



EU TECHNICAL ASSISTANCE  
TO CIVIL SOCIETY ORGANISATIONS  
IN THE WESTERN BALKANS AND TURKEY

**COUNTRY CONSULTATIONS  
MONTENEGRO  
25 FEBRUARY 2021**

**Guidelines for EU Support  
to Civil Society in the  
Enlargement region, 2021-2027**





## SHORT REPORT

### BACKGROUND

Mandated by the Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), the EU TACSO 3 project has been entrusted to support the review and organize the consultation process for the Guidelines for EU Support to Civil Society in the Enlargement Region for the period 2021-2027. The consultation concerns the revision and updating of the Guidelines that have already been in place and used in the period 2014 - 2020.

Country consultation meeting for stakeholders in Montenegro was organised in cooperation with the Delegation of the EU to Montenegro on-line, on Thursday, 25 February, 2021.

The specific objectives of the event were:

- To present the Guidelines for EU Support to Civil Society in the Enlargement Region for the period 2021-2027
- To enable public audience to provide feedback, comments and raise questions.

The call for participants to take part in the consultation was published on 17 February on the EU TACSO 3 website and social media and was sent directly via mailing lists of CSOs and media organizations in Montenegro. Additionally, direct invitations were sent by the EU TACSO 3 Country Coordinator to: National Resource Centre, TA to Government of Montenegro, National Council for Cooperation between State Administration Bodies and NGOs, donor and international organisations representatives, including relevant EU funded projects providing subgrating to CSOs such as ReLOaD and the newly contracted project “CSOs Montenegro – from basic services to policy shapers (M’BASE) project under which, around 2,750,000 EUR will be distributed as sub-grants for CSO projects throughout Montenegro.

The Delegation of the EU to Montenegro sent invitations to public institutions representatives (Cabinet of the Prime Minister of Montenegro - Office for European Integration, Ministry of Public Administration, Digital Society and Media, Ministry of Finance and Social Welfare, and Office of Ombudsperson).

In total, ninety-six (96) representatives of CSOs, media organizations, public institutions, international organisations and donors, and other stakeholders from Montenegro have confirmed participation, while sixty-nine (69) of them have participated at the event. (See details in Annex 2: List of participants).

### INTRODUCTION SESSION

#### Introduction, objectives, expectations

In the beginning, **Tanja Hafner Ademi, EU TACSO 3 Team Leader**, provided information about the purpose of the event, explained its structure and presented the agenda of the event (See Annex 1: Agenda). Katerina Boncheva, the EU TACSO 3 Event Manager explained technical details related to translation since the official language of the event was English, but the participants could have a translation from/to Montenegrin.



**Mr Colin Wolfe, Head of Unit, Western Balkans Regional Cooperation and Programmes - Civil Society and Social Inclusion (D.5), DG NEAR** welcomed the consultation process and highlighted that accession to the European Union is not just a government-led exercise, but is also based on a genuine civic participation. He mentioned that policy makers and officials in the region and in Montenegro, should also understand the international standards, expectations, and particularly to work in a way in which interaction between civil society and authorities can be facilitated and sustained, and that civil society voices are really, genuinely heard. He also said that they want to support civil society and civil society as actors to have the opportunity to be as capable and as professional, as resilient as possible. “And that’s whether you are civil society actors yourselves or whether you’re working for the public authorities in Montenegro to put in place a system that facilitates the participation of civil society and making sure that indeed there is good interchange at all levels, whether it’s between the citizens and the Montenegrin authorities or between citizens and EU authorities.” In relation to what is available in terms of that support, he mentioned that on the EU side they have put in place since 2009 the Civil Society Facility (CSF), which supports the development in the region and in Montenegro in particular. There is a considerable resource base for that with 80 million EUR per year. The EU is very much committed to continue this support, now, going forward, they have a new programming period and want to make sure that supports of 80 million EUR a year is maintained, maybe even increased. He said that Guidelines are intended to structure this support to all the aspects of the work with civil society in the period 2021-2027. DG NEAR is updating these guidelines to make sure that they’re going to do the best job possible. The idea of the Guidelines and this process is that it is a very important part to make sure that all stakeholders have a big part to play in preparing them and developing them; and that they all have a clear understanding of what they want to do with the EU support and make sure that there’s a sense of working together, to make sure that we work on the same objectives and we work in the most effective way possible.

He mentioned that the overall objective is the same, i.e. it is to strengthen the democratic process, to strengthen the EU approximation process, and it is the same three areas from the previous Guidelines: the environment for the work of civil society organizations, the cooperation between civil society and the authorities and institutions, and thirdly, the capacity and resilience of civil society organizations. He added that he has confidence that these Guidelines, as there were before, will play a very central and useful role for all stakeholders in the coming period.

**Ana Lorentzen, Programme Manager from EU Delegation to Montenegro** said that it is a pleasure to see how much interest this consultation generated among CSOs, cooperation partners and institutions in Montenegro. She said that these Guidelines were very important for the Delegation to report in its usual Annual Report, but also provided very clear benchmarks and indicators for achieving the main objective of the Delegation in support civil society, which is to strengthen participatory democracy in countries such as Montenegro that is an accession country to the EU. This framework has always helped to shape and monitor Delegation’s support for civil society, as mentioned, around three main areas: the conducive environment for civil society to operate, the cooperation between civil society and the public institutions, and to also strengthen the capacity and resilience of civil society. In the past seven years, they have provided different support in a range of sectors from civil society development, local democracy, social inclusion, good governance, the rule of law to media and freedom of expression, and also although to a lesser extent support in environment and rural development. She highlighted that at the same time as the EU provides support for CSOs, they have also provided support to the government institutions and to the public authorities to strengthen the environment in which civil society operates in the country by providing technical assistance that has helped in improving the legislative framework for civil society and also, for instance, in supporting the functioning of the Council for Cooperation with NGOs, which is a very important structure of dialogue between the government and civil society in Montenegro. She believed that these Guidelines will be



very important to guide them in future support and hoped that Guidelines can be used by the government to shape their future strategy for civil society in the country.

## PRESENTATION AND DISCUSSION

### **Session 1: EU Civil Society Guidelines for the Enlargement Region, 2021-2027, Presentation of the draft framework**

The presentation of the Guidelines result framework was divided into two parts. The Guidelines are the overarching strategic framework for the Commission to assess and to divert support, both political and financial. The first Guidelines were developed in 2013 through a very inclusive process which is being replicated through country consultations. In December 2020, the first version of these new Guidelines have been completed and published on the EU TACSO 3 website and all stakeholders have been invited to provide their feedback. Recently, the Commission introduced the last version of the Guidelines together with the result framework, which is available on the EU TACSO 3 website<sup>1</sup>.

The overall framework, aims and purpose of the Guidelines and structure of Guidelines, which has two parts - introduction and the framework – was presented. The main issues that were the focus of the update of the Guidelines were: civil society shift to online activities, anti-terrorism measures, anti-corruption measures, regulatory frameworks that also started to affect civil society in a negative way, growing number of informal initiatives and grassroots initiatives, not just formal civil society in how this was captured in this framework, the need to have more quality indicators. This new version was made to clearly communicate that these are not new objectives, expectations in terms of conducive environment dialogue and civil society development. On the contrary, most objectives and principles that are found in the Guidelines already exist in obligations or recommendations from regional human rights standards for the Council of Europe and other inter-governmental institutions. It is a comprehensive document that brings together in one place all of the existing requirements and clearly communicates them in the area of conducive environment dialogue and civil society development.

**Emina Nuredinoska, EU TACSO 3 P2P Manager** presented the first two areas of the result framework: conducive environment and CSO and IPA beneficiary authorities/institution relations. She was focusing on the explanation on methodology and how to monitor requested data and make the Guidelines operational. Some of the specific objectives has been proposed aiming to provide the CSOs free without interference on the basis of the principle of equality, space for operation and work. There are newly added objectives related to the equality among CSOs and other entities such as business entities, especially in terms of benefits and policies that support some aspects of their work. The objective is that authorities treat all civil society equally with regards to their cooperation and equitably with business entities, meaning that CSOs are not subject to stricter administrative or operational requirement than business entities and that they can receive benefits and compete in public procurement or unequal places such as business entities. On the other hand, equal treatment for registered and non-registered organizations is required in terms of the standards. The Charter of Fundamental Rights and Freedoms of European Union, and European Convention for Protection of Human Rights and Fundamental Freedoms have been considered, especially articles that regulate freedoms of assembly, association expression and non-discrimination. In terms of enabling of the financial environment, this should support the ability and ensure that CSOs are adequately funded to express their rights in practice, mentioning that in the majority of the European Union countries, there is in place legislation that provide benefits for CSOs, to implement their activities, especially those that are related to the public interest. This can be achieved through different measures, such as the

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<sup>1</sup> <http://tacso.eu/wp-content/uploads/2021/02/Draft-EU-CS-Guidelines-and-Strategic-Directions-2021-27-19-02-21-for-publication.pdf>



favorable tax rules for private donations or membership fees, philanthropy or other means such as public funding in these directions. The indicator to look at is whether legislation stimulates, and practice allows all kinds of donations (including donations from abroad, cash and in-kind donations from all sources; including the possibility for funding from public bodies, from institution, corporates or individuals etc. Public funding for CSOs should be available and provided in transparent, accountable and in a fair and non-discriminatory manner.

She also mentioned that according to the Guidelines, authorities, policies, and the legal framework, needs to stimulate and facilitate volunteering and employment in CSOs. Three indicators have been proposed for this area: the number of employees in civil society organizations, permanent and part-time and number of volunteers in organization; the number of type of incentives of the states to support those programmes for the development and promotion of volunteering; quality of legislative framework for employment and volunteering in terms of supportive employment policies.

Area 3 on CSO resilience and capacity aims to have CSOs resource-based, strategically-led and supported and capable, transparent and accountable. The approach is focused on support to civil society development and their own resilience and capacity, while previously this area was focused on and called (only) CSOs capacity. The aim is to look beyond whether, for example, CSO has a three-year strategic plan in place and checking the boxes of whether they have tools and employees and volunteers, but actually going a step further in understanding, is the strategy following the vision and mission of the organization and linked to its constituency, its members. There are a lot of challenges associated with how this is going to be measured, but the main point is that this area underwent a conceptual shift. Secondly, this approach allows going beyond understanding CSOs as a fixed category, as something static, as CSOs are only able to develop as much as they can react to and interact with its environment - so since its environment is developing, CSOs need to be able to develop better, faster, most effective, and react in relation to its environment.

The methodology for monitoring is a challenge as it includes both quantitative and qualitative indicators and in reality, you cannot find readily-available data about, but in essence the same methodological approach as so far is to be maintained.

## **Session 2: Discussion**

At the beginning, **Ms Aleksandra Gligorovic, the EU TACSO 3 Country Coordinator for Montenegro**, as the moderator of this part of the event, presented the basic rule for discussion, and invited participants to present their questions regarding the Guidelines, by writing in the Chat or orally by raising their hand.

**Sanda Rakocevic, Executive Director of Association for democratic prosperity - Zid (ADP – Zid)** commented on the specific objective that IPA Beneficiaries authorities' policies and legal environment stimulate and facilitate volunteering and employment in CSOs. She explained that working on developing a professional staff in an organization is really important and one must understand the major differences between professional staff and volunteers. She said that objectives are in line with their recommendation they put forward in previous years when talking about employment policy, specially related to CSOs as well as tax policy, because there is a big difference in function between institutions and civil society.

It is important to understand the differences between part-time and full-time experts, and stressed that when talking about the realization of EU-funded projects e.g. through CFC - Directorate for Financing and Contracting of EU Aid Funds, in the part of the staff costs, they insist that you have full time employees or part time employees working on the project. This is applicable for bigger



organizations, but for a smaller organization it is huge problem. She also said that they previously received official data related to the number of employees in civil society organizations in previous years (from 2011- to 2017) from the Tax Office, but today, there is no publicly available data of this type, because it would be very visible how much CSOs invest in budget through taxes comparing to SMEs and other sectors. She mentioned that her organisation is leading the development of volunteering policy in Montenegro since 2000. She recognizes that it is good to have statistics, but statistics are not always real. It would be good to have some system of structural support to volunteering and to support the development of the volunteering program at national level, a new Strategy of Volunteering, and further development of volunteering at national level and measurement of economic value of volunteering at national level. In 2011, ADP - Zid translated and adopted a manual for the measurement of economic value and volunteering for Montenegro (Manual on the Measurement of Volunteer Work (International Labour Organization)), but since then it has not been implemented by the state. She also mentioned in terms of tax benefits being available for CSOs and individuals, i.e. this law is not implemented in Montenegro for the last 15 years, and when you are supporting actions in community you cannot have it tax free.

The question she posed was: how do we plan to measure all of these areas? Do you have a plan to know how to measure, and how have you planned to support this kind of initiative? Because at this moment, we don't have new legislation for volunteering in Montenegro, we only have legislation which is related to voluntary "work".

**Ana Lorentzen, Programme Manager, EU Delegation to Montenegro** asked a question to the civil society, about the inclusion of grassroots organizations - is this relevant for Montenegro? Is it the appropriate terminology? How do they feel about the grass roots concept that is now going to be introduced in the Guidelines?

**Ivana Smolovic, National Resource Centre for CSOs** answered that law doesn't recognize grassroots. This was discussed many times in previous years and she believes that something should be done in order to recognize them, e.g. just to put this term into law, explanation to be included maybe in the Law on NGOs on what kind of organization is this (grassroot). And for her, the biggest problem now is that when they start to work, in one year they get registered as NGO, so there are little examples of such organizations in Montenegro (e.g. "Sacuvajmo Sinjajevinu").

**Emina Nuredinoska, EU TACSO 3 P2P Manager** reflected on this topic and explained that the document reflects that smaller community organizations are recognized by the law or in case they are not, they can operate freely without registration. So, the first step here is that there is no prohibition, not to be allowed to work, to join a group of individuals, to work together and that the institutions and the state does not prohibit this group with their operations. Then the next level, is how these organizations are funded or how this form of organizations can be a part of the policy- making process.

The moderator, Aleksandra Gligorovic outlined the legal situation and how groups of people can navigate it, i.e. if they want to be recognized, usually they register, which is very easy and they continue to work as an NGO. But also, there are a lot of groups that are not registered, and still work, but may not be so visible. Fund or Active Citizenship (FAKT) has a system, for example, to support grassroots organizations of such kinds, but this always consists of smaller grants.

She invited representatives of the Ministry of Public Administration, Digital Society and Media if they could describe the system and the existing trends in this area.



**Marija Jankovic, Head of Department for cooperation with NGOs at the Ministry of Public Administration, Digital Society and Media** said that the Guidelines are generally very important for them, not only from the aspect of the European integration process, but as a strategic landmark they need to harmonize with to some extent. Also, the previous strategic document (Strategy for Improving Enabling Environment for the Activities of NGOs 2018-2020) was harmonized with the previous version of the Guidelines and now the Ministry has the new Guidelines at the right moment since the new strategy is being developed. This event is the first opportunity for CSOs to share more information about their needs and what they see as open questions and challenges. So, for that purpose, she shared that they implemented the evaluation of previous strategic document. In terms of results achieved, they improved model for financing NGO projects and programmes, so every year they allocate more than 0.5 percent of current state budgets to for financing CSOs projects and programmes. There is also quite new legislative framework for public consultations implemented, intersectoral communication is intensified, especially through the work of Council for cooperation between state administration and NGOs.

When it comes to open questions, beside already mentioned volunteering, social entrepreneurship, philanthropy and criteria for allocating state property to NGOs are important questions.

When it comes to implementation and evaluation of strategic framework so far, there are reports published on the website so anyone who is interested can download it. On the other side, there are some challenges when defining indicators (they should be more precisely set) and also when it comes to budget planning. After findings of external evaluations, the Ministry conducted preliminary consultations for the new strategic document, working group was formed, but due to pre-election and post-election situation now the dynamic of preparing this document is slowed down. What they expect is to adopt the internal rulebooks of organisation of the Ministry, when they will know who is dealing with specific tasks and then they can continue working on the strategic document. She used the opportunity to say that every CSO at any time can submit any comment, idea, proposal to the Ministry. She also mentioned that the Ministry conducted consultations about implementation of Law on NGOs, especially when it comes to financing NGO projects and programmes and they expect that the working group will finish official conclusions on this by the second quarter of this year. Information will serve as the baseline to start the process of amending the Law.

**Ivana Vujošević, Adviser of the Chief Negotiator at the Office for European Integration** said that cooperation with CSOs is very important in general for the country, but especially for the European accession process that they coordinate. She believes that so far they have demonstrated the goodwill for cooperation with and have involved CSOs in negotiating working groups and also working groups for preparation of important programmes. Could it be done better? Of course, it could, she added that it is now the right time for CSOs to give suggestions on how these two processes could be improved. On the other hand, they are now changing the negotiating structure due to the changes in the Government, and on the other hand, also preparing for the new perspective 2021 - 2027. She mentioned a recent consultation organized by their Office when the new chief negotiator met with CSOs. Also, she reminded the fact that in the European Integration Office, they are also coordinating programmes, both national as well as cross-border cooperation programmes and organizing regular consultations with CSOs on these topics. She is certain that this will continue.

Regarding the Guidelines, she thinks that they are very important for the overall development of civil society and Enlargement countries. They are general, which is understandable as they need to cover all Enlargement countries. It is good to have this kind of consultation to hear to what extent these Guidelines could be adjusted to the national context. In this regard, she suggested involvement of the Ministry of Finance, because the Guidelines include details on tax benefits. With regards to indicators,

it might be better to have quantitative indicators since they are easy to measure. Descriptive indicators or qualitative indicators are always difficult to measure due to perception bias.

**Ana Lorentzen, Programme Manager, EU Delegation to Montenegro** answered that the suggestion is a very good one. The Office for European Integration has more time to submit comments and involve the Ministry of Finance. If they wish, the Delegation can also organise a short meeting on this topic.

**Tanja Hafner Ademi, EU TACSO 3 Team Leader** outlined that there will be a possibility to convey written feedback as EU TACSO 3 will be collecting any additional input up to Friday, 12 March. Input can be sent in Montenegrin or in English. Related to the indicators, she highlighted that it is easy with the quantitative indicators, but on such a topic as civil society development there is a need to have qualitative indicators because the Guidelines aim to detect bottlenecks on tax incentives, public funding, consultation, capacities and these can only be measured with qualitative indicators. It is difficult to collect data which can be prone to subjectivity, but it is crucial in this area as it provides a basis to develop a response and recommendation.

**Dzenana Scekic, Project Manager at UNDP – ReLOAD** said that from their experience, Montenegro has a very extensive and a very good legal and strategic framework for allocating funds to CSOs at local level. At the beginning of the first phase of the ReLOAD project, they conducted research and collected data for each municipality on how much money they are giving to CSOs, in which way and how transparently, so there is some baseline data available. Each municipality in Montenegro has adopted legal regulation for allocating funds to CSOs stating how much money would be allocated and in which way, so this could be measured in Montenegro. But for other issues at local level it is really hard to measure, and we have to find really accurate indicators.

She also shared her view and experience with regards to grass-roots organizations and said that they are actually working with similar organizations at local level. This is really important to prioritise in order to hear the voice and involve as much as possible similar organizations in policy development, in funding, in all aspects and at local level. She suggested to work more on the concept of how to involve these grass-roots organizations, who are not registered as it is not regulated by the law. On the other hand, there are regulations that prescribe that, for example, citizens, academia and other stakeholders could be involved in policy development. Through this modality grass-roots organizations who are not registered, could be involved in decision-making.

**Sanda Rakocevic, Executive director of Association for democratic prosperity - Zid (ADP – Zid)** added that from her point of view, we are wasting a lot of money and a lot of time when all ministries have to open different calls and have to publish different invitations for different expert groups etc. and she thinks this type of national public call has to be centralized. This comment is related to the national Law on NGOs. She came back again to the topic of grass-root organisations and proposed that it's important when creating programmes such as the Civil Society Facility or similar, to request evaluators to recognize the possibility (potential) of grass-roots and know-how to evaluate this type of partnership through different calls for proposals.

**Ana Lorentzen, Programme Manager, EU Delegation to Montenegro** answered that through CSF subgranting, the Delegation try to offer potential support to smaller organizations. It was even made a compulsory requirement in a lot of the criteria of their calls, and this was exactly to try to target organizations that, of course, have less capacity to apply and to comply with all the requirements that we do for the main proposal.





## CONCLUSIONS & NEXT STEPS

Participants were invited to submit any further comment, information or idea in the form of written contributions to EU TACSO 3 by Friday, 12 March at [consultations@tacso.eu](mailto:consultations@tacso.eu). When EU TACSO 3 receives all comments and once the consultation process is finalised, they will be discussed with DG NEAR and taken seriously into account. Written contributions were accepted in both English or Montenegrin.

Consultation information is available on EU TACSO 3 website [www.tacso.eu](http://www.tacso.eu) and Background Information on Guidelines for EU Support to Civil Society in the Enlargement Region, 2021-2027 Country Consultations Stage via direct link: <https://bit.ly/38w3S62>



Annex 1. Agenda

**GUIDELINES FOR EU SUPPORT TO CIVIL SOCIETY IN ENLARGEMENT  
REGION FOR THE PERIOD 2021-2027  
COUNTRY CONSULTATIONS**

**MONTENEGRO  
25 FEBRUARY, 2021**

**On-line public consultation process  
AGENDA**

**Thursday, 25. 02. 2021**

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|---------------|---|
| 10:00 – 10:15 | <b>Introduction, objectives of the process</b> <ul style="list-style-type: none"><li>• Colin Wolfe, Head of Unit, Western Balkans Regional Cooperation and Programmes (D5), DG NEAR</li><li>• Ana Lorentzen, Programme Manager, EU Delegation to Montenegro</li><li>• Tanja Hafner Ademi, Team Leader, EU TACSO 3</li></ul> |
| 10:15 – 10:45 | <b>EU Civil Society Guidelines for the Enlargement region, 2021-2027</b> <ul style="list-style-type: none"><li>• Presentation of the draft framework</li><li>• Q&amp;A</li></ul>  |
| 10:45 – 12:15 | <b>Discussion</b> <ul style="list-style-type: none"><li>• Moderated by Aleksandra Gligorovic, Country Coordinator for Montenegro, EU TACSO 3</li></ul>  |
| 12:15 – 12:30 | <b>Conclusions &amp; next steps</b>   |

## Annex 2: List of participants

No.	Name	Surname	Organization
1	Jasenska	Perovic	EU Technical Assistance to Government of Montenegro
2	Ivana	Smolovic	Resource centre for civil society organizations in Montenegro
3	Dzenana	Scekic	UNDP – ReLOAD
4	Budimir	Raičković	Association of Managers, Member of the Council for Cooperation between State Administration Bodies and NGOs
5	Anđela	Radosavović	Association of Managers
6	Marija	Jankovic	Ministry of Public Administration, Digital Society and Media
7	Ana	Gojković	Ministry of Public Administration, Digital Society and Media
8	Bojana	Jovetic	Ministry of Public Administration, Digital Society and Media
9	Ivana	Vujošević	Office for European Integration
10	Tatjana	Bulajić Vučinić	Office for European Integration
11	Milica	Abramovic Radivojkov	Office for European Integration
12	Anita	Kurgaš	Office for European Integration
13	Nerma	Dobardžić	Office of Protector of Human Rights and Freedoms of Montenegro (Ombudsperson)
14	Darko	Mrvaljevic	Union of Municipalities of Montenegro
15	Ivana	Vujovic	OSCE Mission to Montenegro
16	Juan	Santander	UNICEF
17	Michaela	Bauer	UNICEF
18	Nada	Djurovic Martinovic	UNICEF
19	Mensur	Bajramspahic	UNHCR
20	Arta	Hoxha	UNDP
21	Zlatko	Ivanovic	US embassy
22	Vasil	Durev	Embassy of the Republic of Bulgaria to Montenegro
23	Thomas	Meindl	Embassy of Federal Republic of Germany to Montenegro
24	Virginia	Pina	Embassy of Portugal
25	Evgenia	Giakoumopoulou	Council of Europe Programme Office in Podgorica
26	Edin	Koljenović	RYCO - Local Branch Office, Podgorica
27	Gjergj	Murra	Western Balkans Fund
28	Ksenija	Vukmirović	Western Balkans Fund
29	Dafina	Beqiri	Western Balkans Fund
30	Ognjen	Markovic	Regional Cooperation Council (RCC)
31	Radoš	Mušović	European Endowment for Democracy
32	Dijana	Andjelic	HELP
33	Anica	Boljevic	Fond za aktivno gradjanstvo fAKT
34	Hristina	Hristina Bošković	Udruženje likovnih umjetnika Crne Gore



35	Visnja	Cipic	SPORT SPAJA
36	Branka	Ćalasan	PORTRET
37	Dijana	Andjelic	HELP
38	Nina	Pantovic	Organizacija KOD
39	Kristina	Mihailovic	Udruženje Roditelji
40	Željko	Tomović	Centar za zaštitu potrošača - CEZAP
41	Mehdina	Šutković	Građanska Alijansa
42	Darko	Žugić	NVO Biznis Centar
43	Vuk	Vučeraković	Zero Waste Montenegro
44	Bojana	Jokić	LGBT Forum Progres
45	Nina	Vuksanović	NVO UZPD Nikšić
46	Jadranka	Vojvodić	Agencija za elektronske medije
47	Vuk	Koljenšić	NVO Naša Akcija
48	Hristina	Bošković	NVO Zona kulture
49	Petar	Đukanović	Centar za građansko obrazovanje
50	Dejan	Bešović	NVO Naša Akcija
51	Natalija	Đaletić	Edukativni centar Montenesoft
52	Katarina	Bigović	Savez slijepih Crne Gore
53	Ivana	Martinović	Udruženje likovnih umjetnika Crne Gore
54	Bojana	Gašić	Sos telefon za žene i djecu žrtve nasilja Podgorica
55	Vladica	Đurović	JP Sportski centar Nikšić
56	Mina	Tomašević	JP Sportski centar Nikšić
57	Nevenka	Kapičić	Romska organizacija mladih Koračajte sa nama- Phiren Amenca
58	Sanda	Rakocevic	ADP-Zid
59	Vladimir	Pavicevic	NVO Ruka Ruci
60	Biljana	Babić	UNHCR
61	Maja	Markovic	Juventas
62	Isabel	Rubiales	Embassy of Spain
63	Jelena	Miljanic	UNDP
64	Vesna	Vujošević	DES "Scena", Bar
65	Jovana	Đurović	Office of Protector of Human Rights and Freedoms of Montenegro (Ombudsperson)
66	Bojana	Bjelic	SOS Podgorica
67	Istvan	Lakatos	Ministry of Human and Minority Rights of Montenegro
68	Petra	Gradišek	Embassy of the Republic of Slovenia
69	Victor	Dragutin	DG NEAR