



# SELDI.net

Southeast European Leadership for  
Development and Integrity

## ANTI-CORRUPTION NEWSLETTER

ISSUE #44 // 16.ARPIL.2019 // SELDI.NET

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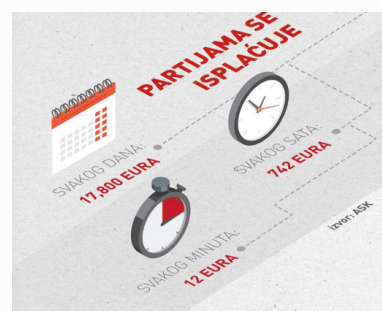
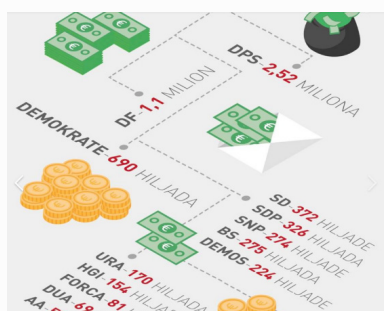
# **NEWSBY SELDI MEMBERS**

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# ADMINISTRATIVE COURT TO REVIEW AGENCY'S DECISION TO HIDE EVIDENCE AGAINST DPS

Institute Alternative (IA) filed a lawsuit to the Administrative Court to annul the Agency for Prevention of Corruption's Decision denying them access to a document in which it was determined that the Democratic Party of Socialists (DPS) was illegally financed in the 2016 pre-election campaign. Through free access to information, IA requested the Decision of the Agency for Prevention of Corruption (ACA) which has established that the Democratic Party of Socialists (DPS) had indeed violated the Law on Financing of Political Entities and Election Campaigns and ordered this political entity to return 47,500 euro to the Budget of Montenegro. However, the Agency denied IA access to the Decision, referring to the Law on Secrecy of Data, without stating which potentially harmful consequences would arise from by publishing this document. (IA, 25 March 2019)

## CDT PUBLISHES AMOUNTS FROM THE BUDGET FOR FINANCING THE POLITICAL PARTIES



According to the data of the Agency for the Prevention of Corruption, not less than 6.49 million euros shall be allocated to Montenegrin political parties in 2019. A total of 4.55 million of that amount will be re-allocated from the budget of Montenegro, and 1.94 million from the budget of municipalities. The parties are consequently paid 17,800 euros each day, 742 euros per hour, and 12 euros per minute. (CDT, March 2019)

## MACEDONIAN DELEGATION VISITED LITHUANIAN SPECIAL INVESTIGATION SERVICE

Between the 2nd and the 5th of April, a Delegation from North Macedonia, consisted of members of the working group of the project Anti-Corruption Education for High School students attended a study visit in the Special Investigation Service of the Republic of Lithuania. During the study visit, the representatives from Institute for Democracy "Societas Civilis" – Skopje, the State Commission for the Prevention of Corruption and the Ministry of Education and Science had the opportunity to learn about the experience and knowledge of the Special Investigation Service on the topics of anticorruption education in the administration and private sector and tools on anticorruption education. This study visit was the first activity from the two-year project, funded by the Dutch Embassy in Skopje, that addresses the lack of anti-corruption education in high-schools. (IDSCS, April 2019)

# TOWARDS INCREASED INTEGRITY IN MONTENEGRO?

SELDI's member the Center for Democratic Transition (CDT), with the support of the Embassy of the Kingdom of the Netherlands and Center for International Private Enterprise (CIPE), organised a two-day conference on topic „Integrity in politics and the public sector“, which was held on 11 April and 12 April in hotel Hilton in Podgorica.



CDT, which analysed the work of the Anti-Corruption Agency (ASK) and the State Electoral Commission (DIK), organised on the first day of the conference the panel discussion "How to achieve electoral integrity". The first day of the conference dealt with the integrity of the electoral process and analysed the quality of the work of the institutions that are in charge for the implementation of electoral laws in Montenegro and gave the guidelines for solving problems that we have in the electoral process. Panellists were: Mr. Savo Milašinović, Deputy Director of the Agency for Prevention of Corruption for the Division for implementation of measures of control of financing of political entities and election campaigns; Mrs. Marta Šćepanović, Democratic Party of Socialists (DPS); Mrs. Branka Bošnjak, Democratic Front (DF); Mr. Goran Daničević, United Montenegro; Mr Đorđije Vukčević, President of the State Election Commission; Mr Raško Konjević, Social Democratic Party (SDP); Mr Boris Mugoša, Social Democrats (SD) and Dritan Abazović, Civic Movement URA. Moderator was Dragan Koprivica, CDT`s Executive Director. Text in English from first panel is available at: <https://bit.ly/2IB1grl>. Footage is available at: <https://bit.ly/2ImNdGu> and photos are available at: <https://bit.ly/2PbVNIS>.

The second day of the conference was dedicated to the integrity of other state institutions in Montenegro, and during discussion named "How do we achieve institutional integrity". The speakers introduced the topic of the quality of integrity plans, along with their impact on the fight against corruption in Montenegro. The topic of the first panel was: Integrity Policy – Anti-Corruption or Administrative Accomplishment? and panellist were: Mrs. Milena Gvozdenović, Research Coordinator at the Centre for Democratic Transition; Mrs. Daliborka Pejović, Member of the Anti-Corruption Committee of the Parliament of Montenegro and Mrs. Jovana Marović, Executive Director of Politikon Network. Topic of the second panel was: Closing Governance Gaps to Promote Resilient Economies in the Western Balkans and panellist were: Mrs. Milica Kovačević, President of the Centre for Democratic Transition; Mrs. Martina Hrvolova, Program Officer for Europe at the Centre for International Private Enterprise (CIPE) and Mrs. Ana Maraš from the Tax Administration. Photos are available at: <https://bit.ly/2Gkk9Me>.



Both days of the conference had two panels in which representatives of political parties, institutions, domestic and international experts were represented. In addition, all relevant stakeholders dealing with these issues and who had the opportunity to contribute to our work were invited to take part in the discussions. (CDT, 11–12 April 2019)

# SELDI ASSOCIATE CENTRE FOR EUROPEAN POLICY (CEP) COMES FORWARD WITH NEW INITIATIVES IN THE GOOD GOVERNANCE PROGRAMME

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**Constituencies for Judicial Reform in Serbia**, with the objective to strengthen citizens' confidence in the work of judicial institutions in the Republic of Serbia by improving communication between the citizens and the judiciary, implemented by a coalition of 12 organisations engaged in human rights and the development of democracy, as well as professional judicial associations.

**Access to justice in enforcement proceedings – building a model through consumer protection lens**, with the overall goal to support judicial reform and increase judicial efficiency in Serbia through improving accountability and transparency of public enforcement officers. Although the functioning of public enforcement institute is relatively new in Serbia, and its benefits are yet to be evaluated, several issues have already been identified in their daily operations, especially in terms of their relations with citizens, i.e. parties in the enforcement procedures.

**Prepare to Participate (P2P)** - Strengthening Capacities of Civil Society Organisations for Active Participation in EU Negotiations through Selected National Convention for EU Working Group, with the general objective to enable diverse segments of the civil society to actively take part in the EU accession process so as to fully open the process to citizens. In addition to increasing the civil society organisations (CSOs) involvement in the EU negotiation process, the project goal is to strengthen their capacities to protect citizens' interests in their own projects and initiatives, by facilitating the effective involvement of civil society in the EU negotiations on selected economic acquis chapters through the National Convention for EU (NCEU) Working Groups (WGs). **(CEP, March 2019)**

## I.D. “SOCIETAS CIVILIS” EXPLORES THE CHALLENGES AND FLAWS IN THE MANAGEMENT OF STATE-OWNED ENTERPRISES IN NORTH MACEDONIA

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On 28th of March, SELDI's member, the Institute for Democracy “Societas Civilis” held the final conference for the project “Improved good governance of state-owned enterprises and independent state bodies”, supported by the British Embassy Skopje, titled “Challenges and flaws in the management of state-owned enterprises”. During the conference, parts of the findings from the research ‘Who's governing there?’ were presented to the audience: “Half of the people who manage state owned enterprises are beginners, do not have the appropriate work experience or have experience of up to 5 years in the domain of the institution's work. Directors and members of the supervisory boards are people with high school education, which is contrary to the law.” was one of those findings. One of the conclusions was that the organisation of the state-owned enterprises and independent bodies leaves room for corruptive and clientelistic pressures. Recommendations for improving the situation, due to lack of procedures, were presented to the audience that was mainly consisted of representatives from various public and state-owned enterprises on national and local level. IDSCS will continue with the implementation of activities related to the good governance of state-owned enterprises and independent state bodies in the following year with the support of the British Embassy Skopje. **(IDSCS, 28 March 2019)**

# ANTI-CORRUPTION NEWS FROM THE SEE REGION

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*The current section of the Newsletter presents a summary of the latest anti-corruption news from the SEE region, based on consolidated information from multiple sources, such as media outlets and narratives received by the SELDI project partners.*



## NORTH MACEDONIA: MEMORANDUM FOR COOPERATION SIGNED BETWEEN SCPC AND AJPP

The State Commission for the Prevention of Corruption, represented by its President Biljana Ivanovska, and the Academy for Judges and Public Prosecutors, represented by its Director Natasha Gaber-Damjanovska, Prof. PhD, signed a Memorandum of Cooperation for mutual support for the prevention of corruption and conflict of interests. The signing of this memorandum was the result and confirmation of the already established long-standing cooperation between the two institutions. **(SCPC, March 2019)**

## THE RESULTS OF INCESTIGATIONS OF NEPOTISAM IN NORTH MACEDONIA WILL BE PUBLISHED AFTER ELECTIONS

The president of the SCPC, Biljana Ivanovska, said in a TV 24-hour interview that for all suspicious cases of nepotism for members of the current government, procedures have been opened, but that for many reasons the results of the investigations will not be published before the elections.

**(March 2019)**

## STRENGTHENING ANTI-CORRUPTION INITIATIVE THROUGH DATA EXCHANGE



The 2nd Negotiation Meeting on Draft Treaty on exchange of data for the verification of asset declaration was held in Podgorica on 27 March 2019, organized by RAI Secretariat and hosted by the Ministry of Justice of Montenegro. The Meeting was supported by the Austrian Development Agency as part of the South East Europe Regional Programme on Strengthening the Capacity of Anti-Corruption Authorities and Civil Society to Combat Corruption and Contribute to the UNCAC Review Process. **(RAI, March 2019)**

## LATEST GRECO INTERIM COMPLIANCE REPORT ON SERBIA

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The Group of States against Corruption (GRECO) published the Interim Compliance Report in which concluded that Serbia had not implemented fully any of the thirteen recommendations contained in Fourth Round Evaluation Report (Corruption prevention in respect of members of parliament, judges and prosecutors), but overall level of compliance of Serbia is no longer „globally unsatisfactory“. Special attention needs to be paid, among other, to the transparency of the legislative process, adequate timeframe and debates on draft legislation and avoiding the use of urgent legislative procedures. Public debates on draft Law on Prevention of Corruption which will replace current Law on Anti-Corruption Agency and Law on Origin of Assets and Special Tax were ended in March 2019. According to the Ministry of Justice, the Law on Prevention of Corruption will expand jurisdiction of the Agency for Prevention of Corruption (now: Anti-Corruption Agency) and strengthen its current functions. Transparency Serbia, in their general comments on the draft law, stated that some of the proposed solutions will weaken the Agency's independence from political influence. The Anticorruption forum Niš organized a discussion one year after the implementation of the Law introducing organisational changes that included, among others, new departments specialised for corruption crime within the High Prosecutor's Offices in Belgrade, Novi Sad, Kraljevo and Niš (Law on Organization and Jurisdiction of National Authorities in suppression of Organized Crime, Terrorism and Corruption). The Chief of the EU Delegation in the Republic of Serbia stated that Serbia has a good anti-corruption institutional framework, but must put additional efforts in seizing funds and assets gained through corruption and work further on Chapter 23 of the EU accession process. **(CCP, APRIL 2019)**

## A WARRANT ISSUED FOR TAKING CROATIAN FORMER PRIME MINISTER IVO SANADER INTO CUSTODY

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The Zagreb County Court, on 4th April 2019, confirmed that it had issued a warrant to take former prime minister and HDZ party leader Ivo Sanader into custody after the Supreme Court increased his sentence following a corruption case dubbed "Planinska" to more than five years. The County Court has received the Supreme Court's decision to set investigative custody for Sanader because his sentence lasts more than five years, in which case mandatory investigative detention is set. The Supreme Court completed its three-day deliberation on appeals against the trial court ruling in this case, in which Sanader was sentenced to four and a half years in prison for taking a kickback in the amount of HRK 10 million (€1.34 M) and one million EUR and defrauding the state budget in the amount of HRK 15 million (2.01 MEUR). Apart from the former prime minister, the trial chamber in this case also convicted Mladen Mlinarević, while establishing that he inflated the value of a building in Zagreb's Planinska Street owned by former HDZ MP and businessman Stjepan Fiolić, from whom the regional development ministry, led by former minister Petar Čobanković, purchased the property in 2009. Čobanković made a plea bargain with the prosecution before the trial and was sentenced to one year in prison. He did not go to prison but did community service. Mlinarević and Fiolić were each sentenced to one year's conditional imprisonment, which was later replaced with community service. **(Institute of Public Finance, April 2019)**



# ANTI-CORRUPTION LEGISLATION HOLDS PATTERN IN SERBIA

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There has been delays in the adoption of changes to anti-corruption legislation, including the Law on Prevention of Corruption (amending the Law on Anti-Corruption Agency), the Law on Political Activities Financing, the Law on Free Access to Information of Public Importance (including delay in the appointment of the new Commissioner for Information of Public Importance and Personal Data Protection), and the Public Procurement Law. Although the Law on Lobbying was adopted in 2018, the Ministry of Justice has not published a public consultation report and there are concerns on whether the law will lead to satisfactory results for public interest. Following the amendments to the Law on Civil Servants, a number of deficiencies were addressed regarding the recruitment and selection process, such as the introduction of e-application process, anonymity of candidates, mandatory testing of functional and behavioural competences in the selection of candidates, and obligation to select the best-ranked candidates. **(CEP, March 2019)**

## NORTH MACEDONIA: FORMER INTELLIGENCE AGENCY CHIEF SENTENCED TO 3 YEARS IN PRISON FOR ELECTION FRAUD

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Politicians, Mijalkov and Thaci, were sentenced as part of a Special Prosecution case, codenamed "Titanic 2", for making a deal during the 2013 local elections. The charges stated that Mijalkov illegally hatched an agreement with Thaci under which the members of the State Election Commission, who were under Thaci's influence, would accept appeals against the election result in Strumica, that the then ruling VMRO DPMNE party had submitted. They resulted in the voting in Strumica being annulled, which gave a second chance to VMRO DPMNE candidate, Vasil Pishev, who lost the first round of the race. In exchange, Mijalkov promised Thaci that Commission's members under his own influence would support the same thing in the elections in the Skopje municipality of Cair, where the Thaci's political party Democratic Party of Albanians (DPA) candidate was at a disadvantage.

**(March, 2019)**

## PROPERTY ADMINISTRATION IN MONTENEGRO DOESN'T KNOW WHAT THEY OWN, AND YET THEY PAY THE RENT

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The Property Administration of Montenegro spent a record amount of 4,7 million EUR for lease of objects and business premises in 2018, while the public is still unaware of the number of state-owned real estates and of the revenue accumulated from their lease or sale.

According to a research conducted by the Centre for Investigative Journalism of Montenegro (CIN CG), only in 2018, the Property Administration signed lease agreements worth about 3.6 million EUR for the needs of state administration bodies, public institutions and political parties. On the other hand, the 2018 capital budget allocated approximately two million EUR for the construction and reconstruction of the administrative space for the work of state administration bodies. In two years, only five business premises have been leased out by the state.

**(IA, 26 March 2019)**

## POST AND TELECOM OF KOSOFO HIRES MORE THAN 100 EMPLOYEES IN ONE WEEK

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The Kosovo public telecommunications provider, PTK, has been the target of both accusations and criticism emerging from the Kosovar public discourse in the past months. Mass employments in one of the biggest public companies in the country, occurring over very short periods of time, have accompanied a period of shaky coalition of the Kosovo government. By November 2018, 200 new employees had been hired at PTK, which was considered by many a company on the verge of bankruptcy.

Again, in February 2019, PTK hired 100 employees in only one week. Many of the new employees have been found to be family-related or in close relations to politicians by journalists and opposition parties. While PTK management justifies the hiring as a process foreseen in the company's planning and a result of the ageing staff, the company board is claiming they were not aware of the HR developments yet.

An investigative commission has been set up by the parliament to assess the damage and legitimacy of the new PTK contracts. Their work is currently ongoing. **(RIINVEST, APRIL 2019)**

## CROATIA: A 400 PAGES COMPLAINT FOR "THE APPALLING DEVASTATION OF FORESTS"

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On 29th March 2019, citizens rallied in St Mark's Square in Zagreb in front of the government and the Parliament to draw attention to excessive deforestation in Croatia, accusing several ministries, private and public companies and leading politicians in the last 20 years of ecocide. Protesters said that in the last nine months they had gathered sufficient evidence of "the appalling devastation of forests", which they included in a 400-pages complaint addressed to the State Attorney's Office, the Office for Prevention of Organised Crime and Corruption (USKOK), the Human Rights Ombudsman and EU institutions. Forests are literally disappearing, while Forests Act further encourages forest cutting, and all this in a race for profit because wood is very cheap and there are many cases of suspicion of corruption. The protesters argued that such actions should be considered a criminal enterprise, while emphasising the abundant existence of evidence of what they deemed to be an ecocide. **(Institute of Public Finance, March 2019)**

## OSCE MISSION TO BOSNIA AND HERZEGOVINA ORGANISED A WORKSHOP ON PROTECTION OF PERSONS WHO REPORT CORRUPTION IN TREBINJE

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The Workshop was focused on the implementation of strategic documents for the fight against corruption and the legal framework for the protection of persons reporting corruption in Republika Srpska. The OSCE Mission to BiH has announced a plan to organize a similar event in December 2019.

**(OSCE, April, 2019)**

## PUBLIC SUPPORT FOR THE JUSTICE REFORM DECLINES IN ALBANIA



Recently, there have been several important changes in the judicial system in Albania. After months of preparations, the vetting process is currently being implemented. Approximately 800 judges are undergoing an investigation regarding their professional competence, integrity and criminal background. The Albanian Committee of Helsinki considers vetting a complex and difficult process that requires a fast and dynamic pace, which shouldn't, nonetheless, undermine the high quality of the process. According to the Committee, there has been a decrease in the public support and confidence towards the justice reform throughout the vetting process. Despite a good initial level of transparency, which was characterized by the participation of media, national and international observers as well as public at large, the vetting has later on suffered from a lack of transparency and lack of public information. According to the Albanian Committee of Helsinki, the great attention previously given to the process has been in itself informative to the general public. However, while the familiarity of the public with vetting has increased, its confidence and support has fallen for many reasons, among which the political nuisances in some cases during the process, as well as its slow pace of development. (ACER, April 2019)

## THE MONTENEGRIN GOVERNMENT WITHDREW THE PROPOSAL FOR THE LAW ON SECRECY OF DATA DUE TO REACTION BY SEVERAL NGOS



The Government of Montenegro withdrew from the parliamentary procedure for Amendments to the Law on Classified Information. A group of 26 organizations, including SELDI members- the Centre for Democratic Transition and Institute Alternativa, invited the Government of Montenegro in mid-March to withdraw the Amendments to the Law on Classified Information from parliamentary procedure, and organize a public consultation and harmonize this document with international standards. If the Government's proposal had been adopted, this would have severely damaged the work of the media and civil society and would have made it difficult for journalists and NGOs to detect corruption and other violations of the law, but also to monitor the implementation of various government policies and obligations from the European integration process. More information about what the Institute Alternativa identified as problematic with the proposed amendments can be found on their website. (IA&CDT, March 2019)

# CONFERENCE ON NEED FOR THE LEGAL FRAMEWORK FOR PROTECTION OF PERSONS WHO REPORT CORRUPTION - WHISTLEBLOWERS IN FEDERATION BIH (ENTITY LEVEL) HELD IN SARAJEVO



At the beginning of April 2019, the Conference “Need for the Legal Framework for Protection of Persons who Report Corruption - whistleblowers” was held in Sarajevo. The conference was organized within the Project “Strengthening Public Integrity in the Federation of Bosnia and Herzegovina and the Republic of Srpska”, funded by the Government of the United Kingdom and the Anticorruption Team of the Government of the Federation of Bosnia and Herzegovina. The aim of the Conference was to exchange experience and discuss the legal framework regarding the protection of whistleblowers as well as the need to adopt legislation on this matter at the Federation level (one entity). It is noted that the Federation of Bosnia and Herzegovina is the only level of authority in Bosnia and Herzegovina that has no legislation for protection of whistleblowers. The draft law on the protection of persons reporting corruption in the FBiH is currently under legislative procedure. The key message of the conference is that it is necessary to keep the Draft Law in the legislative procedure in order to pass public hearings and thus finalize the legal framework for the protection of whistleblowers. (APIK, April, 2019)

## ANNUAL OSCE CONFERENCE ON THE PREVENTION OF CORRUPTION HELD IN SARAJEVO

The Head of the OSCE Mission to Bosnia and Herzegovina Bruce Berton noted that corruption is a serious problem for BiH “because it distorts public confidence in the political system, rejects investments and dissipates public resources.” OSCE annual conference titled “Prevention of Corruption through the Application of Information-Communication Technologies” was held in Sarajevo on March 28, 2019. The aim of the conference was to present the experiences from Slovakia and Montenegro on the role of modern information-communication technologies in the prevention of corruption and to support the efforts of government institutions at all levels in BiH to implement strategies and action plans as key anticorruption mechanisms. (OSCE, 28 March, 2019)

# UPCOMING EVENTS

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# PRESENTATION OF SEMI-ANNUAL REPORT ON REFORMS IN SERBIA

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A coalition of CSO's and media (PreEUgovor) that monitors the public policies that derives from Chapters 23 and 24 of EU accession process of Serbia (including the fight against corruption) will present independent semi-annual report on reforms on Tuesday, **16th of April 2019 in Belgrade**.

# REGIONAL WORKSHOP ON WHISTLEBLOWING IN THE SECURITY SECTOR

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The Regional Workshop on Whistleblowing in the Security Sector will take place on **7-8 May 2019 in Podgorica, Montenegro**. The Workshop is organized by the Centre for Security Cooperation (RACVIAC) in partnership with the Ministry of Defence of Montenegro and the Regional Anti-Corruption Initiative (RAI).

# TRAINING ON EFFECTIVE ASSET RECOVERY: LEGAL STANDARDS AND GOOD PRACTICES

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AIRE Centre (Advice on Individual Rights in Europe) and RAI Secretariat (Regional Anti-Corruption Initiative) partnered up to implement a 2-year Regional Project on asset recovery titled "Strengthening anti-corruption in the South East Europe through improving asset seizure measures" (the Regional Anti-corruption Project). The training is organised within the Regional Project and will be the first in a series of three trainings on this topic, which will be organised within the framework of the project.

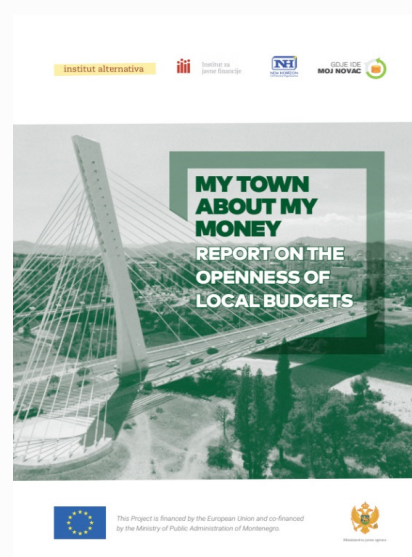


# REPORTS AND ANALYSES

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# MY TOWN ABOUT MY MONEY – REPORT ON THE OPENNESS OF LOCAL BUDGETS

Providing reports to the public and making budget documents available to citizens - these are the prerequisites for more open local self-governments and more accountable public finance. However, these issues do not receive sufficient attention in Montenegro, in particular at the local level. The discussion concerning good local governance tends to be limited to the needs to rationalise public spending and optimise staff numbers, with official requirements posed to Montenegrin municipalities often disregarding the issue of public finance transparency. For this reason, this Report focuses on the key issues of local finance transparency, through an assessment of compliance with the minimum standards related to publication of core budget documents. The research aimed to identify to what extent citizens were able to access the following documents by navigating the municipal web presentations: Draft Budget Decisions for 2018; Budget Decisions for 2018; Decisions on the Final Budget Account for 2017; Biannual Budget Execution Reports for 2017 and Citizens' Budget Guides. The availability of these documents has been outlined as the key indicator of budget transparency. Among else, the report has shown that the Budget Decisions are published the most (both the draft and the adopted version), while no municipality published a citizens' budget in the monitoring period (2017 and 2018). Particularly worrying is the fact that 8 out of 23 municipalities failed to publish the decisions on the final budget account. The Report includes a separate section on citizen participation in the public discussions on the 2018 local budgets. Finally, given the auspicious timing of the implementation of the new strategic and legal measures, the Report points to possible ways of improving the current practices and webpages. **(IA, 12 March 2019)**



## MONITORING REPORT: OGP INDEPENDENT REPORTING MECHANISM, SERBIA END-OF-TERM REPORT 2018–2016

### Independent Reporting Mechanism (IRM): Serbia End-of-Term Report 2016–2018

Milena Lazarevic and Dragana Bajic, European Policy Centre (CEP)

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Serbia began participating in OGP in 2012 and has so far implemented two Action Plans. The Open Government Partnership (OGP) is a voluntary international initiative that aims to secure commitments from governments to their citizenry to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. The Independent Reporting Mechanism (IRM) carries out a review of the activities of each OGP participating country. This report summarizes the results of the period October 2017 to September 2018. **(CEP, 13 March 2019)**

# SERBIA'S EU ACCESSION NEGOTIATIONS ON CHAPTER 32



Initial expectation was that Serbia will swiftly deal with the requirements of this chapter due to a good starting point, as assessed by the European Commission. However, the lack of transparency about the state of play suggests that Serbia could be struggling to achieve palpable progress regarding the application of financial control policies and procedures that delve into the very essence of how the administration operates and how it spends the taxpayers' money. Such lack of transparency could easily undermine public support for the EU accession process but also prevent the public from holding the government accountable for results in this process. In this policy brief, the author sheds a light upon the possible reasons for the lack of transparency in the accession talks on the Chapter 32, with proposals on how to swiftly improve public informing, thereby allowing more public scrutiny and, ultimately, yielding more fruitful results in the accession negotiations. (CEP, 7 March 2019)

## WHO MANAGES THERE?

This analysis concentrates on the qualifications of people running public enterprises and independent bodies with a particular focus on the legal criteria, as well as the established practices regarding their appointment. In terms of transparency and information delivery, four conclusions can be drawn from the data collection process: First, the cases of administrative silence are less common in commissions and agencies than in public enterprises. Secondly, greater diligence regarding the delivery of CVs was noted by state-owned companies and independent bodies than in the case of public enterprises. Third, concerning public enterprises, smaller local public enterprises submitted answers in more cases than large public enterprises. Finally, on several occasions, they transferred responsibility to the founders (for example, the Government, the Assembly and the local self-government units), as the one who should provide the requested information. (IDSCS, March, 2019)



## PROCEDURAL GAPS IN THE MANAGEMENT OF PUBLIC ENTERPRISES AND WHOLLY STATE-OWNED ENTERPRISES



Between 28 December 2018 to 5 March 2019, a survey was conducted using a questionnaire among public enterprises and wholly state-owned enterprises in North Macedonia. The purpose of the research of the relevant enterprises was to monitor the performance of management through the analysis of internal procedures and the identification of procedural gaps, and to improve the work and procedures according to established international practices and good governance standards. Before the survey took place, in the first phase, IDSCS analysed publicly disclosed information for the public enterprises and wholly-state owned enterprises. In the second phase, a questionnaire was carried out, with relevant indicators of good governance was prepared and distributed to the relevant enterprises. (IDSCS, March 2019)



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