caricaturist and Damira Kalač–journalist and the Deputy Editor at the Vijesti portal.

Some of the discussed topics were: public space and how we use it, youth unemployment, obstacles persons with disabilities face, waste and water resource management, Montenegro in caricature and treatment of animals in Montenegro. Three actions were carried out: afforestation of Gorica, organized in cooperation with the Environmental Movement “Ozon” and the Association of Gorica Devotees; citizens’ visits to the Animal Rescue Shelter, and a research on municipal real estate records was also conducted. You can find more information about the project on cgtvituje.cdtmn.org.

5.3. Donors

The project CSO Sustainability Index – USAID was funded by the ManagementSystems International (MSI) while the project “Montenegro on Twitter – Engage to Change!” was carried out in cooperation with the Office of the United Nations Development Program (UNDP) in Montenegro.

IV SUPPORT TO THE CDT'S PROGRAM AREAS



Support to the organization's program areas is provided by the General Secretariat, the Research Center, the sector in charge of information and communications technology and our company Praxis Montenegro LLC.

1. The CDT's General Secretariat

1.2. *Development of operating procedure in 2013*

In 2013, the new CDT's Rulebook was adopted. The Rulebook's structure consists of two parts, basic provisions and rules referring to the financial and administrative management.

Basic provisions define in a strict manner the issues of employment and en-

agement of persons, working hours, employees' wages, vacation and leaves, bonuses, the CDT's property and similar. This act also defines discipline accountability and prohibition of competition, all in line with the valid legal solutions. The Rulebook's second part refers to the administration and financial management of the organization. It gathers all rules and procedures of the internal functioning and formal internal communication. Planning procedures, preparation and implementation of project proposals, as well as the reporting procedure are defined here. Internal control concept is particularly emphasized. Internal control system includes a wide range of specific procedures, including procedures in terms of accounting, procurement, delegation of responsibilities and internal financial reporting.

In 2013, the CDT's financial and administrative procedures were improved due to introduction of an online base intended for the monitoring of project costs and activities. This base consists of individual and group overviews of project charts, with different approach levels. This enables online monitoring and control over project activities' implementation. Our goal is to transform this base into a unique financial software in the following year.

2. The CDT's Research Center

2.1. Development of research activities in the organization

In 2013, the Research Center's development was, primarily, conducted in compliance with the CDT's strategic plan. Namely, the focus of work was transferred from exclusively increasing research capacity to completion of the research process resulting in a policy document. In the middle of the year, a creation of a standard procedure took place and it established the Research Center as a key instrument of support to all program areas. The procedure was rather simple: firstly, program coordinators initiate research ideas related to their areas; then the idea is brought to insight of the Research Center which provides necessary methodological and professional support for achieving defined goals; these steps are followed by the creation of a policy document and a supporting advocacy campaign conducted by the program coordinator, research coordinator and the executive director. With the aim of ensuring quality of the research product, for each research at least one external supervisor controlling the quality is nominated.

Supervisor of the Research Center development is Martin Brusis, professor at the University in Munich and expert in the field of public policy evaluation and creation. In addition to the supervision of the research and policy components of the Research Center, professor Brusis held two intensive workshops with the CDT's personnel. The first was held in February and focused on formulation and creation of policy documents, while the second one was held in November and referred to the promotion of public advocacy techniques. Both workshops focused on translating of raw data to policy recommendations. Apart from the mentioned workshops, another one was conducted in October referring to the know-how in terms of public policy and advocacy: Vukosava Crnjanski-Šabović and Raša Nedeljkov from the organization CRTA, held an intensive workshop relating to topics from three program areas: Montenegro and the EU, Montenegro and the NATO and Good Governance.



In 2013, the Research Center created a methodology for measuring organizational, research and policy impact. In 2014, this methodology will transform into a mechanism that will serve for monitoring control of all CDT's activities referring to the research, policy and advocacy. Also the previous year marked a gradual introduction of external quality control – conducted by local and international experts – for each research and policy document. At the same time, networking with the leading experts will only additionally strengthen the Research Center's capacity and knowledge. In 2013, the Research Center coordinator had an intensive methodological training on creating questionnaires and interviews, leading focus groups, as well as content analysis. Thus, the Research Center's methodological portfolio was additionally improved for the forthcoming period.

2.2. The most important results

After the first workshop of professor Brusis in April, the CDT translated research results into two policy documents: (1) "Good Governance in Montenegro – Challenges and Recommendations for Improvement of Situation" and (2) "Accession Negotiations between Montenegro and the EU – Active and Well Informed Citizens or Mere Observers in the Process". Both documents were focused on improvement of the good governance principles in the Montenegrin public institutions.

Along with the capacity development in a policy document creation, the Research Center improved its research capacity as well. The Research Center developed currently the most comprehensive methodology for operationalization and measuring of transparency and accountability in local and state institutions, through the projects POTEZ and DURBIN. Another research resulted in a policy study called “Good Governance in Montenegro: Monitoring and Recommendations”. Moreover, the methodology of the Research Center was also used for measuring e-transparency of executive power in the regional states. Using of quantitative methods in monitoring and measuring transparency and accountability expanded to judicial power as well, and this took place within the project “The Initiative for Transparency of the Criminal Justice System in Montenegro, which was launched in August 2013.

Despite expanding its research portfolio to quantitative methods, the Research Center also continued implementing numerous qualitative researches. Another policy study was published, namely “Informing Citizens about the European Integration Process”, which focused on an analysis of the Montenegrin Communication Strategy for Informing Public about European Union. A comparative analysis of similar strategies from the region was also conducted. A similar methodology – comparative analysis of legislation and other legal documents – was used for the project “Money and Politics in the Western Balkans”. Within the project “Freedom of Information – Instrument for Democratization”, the Research Center developed a methodology for analysis of public policies referring to free access to information. The research results were translated into a policy document.

Two researches were conducted at the end of 2013 and they will be transformed into policy documents during this year. A combination of quantitative and qualitative methods were used for the first research which focused on state resource abuse, while the second had a qualitative nature and referred to evaluation of strategic and action plans of the Government of Montenegro. External supervisor for the first project was Doc. Dr. Olivera Komar, and for the second Mr. Nives Miošić.

In 2013, the Research Center used its capacity for developing a chapter on Montenegro regarding the CSO Sustainability Index and the Bertelsmann Transformation Index.

The Think Tank Fund supported institutionally the organization’s development, particularly the research and advocacy components.

3. Information and communications technology in 2013 (ICT)

3.1. ICT development in 2013

In 2013, the CDT continued developing, through its many activities, information and communications area, as one of the most important areas of support to other organization's programs.

The most important activity in the ICT sector in the previous year was drafting and designing of the new CDT's web portal. The portal is connected to all program areas, particularly to the Research Center.



The program, the Research Center and the portal networking resulted in a creation of a new method of public advocacy and communication between the CDT and citizens, social and political actors.

In 2013, the organization also focused on improvement of e-communication with the citizens, particularly through interactive approach on social networks.

The ICT sector created project websites for several CDT's initiatives and thus enabled better representation and a more detailed insight into the organization's activities and researches.

Moreover, improvement of cooperation between the Research Center and the ICT stimulated creation of innovative solutions for simpler presentation and understanding of complicated researches and legal procedures.

3.2. The CDT's Portal

Having created a new website, the CDT established a new channel of communication with the citizens, social and political actors, and it also created a new means of public advocacy for solutions promoted by the organization.

Establishment of the editorial office in November 2013 resulted in the organization's initiatives being presented through journal articles which, in addition to the organization's views, also included the views of relevant interlocutors from the CDT's area of work.

Most of these articles published in 2013 were backed up by the data the CDT's Research Center had collected, and thus data journalism started developing, representing a new form of journalism in which data (numbers) are transformed into words. Thus, the CDT's researches are additionally promoted, and improvement of the existing state is continuously advocated in another manner.

The CDT's portal covered important issues from the field of electoral legislation, good governance, and European and Euro-Atlantic integration. Also we tackled issues regarding civil society and non-governmental sector.

In a short period of time, the portal became a relevant source whose stories were reported by almost all electronic and print media in Montenegro.

Stories the portal initiated caused positive reactions of decision makers and international organizations' representatives, which is why they partially affected improvement of the existing state.

On the new web portal, in addition to journal articles, citizens can still find all information regarding the organization's work, activities, partners and donors, as well as information on the organization's financial transparency. The portal is bilingual, therefore its content is available in English in addition to M/S/B/C. It is also adjusted to cell phones and tablets.

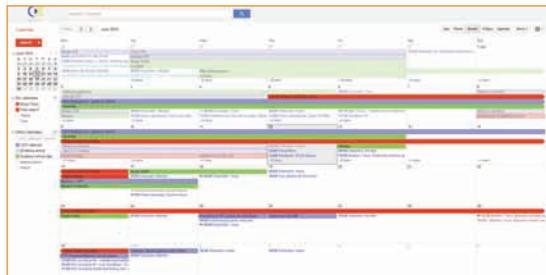
In 2013, the CDT's website had approximately eight thousand individual reviews. The website viewers were mostly from Montenegro, but there were also individual visits from the region and the world.

3.3. The ICT's role in the CDT's internal functioning

The CDT still uses Google Calendar Service and organization of documents, which additionally improves the management and communication among the employees.

Thus, the employees plan their obligations, have an overview over the organization's overall activities, get insight into individuals' obligations and synchronize them more easily.

All announcements and changes in the calendar are synchronized with the employees' cell phones via Google SMS Service.



In the previous year, the CDT created a system for monitoring current projects which provide a clear and quick insight into project activities and financial status.

In the ICT program area, the CDT continued developing data base which enables a simpler processing of data collected by the Research Center aimed at uniting all existing bases.

A server within the organization is still used where all data files are placed, in addition to useful bases and programs, and the organization's joint archive. What makes this solution essential is the fact that the data may be accessed outside the office and on any other computer.

Through the ICT area, the CDT will continue working on enhancing the portal's influence on the Internet and increasing 'visibility' in line with the development of new technology.

3.4. Project websites

In 2013, in terms of the ICT area, administration of the existing project websites was conducted, in addition to creation of new project websites and creation of ideas for the future web presentations.

In the previous year, two project websites were designed:

www.otvorenevlade.cdtmn.org

"Otvorene vlade" ("Open Governments") website was released in November 2013, and it was developed as a part of the project "Using New Technology to Promote Government Transparency". The website is bilingual and in ad-

dition to M/S/B/C version its content is available in Macedonian as well.

This website offers all results regarding monitoring of governments and ministries from Montenegro, Bosnia and Herzegovina, Serbia and Croatia on transparency of institutions, interaction with social actors and relations with the citizens. Viewers may find detailed information about indicators presented by four organizations in charge of the project implementation: the CDT (Montenegro), Why Not? (Bosnia and Herzegovina), the Center for Research, Transparency and Accountability (Serbia) and the Citizens Association MOST (Macedonia).

Also, the website offers option of comparing results of institutions from all four states, as well as graphics visually monitoring the research data.

www.cgtvituje.cdtmn.org



“CG tvituje” website was released at the end of 2013, and it was created within the project “Montenegro on Twitter – Engage to Change”. Its content is available only in M/S/B/C.

The website viewers have access to all important information about this project, project activities and initiatives being implemented within this project. Considering the fact that on every Friday a different person from Montenegrin social life tweets on @cgtvituje account, this website contains all Twitter interactions, questions and answers of the discussion participants.

3.5. Data visualization

The ICT program area was directly involved in the Research Center’s project activities and work in order for the collected data to be visualized in info or animated graphics.

All data visualization examples are disclosed on the CDT’s portal, with the aim of providing an easy insight into this segment of our work (<http://www.cdtmn.org/index.php/arhiva-prikazivanje-podataka>)

In the previous years we designed:

INFOGRAPHICS: “How Can I Engage in Public Consultations?”, which provides explanations to citizens regarding engagement in public consulta-

tions on a law draft; and “How Can I Exercise the Right to Free Access to Information?” which explains in a simple manner a procedure of requesting information based on free access to information.

ANIMATED GRAPHICS: Results of regional research on governments’ and ministries’ transparency are visualized with animated graphics, with the aim of providing citizens a simple insight in the data and enable them easier understanding.

In the ICT area an example of a transparent municipal website was presented intended to facilitate the process of improving web presentations for the employees in the local self-government.



3.6. Social networks – Facebook and Twitter

In 2013, the CDT continued presenting its work on social networks Facebook and Twitter, with constant account improvements. Having designed the new CDT’s website, social networks became useful and necessary means for disclosure of texts and increasing of the website visits.

The CDT will continue to use social networks as a means for informing citizens about the organization’s activities, and for stimulating interaction and dialogue on important issues.

Facebook

Number of Facebook visits doubled comparing to the previous year. In addition to Facebook page (<https://www.facebook.com/CentarZaDemokratskuTranzicijuCDT?ref=hl>), users of this social network can read articles, disclosed on the portal, on the CDT’s Facebook group.

Twitter

The CDT still has two Twitter accounts: one in M/S/B/C (@CDT_Cr-naGora) and one in English (@CDT_Montenegro). They still provide the most important information about the organization's work, as well as the journal articles from the portal. These accounts are also used for live streaming of the CDT's events and events pertaining to the organization's field of work.

4. Praxis Montenegro LLC

4.1. Development and the most important activities in 2013

In 2013, our company Praxis Montenegro continued working on profiling of its activities. It was focused on logistics organizational activity and design and preparation for printing. A strategy for operating in different areas in the future was also made, with the aim of the company's growth and development. As in 2012, in 2013, the Praxis was active in the field of research and logistics organizational activities. In February and March it carried out for the third time a project within the Anti-Corruption research. The investor was East-West Management Institute – with a representation in Podgorica. Two regional and 19 municipal coordinators were involved in the project.

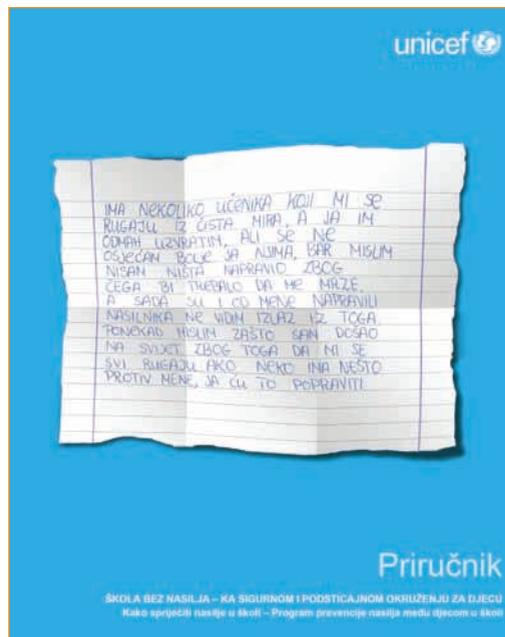
The Praxis Montenegro has been reelected to organize and implement the data collection process for purposes of a study called Scorecard of Municipalities based on satisfaction of citizens and companies with living and working conditions. Unlike in the previous year, the company was in charge of the analysis of the collected data. The project was conducted for the East-West Management Institute and the CHF International, an organization funded by the U.S. Agency for International Development (USAID). The work was performed during April, May and June 2013 and 35 persons were recruited for the job. In first half of 2013 (March 21st – April 16th) the Praxis provided logistics support to the World Bank in completing the Questionnaire, intended to make an overview of views of the clients and partners involved in the development of Montenegro or follow activities connected to social and economic development.

A cooperation with the UNICEF continued on their publications' design and preparation for printing (according to contract), and the same services were provided to the Center for Democracy and Human Rights (CEDEM).

In September 2013, drafting of a special strategy, which would include business plans for certain areas of work, was arranged. This document would set out detailed guidelines of the company's development. Also, developing of the plan of personnel and technical needs will be conducted.

The plan includes a research of various models for social entrepreneurship, as well as organization of the Resource Center, which will include all knowledge the CDT and its personnel possess, and their application in work.

Cooperation between the CDT's Research Center and the Praxis is also expected, so that the development of the opinion poll system in Montenegro can start according to plan.



V THE CDT'S INCOME AND EXPENSES IN 2013



The CDT's overall budget in 2013 was 279,221.00€.

How the implementation period does not always coincide with the calendar year, we present overall numbers of the projects which were completely or partially carried out in 2013 (Table 1).

Expenditures in 2013 amounted to 274,009.63 € (Table 2).

Table 1. - The CDT's income

PROJECT TITLE	DONOR	AMOUNT
Capacity Building of CDT's Research Function	Think Tank Fund, Open Society Institute	38,480.00€
NGO Sustainability Index	USAID MSI	4,551.00€
Good Governance - Better Institutions	USAID EWMI	35,990.00€
"Civil Society for Good Governance and Anti-Corruption in Southeast Europe - Capacity Building for Monitoring, Advocacy and Raising Awareness"	Delegation of the European Union to Montenegro *80% coo-financing	52,501.16€
Money and Politics	Balkan Trust for Democracy (German Marshall Fund), Washington, USA	23,902.00€
Using New Media to Promote Government Transparency	National Endowment for Democracy, Washington, USA	28,756.40€
Initiative for Transparency of Criminal Justice System of Montenegro	US State Department's Bureau of International Narcotics and Law Enforcement Affairs (INL), through the United States Embassy: Criminal Justice Civil Society Program	27,835.00€
Freedom of Information - Tool for Democratization	The Network of European Foundations for Innovative Cooperation - European Fund for the Balkans	13,960.00€
Consult the People	U.S. Embassy	10,389.60€
Increasing Legislative Transparency in the Western Balkans	Višegrad Fund	1,500.00€
Montenegro on Twitter - Engage to Change	United Nations Development Program	7,367.44€
Info Center on Euro-Atlantic Integration	NATO Public Diplomacy Division	12,000.00€
Info Center on Euro-Atlantic Integration - Creative Approach to Integration	Embassy of Canada	21,777.18€
EU and NATO Interactive Workshops for Students	Embassy of the Republic of Germany	13,590.00€
Info Center on Euro-Atlantic Integration	UK Embassy	30,547.50 €
NGO Communication Strategy on Euro-Atlantic Integration	U.S. Embassy	3,328.52€
Exploring NATO with Citizens: Fears and Aspirations	U.S. Embassy	12,580.00€
Institutional Support ¹	Praxis Montenegro LLC	20,000.00€

¹ Praxis Montenegro Ltd is a company whose founder and majority shareholder is the Center for Democratic Transition. The company's income is intended strictly for covering its fixed monthly expenses and providing institutional support to the CDT.

Table 2. - TheCDT expenditures by categories

Expenses	Amount €	%
Expenses of net salaries of employees	63,254.49	23.08%
Freelance contractors	31,727.50	11.58%
Income taxes and contributions for employees	43,376.61	15.83%
Income taxes and contributions for freelance contractors	3,833.44	1.40%
Office lease	15,000.00	5.47%
Service expenses (services, printing, accounting, marketing)	20,863.70	7.61%
Transportation expenses	3,792.24	1.38%
Material expenses (office material and consumables, electricity, telephone)	13,384.93	4.88%
Amortization expenses	7,716.73	2.82%
Expenses of negative exchange rate differences, taxes, interest rates and bank fees	2,743.68	1.00%
Expenses of organizing seminars and conferences	25,284.22	9.23%
Expenses of projects with partner organizations	31,449.00	11.48%
Expenses of representation, hotel accommodation, plane tickets, guest freelance contractors	11,553.09	4.22%
Expenses of donations and sponsorships	30.00	0.01%
TOTAL	274,009.63	100.00%

