



European Policy Centre - CEP

2021 Report

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I MAIN DEVELOPMENTS IN 2021

In 2021, the European Policy Centre (CEP) continued to provide essential contributions to policy reforms in programme areas it operates in, thus focusing mainly on Serbia and the Western Balkan region. CEP has been drawing on the experience of Europe at large in all its interventions, yet, in this reporting period, CEP had a particularly proactive role in the field of advocacy and EU negotiation process, herewith emphasising the stage accession model.

2021 has become a landmark year as CEP, in cooperation with the Centre for European Policy Studies (CEPS) from Brussels, has finally moulded and published an out-of-the-box solution for ending the enlargement impasse - the staged accession model to the EU. On the one hand, the model entails gradually integrating the countries into the EU's institutional work while offering gradual access to increased funding even prior to acquiring full membership if reform conditions are met. Yet, on the other hand, it proposes a temporary regime for new member states in which their veto power in the Council would be suspended while their democratic performance within the Union gets closely scrutinised. Considering its essential features, the Model's appeal is in that it represents a good meeting point between WB needs and EU member states' concerns. So far, the Model has dramatically impacted the EU expert- and policy-making community while promptly attracting incredible media attention.

Although the COVID-19 pandemic kept influencing most research interventions and project implementation, CEP introduced multiple mechanisms already in 2020 to mitigate the negative impact of the pandemic on its work and kept using the very same instruments in 2021 as these proved to be very successful. Flexible work engagements and several online tools have helped CEP staff to navigate through their endeavours, thus staying on track with all goals set for the relevant work period.

During this period, CEP has continued to put at the centre of attention the process of making public institutions in Serbia more open and citizen- and civil society-focused. Monitoring the Project Administration Reform (PAR) has remained the cornerstone of the "Good Governance" CEP programme area. These lasting efforts had been acknowledged by the latest [SIGMA Monitoring report 2021 for Serbia](#), which referenced one of the essential evidence-based products of the WeBER 2.0 project – [the National PAR Monitor Report for Serbia and Western Balkan PAR Monitor Report 2019/2020](#). The regional perspective on PAR and some methodological innovations prepared in 2021 have enabled reaching several thousand citizens across the region through the [citizen-tailored platform](#), available in all regional languages.

This year also marked CEP's engagement in the local level PAR through the [Public Administration Monitoring for Better Local Governance](#) project, which gathered multiple local civil society organisations (CSOs). Building capacities and engaging local level CSOs and monitoring local administration issues are the backbones of this project, in addition to awareness-raising and citizen engagement activities that include a developed [online platform](#), which supports the PratiMJA campaign.

In 2021, CEP continued to successfully implement all its multi-annual projects and initiatives, but also started new ones as for example the [Implementing shared anti-corruption and good governance solutions in the Southeast Europe](#) three-year initiative in the anti-corruption area, which has so far resulted in launching several research initiatives assessing and monitoring anti-corruption policies'



coverage, efficiency, implementation, and enforcement and analysing Serbian public procurement system. During the first project year, particular emphasis was placed on the energy sector and two municipalities. Additionally, the USAID supported another [initiative](#) regarding rights, obligations, and interests of citizens in enforcement proceedings, which CEP successfully completed by setting up multiple raising awareness activities, informed dialogue with the key stakeholders, producing several [reports and brochures](#), and organising a high-level hybrid event in Kragujevac, which gathered tens of thousands of views online.

The high-level cooperation between CEP and the National Convention on EU (NCEU) continues to follow the path set in the previous years. Traditionally, CEP has been coordinating working groups (WGs) for Chapters 1, 3, and 28 in addition to those where CEP took over coordination last year – WG for Negotiation Chapters 4 and 9 and Multi-Sector WG for political criteria. Given the new Law on Consumer Protection adoption, the WG on Chapter 28 was particularly active in the reporting period. It took a critical stance concerning introduced solution in the Law, criticising it as insufficiently progressive. Moreover, the WG had an opportunity to acquaint high officials of the Government of Serbia with the situation in the field of public health and exchange views on conclusions presented in the [Monitoring Report in the field of social policies, employment, public health and consumer protection and education](#).

Deepening existing and starting new partnerships with counterparts across the EU have resulted in several joint research endeavours and accompanying valuable evidence-based solutions, which together increased impact upon relevant policy- and decision-makers considering the turbulent context in which the year 2021 took place. CEPS Brussels and the Clingendael from the Netherlands are among the international partners with whom CEP established the most fruitful cooperation in 2021. In addition, numerous and frequent advocacy outreach activities have underpinned the aforementioned general CEP's efforts, including pertinent meetings at the French Ministry of Foreign Affairs as well as discussions with the relevant Dutch stakeholders and high-level representatives of the German government.

In the wake of complex geopolitical turmoil and discouraging media statements regarding the EU made by high-level Serbian officials, CEP worked hard to extend the reach of an ever-increasing number of policy products on different topical issues in order to counter the anti-EU narrative. A [policy study](#) addressing the enlargement flaws that lead towards establishing stabilitocracies, prepared in coordination with our Think for Europe Network (TEN), made the most significant contribution in that direction.

Moreover, in 2021, CEP maintained a stable number of employees, which successfully responded to all work challenges. The organisation leadership revised HRM policies in order keep employees better engaged and enhance the overall process of performance assessment with particular focus on the career development. New, revised HRM policies additionally perceive employee wellbeing as an integral part of a motivated and productive workforce. Talent management, onboarding new employees, and managing performance procedures also got improved.

On top of that, given the intense cooperation with independent media outlets in 2021, CEP's visibility and recognition have reached their highest point. CEP's reputation as a credible source of new information and most insightful analyses enabled its researchers and directors to comment on a wide array of topics in the most respectable domestic and foreign media outlets, including [Radio Free Europe](#),



[Voice of America, N1, Euronews](#), and many other. CEP has also been present in print media outlets. For example, in [BBC in Serbia](#) and [Euraktiv](#), whereas 2021 was particularly successful in terms of reach on all social media channels.

Finally, in terms of developing policy products outputs, CEP was particularly productive in 2021 and published 2 CEP Policy Briefs, 2 CEP Insights, 1 CEP Presents, 3 CEP Discussion Papers, 4 Reports and Other Editions, 6 CEP Infographics, 17 CEP Blogs, a TEN publication related to the Europe&Us programme area, and 3 CEP Podcast episodes.

II CEP'S RESEARCH, PROJECTS, AND PROGRAMMATIC ACHIEVEMENTS IN THE PERIOD 2019 - 2020

Programme Area 1: Good Governance

In the "Good Governance," the largest and most developed programme area, CEP has continued in 2021 to fulfil its mission of contributing to more open and citizen- and civil society-focused public institutions in Serbia and the WB. The most important achievements are listed below:

WeBER 2.0: Renewing the old and exploring the new territories

CEP has successfully coordinated the regional three-year WeBER 2.0 project throughout 2021. The cornerstone evidence-based products of the project, [the National PAR Monitor Report for Serbia and Western Balkan PAR Monitor Report 2019/2020](#) got published in the first half of the year. They provide a holistic and comprehensive overview of the PAR state in Serbia from the civil society lens and allow a comparison of monitoring results against the baseline results published in 2018. The feedback of CSOs, national authorities, and international organisations received during various consultation and advocacy events once again confirmed the significance of the PAR Monitors for enabling the civil society of the WB region to be systemically involved in monitoring PAR at the national and the regional level. That said, the latest [SIGMA Monitoring report 2021 for Serbia](#), on the progress in PAR implementation, has referenced PAR Monitor findings in the service delivery part.

Furthermore, the production of the PAR mainstreaming monitoring methodology in sectoral policies sparked greater involvement of CSOs in that process. It also strengthened the dialogue and consultations between national institutions and CSOs. With this new, complementary methodological innovation to the already established PAR Monitor, WeBER 2.0 will pilot this PAR monitoring exercise across different policy sectors in each WB country. In 2022, 18 individual reports on monitoring mainstreaming PAR principles in different policy sectors will be prepared (3 per country), including a regional overview document.

In addition to the monitoring and advocacy efforts, galvanising citizen engagement and local demand for PAR continued through the [Small Grant Facility](#) implementation (31 local organisations got awarded) and [regional online citizens' campaign](#). Grantees of the Small Grant Facility implemented local citizens consultations and reached over 5,000 WB citizens through online inquiries (surveys), focus groups, informal discussion-based events, and panel discussions. On the other hand, at the end of 2021,



the regional online citizens' campaign reached over 3,000 citizens who shared their experiences of interaction with public administrations in their countries.

Moreover, [the Second "Citizens First" Regional Conference](#), the landmark event of the project, contributed to enhancing and broadening the dialogue on creating and implementing inclusive and transparent policies and sustainability of administrative reforms to the benefit of all citizens of the region. The conference was held in February 2021 and gathered various CSOs, government representatives, international and regional organisations, and distinguished independent experts on the subject matter.

Supporting OECD/SIGMA on a brand-new assessment of Serbia's public administration

For years, CEP has provided expert support to the PAR work in Serbia of the [OECD's SIGMA programme](#). Given CEP's commitment to foster this relationship in the following period and the impact of the cooperation on our in-house expertise and international recognition, it is considered one of CEP's significant achievements that new collaboration opportunities emerged in 2021 as well.

Namely, in the first half of 2021, CEP has supported SIGMA in assessing the state of PAR in Serbia [against the Principles of Public Administration](#). Support in data collection and analysis was provided for all six areas of PAR as defined by SIGMA – PAR strategic framework, policy development and coordination, public service and human resource management, accountability, service delivery, and public finance management. In November 2021, SIGMA published monitoring reports, which resulted from assessing all WB countries. Results for Serbia are [available](#) in the form of the full Report, its summarised version, the regional overview, and thematic summaries across PAR areas. SIGMA monitoring reports feed directly into the European Commission's country progress reports. Still, they are also the reference point for different policy dialogues and discussions and for initiating policy interventions on burning PAR issues in Serbia.

Furthermore, since July 2021, CEP team members have supported SIGMA in delivering a separate policy paper on Serbia's senior civil service (SCS) system. The Ministry of Public Administration and Local Self-Government (MPaLSG) and the Prime Minister's Office initiated this process by establishing a Special Working Group for monitoring the status of filling in SCS positions in state administration bodies. International and national experts got involved as external support for delivering the policy paper that should serve as a solid foundation for the new merit-based SCS system. That system should lead to a highly skilled and trained population of top managers intensely aware of their position in politically steered organisations and their responsibility for long-term good governance.

Finally, at the end of 2021, as part of preparations for expanding the scope of Principles of Public Administration to cover PAR at the local level of governance, SIGMA commissioned and CEP delivered the country overview on critical characteristics of the local self-government system in Serbia, including constitutional arrangements, competences, local democratic governance, public finance, human resource management, as well as horizontal (among cities and municipalities) and vertical (central-regional-local) coordination.



Keeping the doors of justice open for civil society and citizens

To empower civil society and better understand citizens' priorities in judicial reform in Serbia, CEP has continued coordination of 11 partner organisations and professional judicial associations in an attempt to monitor judicial reform in Serbia through the lens of a legal framework and its implementation in practice within the second component of USAID-supported [Constituencies for Judicial Reform](#) project.

In 2021, CEP published and presented the [Baseline Monitoring Report on the State of the Judiciary for 2020](#). CEP had a crucial role in steering the joint research efforts of all CSOs involved in the monitoring platform and providing support to partners. CEP also organised and hosted [the national conference](#) to present the crucial results of the Report and share views and conclusions with legal professionals. Moreover, CEP organised another two local, small-scale conferences to present research results from the Report in Niš and Kragujevac. These were held online due to COVID-19 restrictions, whereas the national conference was a hybrid event organised in Belgrade in April 2021.

In the second half of 2021, CEP focused on conducting research for the next monitoring cycle. As a result, the Second Monitoring Report and the special report on the issue of collective redress will be published in 2022.

Additionally, as in previous years, CEP supported, actively participated, and moderated a communication mechanism between citizens and judiciary representatives through local council meetings in different Serbian municipalities. In 2021, events and panels got organised online due to COVID-19 restrictions with participants from judicial institutions, legal professionals, prosecutors, attorney-at-law, and others. These panels were a platform to discuss issues in the Serbian judiciary, such as the role, election procedure, competencies, and responsibilities of judges serving as court presidents, the functioning and importance of the notary public in Serbia, etc. Some of the most notable legal professionals elaborated on crucial problems in particular institutions, whereas citizens participated by commenting and submitting concerns and questions.

Open Government Partnership in Serbia – CEP's independent monitoring continues

In 2021, CEP entered the eighth year of engagement as the Independent Reporting Mechanism (IRM) of the [Open Government Partnership \(OGP\)](#) for Serbia. CEP has continued following the implementation of the Action Plan 2020-2022 in Serbia as the observer in the Special inter-ministerial working group and has also worked together with the OGP, and the MPaLSG, to familiarise the working group members with the new developments in the work of the IRM ([IRM Refresh](#)). In November 2021, at the 7th meeting of Serbia's working group, methodological innovations got presented regarding monitoring the national action plans implementation, in addition to three new, distinct products:

- 1) a Co-creation Brief, provided to the participating countries at the beginning of the process of creating a new action plan with recommendations for improving the drafting process;
- 2) Action Plan Review, upon submission of a new action plan to the OGP; and



3) Results Report, prepared after the implementation period and includes overall implementation findings.

In accordance with the IRM Refresh and prepared with data contributions from CEP, the first [Serbia Action Plan Review 2020-2022](#) got published in August 2021. The Review found that 11 of 12 commitments of Serbia are relevant to the OGP values, three of which have significant potential for results. It also concluded that the Action Plan responded to the previous IRM recommendations. Namely, it adopted three of them – to define commitments on direct citizen participation in decision-making, the creation of citizen-oriented services, and the involvement of a broader range of CSOs in the drafting process. However, findings confirm that action plans need to set more ambitious commitments be in the future and that civil society proposals need to be better integrated with Government priorities.

Finally, 2021 saw the publication of the [Serbia Transitional Results Report 2018-2020](#), prepared by CEP in 2020. The report highlights results under all commitments in the previous action plan period and tackles COVID-19 impact on its implementation.

Local PAR Monitor in full gear

Acknowledging the importance of local-level PAR and building on the WeBER results, CEP has broadened the scope of its PAR engagement in 2021 and observed local administration issues within the two-year, EU-supported project [Public Administration Monitoring for Better Local Governance](#), co-financed by the Ministry of Human and Minority Rights and Social Dialogue. In partnership with the Centre for Equitable Regional Development (CenTriR), the National Coalition for Decentralisation (NKD) from Niš, and Ecological Centre Habitat from Vršac, CEP aims to increase the capacities, credibility, and effectiveness of Serbian civil society to perform evidence-based PAR monitoring of local public administration in line with EU accession requirements.

In 2021, the cornerstone was set by developing the comprehensive and CSO-oriented methodology for local PAR monitoring. Methodology development included elaborate, participatory, and consultative processes involving over 30 local CSOs in the WeBER PAR National Working Group in Serbia, including representatives of project associates - the MPaLSG and Standing Conference of Towns and Municipalities. After the consultative process, the comprehensive [local PAR monitoring methodology](#) and [the Methodology Guidebook](#) were developed. The methodology is envisaged as an “open-source” tool applicable in any local self-government (LSG) in Serbia. Considering the intense focus on building capacities and engaging local level CSOs as the project’s backbone, two in-person trainings for applying methodology were organised in which 21 CSOs from across Serbia participated.

At the end of 2021, partner organisations and regional hubs began monitoring 17 targeted LSGs in Serbia, with CEP coordinating and harmonising local research activities and providing continuous coaching and mentoring. In 2022, this process will result in 17 local monitoring reports and one comparative report. Reports will offer evidence-based recommendations for local administrations and feed into the local public advocacy plans.

In parallel, implemented awareness-raising and citizen engagement activities resulted in 85 street actions. Citizen engagement has so far resulted in over 5000 citizens’ inputs/responses on the administration issues in their local communities. The [online platform](#) supporting the PratiMJA



campaign was developed for that purpose and collects citizens' experiences with local administrations. The accompanying online campaign also reached over 220.000 people via social media. The [video clip](#), specifically developed for the campaign, is among the highlights regarding the online reach as it currently has over 119.500 views on only CEP's Facebook page.

Kicking-off anti-corruption and good governance instruments in Southeast Europe

In the second half of 2021, CEP has made the first research steps within the project [Implementing shared anti-corruption and good governance solutions in Southeast Europe](#) by performing the Background Analysis, which outlines actors, resources, regulations, and corruption risks in Serbia's energy sector, including the identification of governance shortcomings in the management of state-owned enterprises. Specifically, this in-depth analysis focused on EPS - Electric Power Industry of Serbia in the field of production, supply, and trade of electric power; Srbijagas in the area of production, supply, and gas trade; and Transnafta in the field of oil transport, including the case study of NIS - Petroleum Industry of Serbia.

Additionally, in 2021, CEP launched [the Monitoring Anticorruption Policy Implementation \(MACPI\)](#) tool, an innovative instrument for assessing and monitoring anti-corruption policies' coverage, efficiency, implementation, and enforcement inside individual public institutions. In the first two years of project implementation, CEP has agreed to cooperate with the City of Novi Pazar and the City of Kragujevac on MACPI implementation. Some findings and recommendations will be presented in the second Annual SEE Good Governance Report, foreseen for 2022, which aims at providing tailor-designed policy management and anti-corruption solutions.

Moreover, CEP has identified and analysed the main risk factors within the Serbian public procurement system, displayed by practical examples and case studies. Furthermore, it explored the effects of the COVID-19 pandemic on the procurement market and described irregular procurement cases linked to the pandemic. In the form of a blog and an infographic, results are prepared for publishing in early 2022.

Finally, the [Regional Good Governance Public-Private Partnership Platform \(R2G4P\)](#) was been set up in 2021 and soon proved to be the foundation for developing and implementing sustainable anti-corruption and shared good-governance solutions. To equip researchers from all partner organisations from Southeast Europe with state-of-the-art tools and research methodologies for investigating anti-corruption measures and policies, R2G4P organised two educational events for researchers in 2021 – The First specialised Regional Training for R2G4P Members in July 2021, to prepare researchers to analyse public procurement and state capture in their respective countries, and The First Annual Summer School, to present methodologies for monitoring anti-corruption policies, state capture, and public procurement integrity.

NCEU Multi-Sector Working group for political criteria

The NCEU Multi-Sector Working Group for Political Criteria (MSWGPC) was established with the aim of improving the work of NCEU members in areas that are considered an integral part of the Political Criteria for EU Accession consistent with the Copenhagen Criteria. In the previous period, MSWGPC met



in accordance with the needs and initiatives of its members, the pandemic circumstances, and the guidelines of the Crisis taskforce. In December 2021, a meeting was held to discuss the current situation in Serbia and topics related to the upcoming referendum on changes to the Constitution and the conditions for holding parliamentary, presidential, and Belgrade elections. During the previous period, MSWGPC regularly cooperated with the MSWG for Freedom of Expression & Media, WG for chapter 23, and WG for chapter 24. MSWGPC regularly supported joint statements of individual NCEU WGs in connection with cases of citizens' basic rights violation, condemnations of hate speech directed against people opposing the ruling coalition, and other NCEU activities.

Publication highlights in 2021

In 2021, brand new policy products were published as the result of the second monitoring cycle of PAR in Serbia within WeBER2.0. Following the baseline PAR Monitor published in 2018, [the National PAR Monitor Serbia 2019/2020](#) and [the Western Balkan PAR Monitor 2019/2020](#) offer a comparison of PAR progress in Serbia and in the region over the two years from the perspective of the most important PAR aspects to citizens and civil society. Furthermore, following the publication of the National PAR Monitor 2019/2020, a policy brief ([Non](#))[transparency as a mirror of \(ir\)responsibility](#) got published. In addition, two [WeBER talk podcasts](#) were disseminated as a new communication tool in the project context.

The baseline [Monitoring Report On The State Of Judiciary In Serbia 2020](#) is a milestone publication that looks at the key issues and problems citizens face while accessing justice and identifies opportunities to improve the situation in the judiciary. In 2022, the baseline report will be accompanied by second monitoring report that will reflect on the state of judiciary from the biennial retrospect.

CEP has created a citizen-friendly infographic [Breaking down Serbia's 2022 Constitutional Amendments](#) to bring the 2021 constitutional changes close to the public's eye to the public's. The main idea was to provide citizens with simple and practical instructions on the proposed constitutional changes. Moreover, the [Take care of your bills!](#) infographic offers the essential information on the enforcement procedure in communal cases so that citizens who find themselves in the role of enforcement debtor become aware of their rights and obligations.

Overall, in 2021, ten policy and advocacy products got released, including two policy papers, six reports, two infographics, and podcasts:

All CEP policy products published in the first programme area can be accessed in English at the following links: [studies](#), [briefs](#), [insights](#), [presents](#), [discussion papers](#), [reports and other editions](#), [infographics](#), and [podcasts](#).

Programme Area 2: Internal market and Competitiveness

In 2021, CEP remained one of the key NCEU member organisations in the wider field of economic institutional setting, internal market regulation, consumer protection, as well as capital market and financial services. In addition, CEP strengthened its role and visibility when it comes to topics of 2nd Programme Area and established cooperation with CEFTA Secretariat in promotion of civil society's role in region's free trade discussions and developments.

NCEU



In May 2021, In the capacity of the coordinator-organisation of the NCEU WGs for Chapters 1, 3 and 28, CEP organised their joint session and introduced WGs members to the new methodology in the EU accession negotiations, cluster distribution and discussion on the possibility of applying the new methodology in the context of Cluster 2 - Internal Market. The new methodology was presented by Srdjan Majstorovic, Chairman of the Board of CEP and Coordinator of Interdepartmental Working Group NCEU for political criteria.

The NCEU WG on Chapter 1: Free Movement of Goods and the NCEU Working Group for Chapter 3: Right of Establishment and Freedom to Provide Services have continuously monitored activities of the competent authorities that are relevant to the status of these chapters. Monitoring reports, that became the part of NCEU Annual Book of Recommendations, were prepared.

A special thematic session of the **NCEU Working Group for Chapter 28: Consumer and Health Protection** was held in September 2021, in the House of Human Rights in Belgrade, on the newly adopted new *Law on Consumer Protection*. On that occasion, WG members reflected on the solutions of the new Law, which included the assessment that it does not contain significant progress in this field and brings a specific setback concerning the previous Law. Conclusions and recommendations from the meeting were integrated in the monitoring report and NCEU Book of Recommendations.

A special thematic meeting of the **Working Group for Chapter 28** with the Prime Minister was held in October 2021, at the Palace of Serbia, on the situation in the field of public health, with the participation of Ministers of Health, European Integration and Labour, Employment, Veterans and Social Affairs. The meeting allowed participants to exchange views and experiences on existing problems and challenges, as well as the consequences of the COVID-19 pandemic, especially in light of previous comments of the WG within the [Monitoring Report in the field of social policies, employment, public health and consumer protection and education](#). The discussion, among other things, brought opinions that Serbia suffered tremendous pressure on health institutions during the pandemic, given that the hospitalisation percentage in Serbia was about 30%. In comparison, the rate was around 7-8% in other European countries. In the polemical discussion, different views and assessments of the success of measures to combat this contagious disease could have been heard. Topics include the general state of health, systemic shortcomings related to the network and management of medical institutions, human and technical resources, financial sustainability and drawbacks in establishing an integrated information system.

The NCEU Working Group for Chapter 4 - Free Movement of Capital and for Chapter 9 - Financial Services held several meetings in 2021. At the meeting held in May 2021, at the CEP premises, a new methodology in cluster-based EU accession negotiations was presented, as well as closer acquaintance with the new negotiating structure and cluster content. At the meeting in June 2021, a discussion was held on current events related to the work of the WG, emphasising the issue of the need to enable the opening of accounts of our citizens abroad, which is in line with EU practice and financial services and promoting the free flow of capital. In October 2021, the WG discussed the possibility of transforming the status of the Belgrade Stock Exchange to improve the financial market, opportunities for the application of smart contract technologies, as well as opportunities to increase funding for small and



medium enterprises for a better position on the market. In December's meeting, WG summarised everything done during the previous year and discussed the initiative aimed at the Deposit Insurance Agency and launched by the Working Group for Chapters 4 and 9, as well as current events related to electronic invoicing. In addition to these meetings, the NCEU Working Group continuously monitored the situation in the areas covered by Chapters 4 and 9 and exchanged information via electronic communication.

Consumers protection in the enforcement procedure at local level

In 2021, CEP finalised the implementation of the project *Raising level of citizens' understanding of their rights and obligations in the enforcement procedure at local level*, supported by the USAID Rule of Law program. The project focused on citizens' rights and obligations in the enforcement procedure, especially about settling monetary claims from communal and related services, targeting three cities/project locations of Kragujevac, Kraljevo and Pančevo. Besides contributing to the improvement of enforcement procedure, activities were mainly focused on informing and educating citizens on these matters, including the options for protecting their rights and interests in enforcement proceedings, particularly from the aspect of consumer rights, through specifically developed educational and informational printed and video materials, in-person and online events and online social media campaign. This project is also an example of cooperation between CEP's two programme areas – Good Governance and Internal Market and Competitiveness - as the topics of this project covered both fields.

Informed dialogue with crucial enforcement procedure actors was established through six thematic round tables on specific local issues in enforcement procedures. Over 100 participants took part in two sets of round tables for three targeted cities, which gathered representatives of local city administrations, local public utility companies, CSOs, and public enforcement officers. Besides, three "Openly on enforcement procedure" meetings with citizens got for direct communication with key actors in enforcement procedures, allowing citizens to have their questions answered, give comments, and share their experiences. Finally, based on all the inputs collected from local stakeholders and citizens, CEP produced [three reports on the current state of affairs in enforcement procedures](#) with recommendations for future improvements.

A [brochure *When enforcement officer knocks on the door: Guide for citizens in enforcement proceedings in utilities and related cases*](#) was also developed and disseminated to local stakeholders but also placed in branded boxes in the public institutions and companies. Additionally, [the infographic/leaflet](#) got distributed together with monthly utility bills in Kragujevac in cooperation with the Public housing company Kragujevac. In Pančevo and Kraljevo, the official public postal service provider distributed leaflets covering most households. In total, over 117.000 leaflets were distributed to raise awareness among citizens.

The final event was organised on March 17, 2021, in Kragujevac to summarise the project's activities, discuss identified issues, and convey educational messages to citizens. It gathered representatives of a local public utility company, two public enforcement officers, a representative of the City Council, and CEP's legal experts. The final event was organised as a „hybrid“ event to resemble a TV discussion show. It was live-streamed via CEP's Facebook page, with several speakers present in person and several



joining via an online platform. The live stream video was additionally promoted and had over 16.000 views on the Facebook page.

Another project highlight was the [informational video](#) targeting citizens, containing interviews with public utility company representatives, public enforcement officers, and consumer protection organisation representatives. Video had its TV premiere, followed by a live interview with CEP's legal expert.

CEFTA and Civil society

In 2021, CEP has started with the implementation of the project on cooperation between civil society and Central European Free Trade Agreement parties and its Secretariat. Purpose of the projects was to raise awareness and promote ongoing processes within CEFTA in the civil society and enable policy input to implementation and further development of the CEFTA Agreement; and to strengthen the cooperation between the policymakers and practitioners in the CEFTA Parties and think tanks and policy research organisations.

In 2021, under the project, the competition for the best policy paper on CEFTA and its development was launched and implemented. Three best policy papers were awarded at the ceremony held during CEFTA Week in December 2021 in Skopje and [published online](#).

Policy products

In 2021, in under "Internal Market and Competitiveness" Programme Area, CEP published 8 policy products (3 policy briefs, 3 reports, 1 infographic and 1 blog).

All CEP policy products published in the second programme area can be accessed in English at the following links: [studies](#), [briefs](#), [reports and other editions](#) and [infographics](#).

Programme Area 3: Regional Policy, Energy, Environment

CEP's Third Programme Area stagnated in 2021 due to the lack of donors that prioritised think tank initiatives in these particular fields.

In this period, CEP's activities in this Programme area were linked with Banatska platforma, where CEP's experts continued to provide their support aiming to strengthen the capacities of CSOs in Banat's local communities to participate in EU accession negotiations.

Within the "Regional Policy, Energy, Environment" programme area in 2019, CEP published one [insight](#) that tackled the Green Agenda for the Western Balkans.

All CEP policy products published in the third programme area can be accessed in English at the following links: [studies](#), [briefs](#), [insights](#), [presents](#), [discussion papers](#), [reports and other editions](#) and [infographics](#).



Programme Area 4: Europe&Us

For CEP, particularly the Europe&Us programme area, 2021 represented a turning point. After years of diligent work analysing the EU integration process of Serbia and other WB countries and advocating for evidence-based solutions to the identified issues, a key idea/initiative has witnessed the daylight – *the staged accession model to the EU*. Most of the productive work during 2021 has had to do with setting the basis and developing the model in one way or another. Advocacy of the model was either done directly – with the sole focus on it – or indirectly – as part of more considerable project efforts focusing on enlargement in general. Media appearances have also either had an exclusive focus on the model or partial focus as part of a more significant priority on enlargement. In other words, the development and promotion of the model have become an overarching and encompassing point that has penetrated almost all Europe&Us activities in 2021. All this showcases the motivation, commitment, and effort put into bringing the model to life in communication with the EU, domestic stakeholders, and regular citizens.

In 2021, CEP also continued establishing and developing partnerships with relevant think tanks from the EU. This effort was best exemplified in establishing a very productive relationship between CEP and the Centre for European Political Studies (CEPS) – a renowned think tank from Brussels. Cooperation was initiated based on a mutual realisation of the importance of independently developed yet similar proposals regarding EU accession process and the need to join forces between the EU and the region. As a result, the level of coordination became remarkably effective and productive, with the peak result being the *Template for the staged accession to the EU*. This masterpiece has set the stage for future papers to come.

Meanwhile, CEP has also deepened its partnership with other organisations from relevant member states, such as Clingendael from the Netherlands, ASPEN Institute from Germany, and Austro-French Centre for Rapprochement, Eurocreative, Europanova, and IFRI from France. With all of them, CEP has successfully implemented different projects which allowed for building bridges between EU and WB policymakers, think-tankers, and citizens. Moreover, as each project of this kind has been accompanied by valuable policy papers and media appearances and promotion, the cooperation with each and every partner has allowed CEP to increase its visibility and impact. In short, considering all partnership activities, CEP has undoubtedly become a more credible actor at the EU level.

All these activities were taking place in an increasingly complicated Serbia's EU integration process, particularly in the context of geopolitics.

By expanding the scope and depth of research on relevant topics, the researchers continued producing an ever-increasing number of publications. For the same reason, researchers continued developing and nurturing fruitful cooperation with media outlets by regularly commenting for daily newspapers and weekly magazines on topics of relevance and by being hosted in television broadcasts. Hence, in 2021, CEP was continuously recognised as one of the key interlocutors in Serbia on issues of relevance for the EU, the WB, and Serbia.

Europeanisation Beyond Process - OSIFE



In 2021, implementation of the project “Europeanisation Beyond Process” in the framework of Think for Europe Network (TEN), supported by the Open Society Initiative for Europe (OSIFE) continued. The focus in 2021 remained to be placed on advocacy activities. Namely, the key element of advocacy was placed on the model of “staged accession to the EU”, the aim of which is more gradual process of acceding to the benefits and assuming obligations of EU membership.

As a result of strong argumentation made in the papers as well as enhanced advocacy, but also coordination between TEN partners, the model has acquired representation and ownership both by regional and EU think tanks. TEN promoted the model multiple times in media appearances, public events, and advocacy missions in different EU member states. This allowed TEN to explain that the model proposes original ways to introduce gradual integration of Western Balkans into the EU, it also builds upon the existing revised enlargement methodology while keeping in mind the Berlin Process and new cooperation initiatives from the region.

In terms of capacity building, the TEN team members continued to develop their skills during 2021. When it comes to policy writing, a three-day training was organised in January 2021 with a prominent senior policy analyst from one of the most renowned Brussels-based think tanks. The team that participated in the implementation of the project has continued to be active participant in relevant discussions on the future of the EU enlargement and the Western Balkan’s relationship with EU member states.

Make Future Together: EU and the Western Balkans from the Youth Perspective - Europe for Citizens programme

Together with the European Policy Centre (EPC) from Brussels, the Istituto Affari Internazionali from Rome, the Geremek Foundation from Warsaw, and six partner think-tank organisations from TEN, CEP finalised implementation of the initiative “Make Future Together: EU and the Western Balkans from the Youth Perspective”, financed by the European Agency for Cultural, Educational and Audio-Visual Policies through the Europe for Citizens programme. This project directly contributed to inclusive and participatory policymaking at the European Union (EU) level by bringing citizens’ input into the formulation and redefinition of EU enlargement policy to the Western Balkans. More specifically, it aimed to engage youth from the Western Balkans in the Future of Europe Debate.

A two-day Brussels (online) conference named “[Let’s shape our digital future together](#)” was among cornerstone project activities. The event was preceded by the national consultation process with the youth from each WB country – hosted and organised by every TEN partner and supervised in all cases by CEP. That process consisted of 18 different events (nine “world café” consultation sessions and nine webinar panels) held across the WB and in three EU countries – Poland, Belgium, and Italy. The events gathered 775 registered participants via Zoom and 1315 of those who attended through direct real-time broadcasts on partner organisations’ social media channels. What has additionally increased the importance of the event was the fact that in just two weeks, around 400 people from the WB signed a petition launched by TEN, calling for the development of a [Manifesto](#) that would contain the views, concerns, and solutions of the youth, by the youth, and for the youth, with the key focus on digital freedoms and internet use.



All these elements allowed the WB youth to contribute to the ongoing Conference of the Future of Europe. In addition, each project partner translated outputs of the national consultation events and the consultation platform contributions into eight policy briefs that got integrated in a single [Policy Study](#).

Finally, the project delivered an online consultation platform [MladiRini](#), ‘mladi’ and ‘rini’ meaning youth in Serbian and Albanian respectively, for the youth to share their views and get informed on main project themes. It has had a significant outreach as many participants got involved in the processes of the platform development and many more in creating platform content (blogs, infographics, podcasts). Around 50 young people sent original, some of them multiple, contributions for the MladiRini platform. The MladiRini podcasts hosted numerous guests that have considerable appeal to the youth audience, as for example author of the popular Serbian YouTube show “Marka Zvaka”, but also youth activists, youth representatives in international institutions, etc. Podcasts had meaningful and trending topics, interesting questions, and exciting debates between the host and a guest, thus reaching a number of nearly 4.500 views in total very briefly. Quickly upon the launch, the MladiRini platform found and consolidated its audience, coming to a figure of 28.888 visits by the end of the project, and thus boosted impact of other project activities and products, including both main written project products - Youth Manifesto and the Policy Study.

France and the Western Balkans – a Strategic Engagement

Following the French Strategy for the Western Balkans adopted in 2019, the European Policy Centre has been engaged in 2021 in a project highlighting the reengagement of France in the region themed France and the Western Balkans – a Strategic Engagement; Boosting exchanges with society, promoting political and economic cooperation. This was done alongside partners from Europe and the region: Eurocréative, Paris; Austro-French Centre for Rapprochement in Europe (ÖFZ); Cooperation and Development Institute (CDI), Tirana; European Policy Institute (EPI), Skopje and Institut français des relations internationales (Ifri), Paris. This project was financed by the Embassy of France in Serbia, French Institute in Serbia, Eurocréative, and Austro-French Centre for Rapprochement in Europe (ÖFZ). The project was carried out throughout 2021, ahead of the French Presidency of the Council.

In the scope of the project, in July 2021, CEP organised a hybrid event – a [round table](#) titled: “France, the Western Balkans and the European Union: Boosting Societal Cooperation”. The event’s goals were to discuss civic, cultural and youth cooperation, ways to intensify the collaboration between the civil society in WB and France, and how to implement the French Strategy on the Western Balkans. The event was also an opportunity to present and discuss the preliminary results of the conducted research and to evaluate the French Strategy for the Western Balkans. Conclusions from the round table were used at a later stage for the production of the final policy paper.

CEP’s researchers developed a policy paper which was published as part of a [policy study](#) with the focus on the Western Balkans. CEP also published its findings in a separate [policy brief](#).

The EU as a promoter of democracy or ‘stabilitocracy’ in the Western Balkans? - Clingendael

Starting from August 2021, the Think for Europe Network (TEN) commenced its work on the research project “the EU as a promoter of democracy or ‘stabilitocracy’ in the Western Balkans?”. This project was



implemented in partnership with the Netherlands Institute of International Relations 'Clingendael' and was financed by the Netherlands' Ministry of Foreign Affairs and the Ministry of Defence.

The research project focused on the six countries of the Western Balkans and analysed how enlargement, in spite of their democratic objectives, unintentionally contribute to the formation of so-called stabilitocracies in the region: countries with obvious democratic shortcomings that at the same time claim to provide pro-EU stability. For each country, the project assessed how flaws in the EU's enlargement policies as identified in the literature play out in practice by offering a reflection on the applicability of the theoretical framework for the specific country, underpinned by an assessment of a number of case studies.

The project culminated in a [policy study](#) in English with six contributions from TEN partners, one for each country of the Western Balkan Six. Finally, the findings of the study were presented to the Dutch Ministries. The talks were held online during a consultation session in November 2021.

Events which stirred debate on the EU's renewed approach to enlargement

In 2021, CEP demonstrated an ability to anticipate "burning issues", initiating several pertinent discussions.

As in the previous years, it organised bi-annual events on the rotation of Council presidencies – [from Portugal to Slovenia](#) and [from Slovenia to France](#).

CEP's most notable conference was "Europe Complete" in cooperation with the European Policy Centre (EPC) and powered by DG NEAR and the EU Delegation to Serbia as part of the Conference on the Future of Europe. The idea was to emphasise that the Western Balkans can be a credible partner on whom the EU can rely. Hence, the goal was to usher the path to discussions on how best to accelerate intra-European integration. This event was registered at the Portal of the Conference on the Future of Europe (CotFoE), the online and multilingual hub of the CotFoE, and thus formally became the part of discussions on the Future of Europe.

The cooperation with the EU delegation continued to be well reflected by jointly organising events on pertinent issues. A more notable example was an event named "How much does it cost (not) to be a member of the European Union?". The idea was to assess how the EU membership might impact the citizens in economic terms and the potential financial benefits and expenditures of membership. This was to usher the path for realistic future analysis of what needs to be done to bridge the socio-economic gap and allow Serbia to act as an (economically) responsible future EU member state.

As part of the initiative "Make Future Together: EU and the Western Balkans from the Youth Perspective", CEP organised, together with EPC and TEN, a two-day Brussels (online) conference named "Let's shape our digital future together". The event was preceded by national consultation processes with the youth from each WB country – hosted and organised by every TEN partner and supervised in all cases by CEP.

CEP joined the hundreds of leading think tanks worldwide in hosting simultaneous national events as part of the 2020 Global Go To Think Tank Index Report Launch, promoted by the Think Tanks and Civil



Societies Program (TTCSP) at the Lauder Institute, University of Pennsylvania, USA. The event was named “Times of Crisis, Time for Think Tanks: Case of the Western Balkans”.

CEP, together with other TEN members and the Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR), organised an online discussion about the European Commission’s 2021 Enlargement Package. The event was titled “EU Enlargement to the Western Balkans in the Light of the New Methodology”. Panellists discussed how the Enlargement Package supports the building of a stronger Europe, what are the incentives offered to the WB through this Package, and does the current toolkit possess enough tools to deal with regional’s sensitive yet complex issues while addressing the Fundamentals.

In July 2021, CEP organised a hybrid event – a round table titled: “France, the Western Balkans and the European Union: Boosting Societal Cooperation”. The event’s goals were to discuss civic, cultural and youth cooperation, ways to intensify the collaboration between the civil society in WB and France, and how to implement the French Strategy on the Western Balkans. The event was organized as part of a research project “France and the Western Balkans – a Strategic Engagement”, with the financial support of the Institut Français and the French Embassy in Serbia. Conclusions from the round table were used at a later stage for the production of the final policy paper.

Partnerships and Advocacy in EU Capitals

In 2021, CEP intensified cooperation with Brussels-based think tank – CEPS through the joint work on the model for staged accession. The approach was also supported by TEN members, who also advocated for the model and for EU to redefine the enlargement approach. This way, the proposal has simultaneously become both cross-regional and pan-European.

In the framework of the TEN and under a two-year project, “Europeanisation Beyond Process”, funded by the Open Society Initiative for Europe (OSIFE), partnerships have been established and boosted with leading think tanks in five EU member states - The Clingendael in the Netherlands, the Finnish Institute for International Affairs (FIIA), Aspen Institute Germany, the Istituto Affari Internazionali (IAI) in Italy, and IHEDN, Euro Creative, Austro-French Centre for Rapprochement and IFRI in France. In addition, CEP increased advocacy outreach towards European capitals, thus extending its EU enlargement influence beyond the Brussels “bubble”.

Advocacy with the French think tanks was an important milestone in terms of advocacy with two visits organised in November 2021. In organisation of the French Embassy to Serbia and the Institute of Advanced National Defence Studies (IHEDN), who recognised the importance of TEN’s regional activities and wanted thus to engage in dialogue, TEN members met the relevant French stakeholders and engage in conversation. As France was the member state that initially proposed revising the enlargement methodology, TEN used the opportunity to present the model of staged accession. The TEN partners have also discussed and informed the French stakeholders of the rule of law and democracy situation in their countries, particularly in the context of the 2022 French Council Presidency.

The second trip to France was taken on an ad hoc basis by CEP members while representing TEN and in organisation of French think tanks - Euro Creative, Austro-French Centre for Rapprochement and IFRI,



as part of a larger project focusing on analysing the cooperation between France and the WB. The key focus was on presenting the preliminary findings of CEP regarding the societal ties between France and the region (see the [policy study](#) and [policy brief](#)). During this visit, CEP has also managed to organise separate meetings at the Ministry of Foreign Affairs and their policy planning department (CAPS), including an appointment with an advisor to the French President. They welcomed the ideas with an open mind as the model of staged accession strongly builds upon the revised enlargement methodology that the French drafted initially. On that front, the fact that the French have openly stated that their methodology draft was inspired by CEP's early paper from 2018, "[Away with the Enlargement Bogeyman](#)," shows that there is room for mutual understanding. Meanwhile, the model was also endorsed by the aforementioned French think tanks.

As a result of established contact with EuropaNova, French think tank, TEN has agreed to work on a joint newsletter. Each month, EuropaNova and TEN published a newsletter which covers topics such as rule of law, green policies, and enlargement. In order to maximise the outreach, TEN shared the newsletter to its extensive mailing list in English, whereas the version in French is shared with EuropaNova's list of contacts.

In cooperation with the Clingendael Institute, a Dutch think tank which has already openly endorsed the model for staged accession online advocacy event was organised in November 2021. The entire activity was done as part of a Clingendael-TEN project that came as a follow-up to the established cooperation. The focus was on analysing the phenomenon of [stabilitocracies](#) in each WB country by all TEN partners.

Timely publication of policy products on topical issues

The most talked about publication made by researchers from Europe&Us programme area is the "[Template for Staged Accession to the EU](#)". It introduces a system of accession to the EU in stages which is to revive and sustain the incentives for the states of the Western Balkans to continue their European integration journey and overcome an apparent impasse over accession prospects. At the same, it addresses the most serious concerns that existing EU Member States have over the prospect of further enlargement. The original call for the proposal came out a few months earlier, on the occasion of the start to the Slovenian Presidency, in a joint statement titled "[The Enlargement Impasse and the Necessity for its Transformation](#)".

Meanwhile, CEP continued addressing numerous pertinent issues related to Serbia and its relationship with the EU. It published papers focusing on the following key topics:

1. EU affairs and enlargement

- analysing Serbia's [progress and preparation for EU membership](#) 2021

2. Regional development

- untangling what has been done in the past year to implement the [Common Regional Market](#),
- analysing on the [impact on the COVID-19 pandemic](#) on the work of think tanks
- introducing the [youth's view](#) on digital challenges and future of Europe



3. Geopolitics

- looking at the [Afghanistan crisis](#) from the EU's Foreign Policy Perspective
- analysing the phenomenon of weaponizing migration in [the case of Belarus](#)
- highlighting the necessity to [complete Europe](#) and boost European Strategic Autonomy

Policy products

In 2021, research work within the Europe&Us programme area allowed CEP to solidify its position as the most influential think tank from the WB. As a result, publications (policy studies, policy briefs, discussion papers, insights, presents, infographics, blogs, podcasts) increased in number while accompanied by extensive media coverage.

All CEP policy products published in the fourth programme area can be accessed in English at the following links: [studies](#), [briefs](#), [insights](#), [presents](#), [discussion papers](#), [reports and other editions](#) and [infographics](#).

CEP and the media

In 2021, the CEP continued to build and maintain its media presence and its reputation as a key contact point for the topic of its expertise, including Serbia's EU integration process, relations with third actors such as China, and the public administration reform. CEP continued to cooperate with the independent media and answer their calls for statements and guest appearances. On the other hand, CEP also had a proactive approach whenever it felt there was a need to raise awareness on a specific topic or issue. CEP worked on being not just a source of information, but a new beacon of analysis of the situation, leading the way in terms of accuracy, timeliness, and content. The most intense cooperation was with *N1 TV*, *Radio Free Europe*, *Al Jazeera Balkans*, *Euronews in Serbia*, *Danas*, *European Western Balkans*, *BBC in Serbia*, *Radio Television of Serbia*, and *Voice of America*. Regarding foreign media, CEP mostly worked with *Euractiv* and *Euronews* in Brussels. CEP continued to avoid giving statements to the press that violate media ethics and the basic principles of journalism.

CEP commented, among other topics, on issues such as the talks about the referendum in Scotland, which was commented for [Danas](#), on the possibility that the EU would lose the "hearts and souls" of the WB if it did not incorporate it into its vaccination plans, which was commented for [Euronews in Serbia](#). In February 2021, Srđan Majstorović, Chairman of the CEP Governing Board, was a guest on the [N1](#) show *360 degrees*, where he commented on Vladimir Bilčik's report on Serbia. The relationship with China was one of the most covered topics in 2021: Strahinja Subotić, CEP Programme Manager and Senior Researcher, gave his statements for the [Voice of America](#). Foreign news outlets were also interested in this issue, including the Italian portal [Linkiesta](#) and the regional portal [European Western Balkans](#). Another interesting subject to the media was the topic of public administration reform. Milena Lazarević, CEP Programme Director, was the guest on [N1 TV](#) and talked about how much is the Government of Serbia transparent, which got researched under the WeBER2.0 initiative. The topic of public administration reform, namely, how much COVID-19 affected the increase of the importance of



public administration, was covered by the [Radio Television of Serbia](#). COVID-19, but from the perspective of why the response of Serbian authorities to the EU's announcement of the introduction of the COVID passport was wrong was commented for [Radio Free Europe](#). Vaccination against COVID-19 and which vaccines were promoted by Serbian government officials was commented for [Danas](#). In the same month, the European Western Balkans covered Milena Lazarević's participation in the Civil Society Forum. The agreement that Serbia signed with the Eurasian Economic Union was analysed for [Radio Free Europe](#), and CEP's co-founder, Nebojsa Lazarevic, [commented](#) on what significance this agreement has.

In July, CEP commented on the Prespa Agreement for [Euronews](#) and, for [N1 TV](#), that Serbia harmonised only partially with the sanctions imposed by the EU on Belarus.

Interesting topics for the journalists were also [CEP's analysis](#) of citizens' opinions about local services and local governments in Serbia and [the invitation](#) to citizens to leave their creative contributions on the topic of local services. In addition, the staged accession model has aroused great interest in both domestic and foreign media, such as Brussels-based [Euractiv](#). In September, Milena Lazarevic was a guest of the [Pregled dana](#) on *Newsmax Adria* and commented on the rumours that the WB might not be guaranteed EU membership.

Excellent cooperation continued with the *European Western Balkans* portal, which covered the topics such as the [arrival of the new EU Ambassador to Serbia](#). They also [covered the CEP event](#) in October 2021, "Europe Complete".

The discussion on food quality control, co-organised by CEP and the EU Delegation to Serbia, also sparked media interest, including [this article](#) about the debate. In addition, the media [reported](#) weak control over state aid, which was the topic of a conference in which CEP Executive Director Ranka Miljenović participated.

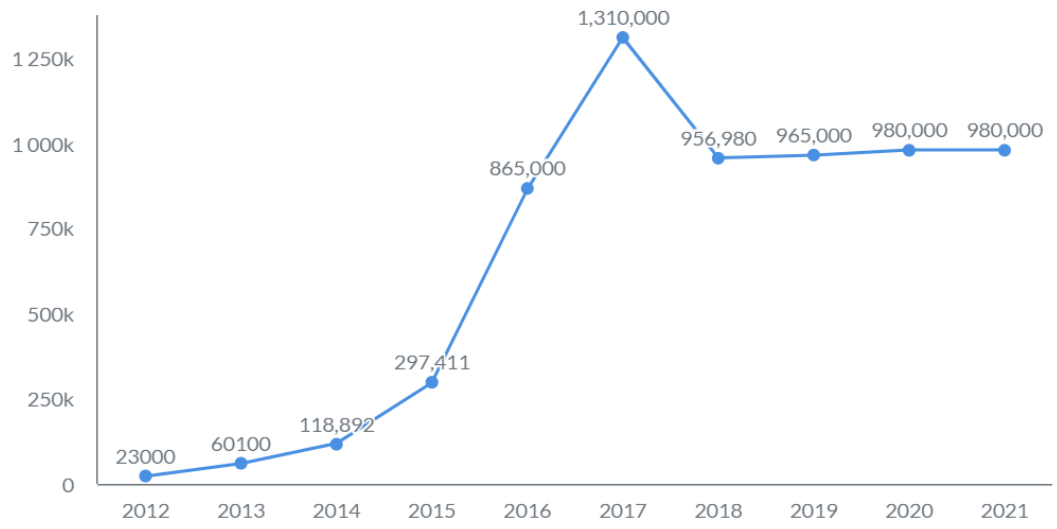
One of the topics for which the media most often ask CEP a few years in a row is the analysis of annual reports of the European Commission. CEP analysed the Report for [Euraktiv](#) and domestic portal [Istinomer](#). In December, CEP commented on the opening of Cluster 4 for [BBC in Serbia](#). In December, CEP published an op-ed about local government services for the weekly [Vreme](#).

Regarding the social media channels, the continuous presence of CEP's presence on all relevant networks carried on during 2021. Social media channels were used by CEP to inform the public about the crucial topics promptly and to promote the organisation's work. By the end of 2021, the number of followers increased, mainly on Instagram. Hence, CEP ended the year with more than 11 000 followers on Facebook, around 1900 followers on Instagram, 3300 followers on Twitter, and over 1000 followers on LinkedIn. In addition, CEP's videos, especially promotional ones and those from panel discussions that were streamed via social media, have been viewed more than 50,000 times.

III FINANCIAL DATA AND FUNDING SOURCES

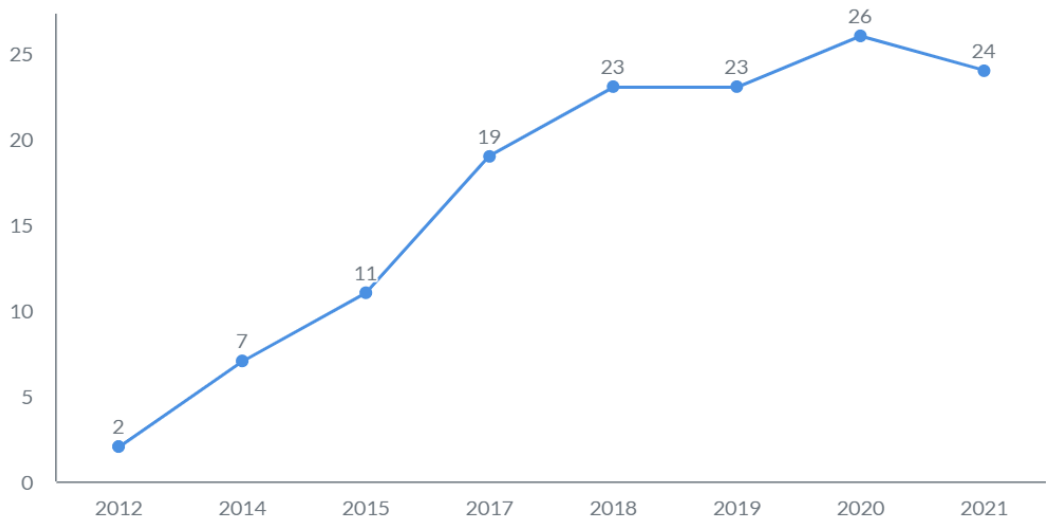
- CEP's annual budget in 2021 was the same as in the previous year and amounted EUR 980,000.

Funding



- In 2021, CEP has been implementing 24 projects.

Number of projects





CEP's main sources of funding in 2021 were the following:

- The European Union
- The U.S. Agency for International Development (USAID)
- The U.K. Government through the Good Governance Fund (GGF)
- Organization for economic cooperation and development (OECD), through SIGMA (Support for Improvement in Governance and Management), joint initiative with EU
- World Bank
- The Open Society Initiative for Europe (OSIFE)
- The Open Government Partnership (OGP)

In 2021, CEP implemented one project which was co-financed from the budget of the Republic of Serbia. This amounted 1.5% of CEP's budget and can be considered as miscellaneous funding.