



EUROPEAN POLICY CENTRE - CEP

ANNUAL REPORT

2022

EUROPEAN POLICY CENTRE - CEP

TABLE OF CONTENTS

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CEP'S RESEARCH, PROJECTS, AND PROGRAMMATIC ACHIEVEMENTS 9

PROGRAMME AREA 1: GOOD GOVERNANCE 10

PROGRAMME AREA 2: INTERNAL MARKET AND COMPETITIVENESS 16

PROGRAMME AREA 3: REGIONAL POLICY, ENERGY AND ENVIRONMENT 20

PROGRAMME AREA 4: OUR EUROPE 21

CEP AND THE MEDIA 24

FINANCIAL DATA AND FUNDING SOURCES 26



CEP is a non-governmental, non-profit, independent think tank founded in 2011 by a group of professionals in the areas of EU law, EU affairs, economics, and public administration reform. CEP's team works with a shared vision of improving the policymaking environment in Serbia by rendering it more evidence-based, open and inclusive, and more substantially EU-accession-driven.

As of 2018, CEP is the best-ranked think tank in the Western Balkans and among the top ten in Central and Eastern Europe, according to Global Go To Think Tank reports.

CEP's mission is to perform evidence-based policy research and analysis, and provide fit-for-purpose policy proposals in order to better facilitate reform processes and contribute to transforming Serbia into a successful future EU member state. To ensure the local and EU ownership of policy initiatives, CEP works on coalition building, citizen engagement and impactful advocacy.



150+ media appearances	10 conferences and panel discussions
7 policy briefs	2 discussion papers
2 presents	4 infographics
4 insights	9 blog posts



MAIN DEVELOPMENTS IN 2022

In 2022, CEP remained steadfast in its commitment and focus on crucial issues covered by its mission and its Programme areas. Despite the challenges presented by a rapidly changing global political landscape, CEP made significant strides in achieving its mission, building upon its organisational capacities, and expanding its impact. This report showcases CEP's accomplishments in 2022, highlighting our successes and various ongoing endeavours.

Notably, in 2022, the **Model of Staged Accession** became one of our most promising initiatives as it has captured a great deal of attention in the discussions on the future of the EU enlargement policy. This idea has become a trademark of CEP in the media, as well as in the think-tank and EU expert community and, more importantly, it influenced the decision-makers in Brussels and in the EU Member States. The Staged accession model emerged as a result of years of CEP's research on the EU Enlargement policy, and partnership with the Centre for European Policy Studies (CEPS) from Brussels. It has so far attracted the attention of the professional public and policy makers across Europe, to the extent that its key parts have found their place in Austrian non-paper and Czech non-paper, while the European Parliament was citing CEP's work in official documents and calling for gradual integration. Also, the President of the European

Council, Charles Michel, has hinted that staged accession is a desirable method of integration of Western Balkans (WB). In June 2022, The European Council adopted conclusions in which it called on the Commission, the High Representative, and the EU Council to further advance the process of gradual integration of the WB region into the EU, in a reversible and merit-based manner. In line with the growing demand, and to enhance the Model's future development and impact, CEP continued developing the Model through the new project **"Support for further development of the model of the WB staged accession to the EU"** backed by the Open Society Foundation (OSF). The project's goal was to further elaborate crucial aspects of the Staged accession model² which resulted in revised Template for staged accession 2.0.

² Such as institutional integration, financial and economic implications of implementing the Model, legal basis for staged accession, potential for sectoral integration, bilateral disputes that may affect the implementation, potential application and challenges of the staged accession for each WB country in the form of 6 national papers, with a total of 14 policy papers envisaged.

CEP's flagship regional **WeBER 2.0 initiative** continued its long-term efforts and accomplishments, further enhancing the engagement of CSOs in PAR by conducting evidence-based monitoring of PAR in line with EU requirements, throughout the WB countries. WeBER team successfully organised regular CSO-government consultations through National PAR Working Groups (NWG) and the WeBER Platform, bringing together over 170 CSOs across the region. Moreover, through a small grants scheme, WeBER 2.0 increased the capacities of 31 CSOs in the WB to participate in PAR. The pilot exercise on monitoring PAR principles in sectoral policies led to the publication of 18 sectoral reports (3 per WB country) and one regional WB report. Also, CEP led the 2021/2022 PAR Monitor cycle data collection and hosted the Third Regional Citizens First Conference in Belgrade, which gathered prominent speakers and guests from CSOs across the region and EU, high-level European Commission (EC) representatives, government officials, and other key stakeholders. Furthermore, over 3200 citizens' inputs and experiences regarding PAR were collected through the online regional citizens' campaign and platform. Near the end of 2022, WeBER received another great recognition of its work. Namely, its next phase, **WeBER 3.0** received funding from the EC and co-funding by the Austrian Development Agency, and Ministry of Public Administration of Montenegro, for additional three-and-a-half years project, starting in early 2023.



Milos Djindjic, WeBER Lead Researcher, at the Third WeBER Regional Conference "Citizens First" in Belgrade, November 2022

Local level of administration was the focus of related, and synergistic with WeBER, project **Public Administration Monitoring for Better Local Governance** which was successfully completed in 2022. Monitoring of PAR in 17 local administrations (LAs) in Serbia, resulted in development of local monitoring reports, and one comparative report, which positively influenced the work of LAs. As the result of monitoring the work of 17 LAs and in line with the local reports and recommendations, 7 LAs have introduced 26 improvements in their functioning, with additional changes in other LAs announced to come. Notable examples include establishments of two "one-stop shops" for citizens, improvements in transparency through publishing information on the work of city/municipal councils, inclusion of CSOs in drafting of local development plans, improvements in physical accessibility of two LA's buildings, etc.

In 2022, CEP was engaged to support the Ministry of Economy in **drafting the new policy for development of small and medium-sized (SMEs) enterprises in Serbia**. Draft development of the Strategy and its two-year action plan was preceded by the numerous analyses (ex-post analysis of previous Strategy, ex-ante analysis, analysis of legal and strategic framework, of international practices etc.) as well as public-private dialogue events organised in 11 cities in Serbia and via different forms of consultations with entrepreneurs and various stakeholders. This comprehensive consultation process, as well as analytical work, resulted in draft Strategy for support to SMEs 2023 – 2027 and its accompanying action plan.²



Panel discussion "Quality administration at the local level: Supporting pillar of good public administration", organised within the "Public Administration Monitoring for Better Local Governance" project, May 2022

² To be endorsed by the Government of the Republic of Serbia in 2023.

Circular Migration before Depopulation, a new two-year project started in 2022, in partnership with Foundation for Advancement of Economics (FREN), aiming to find innovative solutions to promote circular migration as a way to enhance competitiveness and economic development. In its first year, emphasis was on research activities - analysis of the normative framework, comparative context and identification of gaps in the support for circular migrants. Additionally, panel discussion on initial findings and social media campaign gathered significant attention and outreach in 2022.



Brunch with journalists within the "Circular Migration before Depopulation" project, May 2022

CEP's strong **engagement within the National Convention on EU (NCEU)** continued in 2022. Beside leading the Working Groups (WGs) for Negotiation Chapters 1, 3, 4/9, 28, as well as intersectoral WG for political criteria, CEP also became a coordinator-organisation of WG for Chapter 8. The WGs held meetings throughout the year and discussed topics such as the new Law on Consumer Protection, the legal regulation of crafts, the public health protection policy, among others.

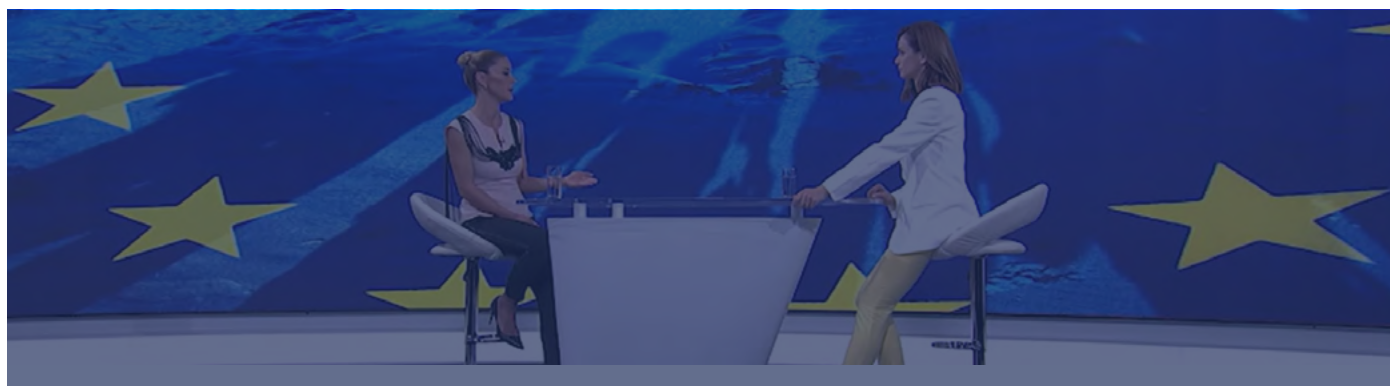
Several multi-annual initiatives and collaborations, either launched by CEP or with its active involvement, were carried forward in 2022. These include the **long-term cooperation with the Support for Improvement in Governance and Management (SIGMA)**, a joint initiative of the Organization for Economic Cooperation and Development (OECD) and EU, as well as activities within **Constituencies for Judicial Reform in Serbia and Implementing shared anti-corruption and good governance solutions in the Southeast Europe** projects. Additionally, CEP continued for the ninth year its engagement as Independent Reporting Mechanism (IRM) in the **Open Government Partnership (OGP)**. These cooperations and initiatives led to notable achievements further described below in Programme Area 1, Good Governance.



Meeting of the Working Group of the National Convention on the European Union for Chapter 8 - Competition Policy, April 2022

During 2022, CEP's policy products were referenced by the European Parliament (EP) and the Council of the EU. Namely, in EP's document **"New EU strategy for enlargement"** from November 2022, two CEP analyses were featured: **"Away with the enlargement boogeyman"** and the **"Template for Staged Accession to the EU"**. Furthermore, CEP's analysis on key WB countries' concerns regarding the staged accession was published in the September issue of the Council's of the EU **Think Thank Review**. Also, CEP has continued throughout 2022 its cooperation with renowned EU think tanks from Brussels and EU, such as **European Policy Centre (EPC)**, **Clingendael** and **Austro-French centre for Rapprochement in Europe**, as well as with **Trans European Policy Studies Association (TEPSA)**.

Additionally, CEP has maintained its reputation as a go-to think tank for innovative and creative thinking, and as a reliable and timely source of information by strengthening its relationship with the media and improving its visibility over the last year. CEP continually provided quality information on matters related to EU integration and other important topics for Serbia and the WB region, such as the EU integration and EU policy related matters, including the topic of the Belgrade-Pristina dialogue. CEP team members commented on a broad range of topics in prominent domestic and foreign media outlets, such as **BBC on Serbian**, **Radio Free Europe**, **RTS**, **Voice of America**, **N1**, **Insider**, **Danas**, **Vreme**, **Karakter**, **Novi Magazin** and numerous others. Moreover, 2022 yielded exceptional results in regard to outreach on social media channels.



Finally, in terms of developing policy products and outputs, CEP was highly productive in 2022 and published: 20 reports and other editions, seven policy briefs, four insights, two presents, two discussion papers, four infographics, nine blog posts and nine CEP podcast episodes.



CEP'S RESEARCH, PROJECTS, AND PROGRAMMATIC ACHIEVEMENTS IN 2022



PROGRAMME AREA 1: GOOD GOVERNANCE

In the “Good Governance” programme area, the largest and most developed one, CEP has continued in 2022 to fulfil its mission of contributing to more open, and citizen and civil society focused public institutions in Serbia, and in the Western Balkans. The most important achievements are listed below:

WEBER 2.0: KEEPING CIVIL SOCIETY DEMANDS FOR BETTER PAR HIGH ON THE AGENDA IN THE WESTERN BALKANS

During 2022, CEP successfully coordinated the implementation of its flagship regional WeBER initiative. With the WeBER 2.0 we have contributed to enhancing capacities of CSOs to participate in the design and implementation of PAR in the region, though organising regular national and regional CSO-government consultations through National PAR Working Groups (NWG) and WeBER Platform, producing analytical reports on monitoring the mainstreaming of public administration principles in sectoral policies, and promoting and advocating for the findings and recommendations of PAR Monitor 2021/2022 cycle at the Citizens First conference and Brussels policy dialogue.

As a result of the pilot exercise on monitoring the mainstreaming of PAR principles in sectoral policies, **18 sectoral reports (3 case studies per WB country)** and one regional WB report were published. Case studies were produced by the CSOs, and experts involved in the work of the WeBER Platform, and monitoring reports discussed at the regional WeBER Platform meeting in June 2022 in Tirana. Detailed presentation to national and local CSOs and government institutions followed at the individual NWG meetings in each country.

Moreover, CEP led the 2021/2022 PAR Monitor cycle data collection process and hosted the **Third Regional Citizens First Conference in November 2022 in Belgrade**. The conference served to present, promote and discuss the preliminary results of the PAR Monitor 2021/2022 cycle, but also the engagement of citizens of the region in PAR. The event gathered 127 participants, including civil society representatives from across the region, researchers, representatives of the academia, the media, distinguished international PAR experts, high-level officials from the European Commission and SIGMA/OECD, government officials from the WB, as well as the representatives of relevant regional organisations. The involvement of a broad range of stakeholders substantially contributed to inspiring a regional exchange on better governance and achieving accountable and efficient administration tailored to citizens' needs. Additionally, the preliminary PAR Monitor 2021/2022 results were presented and discussed at the Brussels policy dialogue in November 2022, and co-hosted by the European Policy Centre (EPC).

The research team also performed in-depth analysis of the red-flag and cross-cutting issues in PAR area, and as a result, the policy briefs with recommendations were produced and discussed at NWG meetings organised throughout 2022 in all WB countries. Finally, **the online regional citizen campaign “Mind (y)our reform!”** collected more than 3.200 citizens’ views of PAR and their experiences with their countries’ national and local administrations, which were presented at the Third Citizens First Conference.



A panel discussion in Belgrade, as a part of the Citizens First conference, dedicated to presentation and discussion on the comparative Local PAR Monitor report, November 2022

FIRST LOCAL PAR MONITOR REPORT IN SERBIA

In 2022, CEP continued and successfully completed its two-year EU-supported project **Public Administration Monitoring for Better Local Governance (PratimJA)**, in partnership with the Centre for Equitable Regional Development (CenTriR), the National Coalition for Decentralisation (NCD) and Ecological Centre Habitat.

The second year of the project’s implementation was based and built upon the main results of the first year, namely, the development of comprehensive methodology for local PAR monitoring. Monitoring process, in 17 targeted local administrations (LAs), started at the beginning of 2022 and resulted in 17 local monitoring reports, as well as **one comparative Local PAR monitor report**. These reports offer valuable findings regarding the functioning of LAs in Serbia, as well as conclusions and recommendations for improvements. Consequently, this project gave local CSOs concrete recommendations to advocate for, towards the LAs and in the local communities, through a series of advocacy meetings and 6 public events. This represents a form of a civil society and citizen bottom-up pressure on the local authorities to pursue reforms towards greater transparency, openness, and accountability of local administrations. The project already delivered very promising results as some of the targeted LAs had made significant changes in their procedures and functioning immediately after the Local PAR Monitor was published. Namely, at least 7 LAs have introduced a total of at least 26 improvements in their work during the monitoring process as well as in the short time following its implementation.

CEP organised a panel discussion in Belgrade, as a part of the Citizens First conference, dedicated to presentation and discussion on the comparative Local PAR Monitor report. Synergy with WeBER 2.0 was ongoing throughout the project’s duration, including an advocacy visit to Brussels, and other jointly organised events and meetings of the PAR National Working Group in Serbia.



Local PAR Monitor Report

Furthermore, communication, awareness raising, and citizen engagement activities were implemented throughout the project's duration within the **pratiMJA.rs** campaign. Collected citizens' experiences were analysed in the **Book of citizens' impressions**, which includes specific recommendations for decision makers on local and national level. Additionally, Open call for submission of citizens' experiences (both positive and negative) with LAs was also realised, and the best submitted contributions were selected by citizens' votes on CEP's social media and awarded. *PratiMJA* conference gathered prominent speakers from EU Delegation to Serbia, MPALSG, Standing Conference of Towns and Municipalities (SCTM), local administrations and local CSOs, as well as citizens awarded for their best contributions. Social and traditional media campaign additionally enhanced project impact with a reach of over 847.000, and over 61.000 interactions/engagements. *PratiMJA*'s influence on LAs proved to be highly encouraging and CEP intends to continue the initiative in the future.

EXPANDING THE PARTNERSHIP WITH THE OECD/SIGMA ON GOOD GOVERNANCE

CEP has been serving as the **OECD/SIGMA** hub of knowledge and expertise in Serbia since 2016. **SIGMA and CEP furthered their cooperation in 2022**, by implementing several new projects in PAR, such as the legislation system and the work of Serbian Parliament, the system of local self-government, and public sector accounting.

CEP conducted a detailed analysis on the key priority reforms in sub-national government (multi-level governance) in Serbia and prepared a comprehensive report for further needs for reforms, planned donor co-operation and possible gaps in support. Based on the findings of this analysis, SIGMA initiated a new project to support the Ministry of Public Administration and Local Self-Government (MPALSG) in developing a methodology and a research tool for assessing citizens' satisfaction with public services at the local level. CEP researchers have been engaged in this assignment by designing both a comprehensive methodological approach and a questionnaire for public opinion survey. These instruments measuring citizens' satisfaction with services in local self-governments will be used for the first time in 2023.

Additionally, in 2022, CEP's experts contributed to the very complex and important process of professionalisation and depoliticization of senior civil service in Serbia. Based on a policy paper previously developed by SIGMA with CEP's support, the MPALSG and the Government's Special working group continued gradual work in this area. CEP's experts took part in this process and provided inputs on several topics such as horizontal and vertical scope of senior civil service, its role in the system, recruitment and dismissal of senior civil servants, and coordination mechanism.

Finally, in 2022, CEP has supported SIGMA in drafting three studies: **Public accounting reforms in the Western Balkans and European Neighbourhood**, the Paper on salary systems and reform, and the Parliamentary Scrutiny of Government Policy Making in the Western Balkans. Finally, during last year CEP supported SIGMA in developing its annual data collection for Serbia in several PAR areas.

OPEN GOVERNMENT PARTNERSHIP IN SERBIA – CEP’S INDEPENDENT MONITORING CONTINUES

2022 marked ninth year of CEP’s engagement as the Independent Reporting Mechanism (IRM) of the **Open Government Partnership (OGP)** in Serbia. In 2022, CEP has continued to monitor the implementation of Serbia’s 2020-2022 Action Plan, and has started the work on the Results Report on the Action Plan’s implementation, in accordance with the refreshed OGP approach that has introduced a number of novelties (See IRM Refresh). Early draft of the Results report showed that Serbia completed half of its commitments from the action plan, with the commitment on digitalising administrative procedures for businesses in Serbia, through the ePaper portal, achieving major early results. Preliminary findings of the report were presented in Pristina, in December 2022, at the conference *Digital Governance in the region through the Open Government Partnership and other Initiatives*, organised by the Open Data Kosovo within the framework of the ‘Regional Dialogues for the Digital Agenda’. Apart from the Results Report drafting, CEP took part in the development of another new IRM product that assesses the quality of co-creation process in the Action Plan development. Co-Creation Brief, on the development of 2020-2022 OGP Action Plan Serbia, is to be published in early 2023.

In addition, we have actively stayed in tune with the national OGP developments, by participating as observers in the Special inter-ministerial working group, in the events of the **OGP week** in Serbia, and in the global IRM week by contributing to a **blog** which provides advice for protecting OGP portals from “Zombie” status. Finally, at the end of the 2022, CEP has started to monitor the new cycle of Action Plan development in Serbia, which is supposed to be adopted by the Government in 2023. All the OGP documentation related to Serbia’s involvement in this initiative is now available **at the eConsultation portal, including IRM products**.

CONSTITUENCIES FOR JUDICIAL REFORM IN SERBIA - SECOND MONITORING CYCLE OF THE STATE OF JUDICIARY

The overall objective of this, USAID-supported project, is to strengthen citizens’ trust in the work of judicial institutions in Serbia by improving communication between the citizens and the judiciary. As one of the partners in this multi-annual project, in 2022 CEP focused on the finalisation of the second annual monitoring report as well as on the production of the issue specific, third analytical report. **Monitoring report on the state of the judiciary for 2021** was presented at **the national-level hybrid conference in January 2022**, one year after the implementation of the first cycle and the Baseline report for 2020. It contains an independent and objective assessment of the situation, according to the same indicators and standards on which the previous report is based, in a way that provides information on possible changes that have been noticed in the past period between the two reports.

The third issue-specific report was also published by the CEP in 2022. This report aims to examine the possibility of influencing and solving problems related to negative phenomena observed in the previous reporting cycle of monitoring the situation in the judiciary for 2021. As the **special thematic report**, connecting two identified problems, it dives deep into the emergence of the so-called mass litigation, especially in the field of protection of the rights of users of financial services (“banking cases”), and the overburdening of the Belgrade judiciary with individual litigations. Press conference dedicated to this issue-specific monitoring report took place in October 2022. Furthermore, based on the aforementioned special thematic report, in November 2022, CEP sent a formal initiative to the Ministry of Justice for the introduction of collective legal action in the civil procedure, as part of the ongoing revision of the Law on Civil Procedure, which has been in the works for several years.



The national-level hybrid conference and presenting the Monitoring report on the state of the judiciary for 2021, January 2021

SUPPORTING THE ANTI-CORRUPTION & GOOD GOVERNANCE IN SOUTHEAST EUROPE

In 2022, CEP has completed several research endeavours within the project **Implementing shared anti-corruption and good governance solutions in Southeast Europe: innovative practices and public-private partnerships (R2G4P)**. Following the 2021 background analysis, the first good governance report, **Public Procurement Integrity in Southeast Europe: Mechanisms, Red Flags, and State-Owned Enterprises in the Energy Sector** has been completed consisting of key conclusions and policy recommendations for nine SEE countries, including Serbia. For Serbia, the Report points out the main drawbacks of the public procurement mechanism and the necessity for further implementation and application of the new and well-designed Law on Public Procurement. It also shows the very unstable financial position of the three main companies in the energy sector, EPS, Srbijagas, and Transnafta.

Additionally, the ongoing war in Ukraine and intensified geopolitical tensions have inspired R2G4P researchers to prepare the second good governance report on the existence of ill-gained assets hidden by politically exposed persons (PEPs) and accompanying state and media capture practices in the region. Considering Serbia, the **Rolling Back State Capture in Southeast Europe**. Implementing Effective Instruments for Asset Declaration and Politically Exposed Companies focused on the loopholes in the verification and checking, as well as in the sanctioning of irregularities in the asset declaration procedures, in practice.

Moreover, in 2022, CEP completed 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 partnership with the City of Novi Pazar and the City of Kragujevac. For the City of Novi Pazar, results show that as much as 25% of the employees experienced some form of corruption pressure in the past year. In the City of Kragujevac, researchers worked with both, city administration employees and citizens/service users. The analysis shows that the perception of actual corruption among the citizens is quite low and even slightly lower than the observed perception among the employees.

Also, CEP researchers took part in several knowledge-transfer activities, such as the **second regional training** in Budapest, which explored conceptual framework of illicit finance and offshore wealth, role of the Financial Intelligence Units, use of big data and online surveys for assessing corruption risks, the regional training in Bucharest that focused on the use of big data and online surveys for assessing corruption vulnerabilities, and finally, **the second annual summer school** in Zagreb, that has centred around procurement integrity and related methodologies for monitoring anti-corruption policies to identify red flags and detect potential corruption risks.

NCEU INTERSECTORAL WORKING GROUP FOR POLITICAL CRITERIA

CEP is the coordinating organisation of the NCEU's Intersectoral Working Group for political criteria which has the main goal of providing faster, more efficient and stronger reaction of the NCEU within topics that include monitoring the state of democracy, freedom of expression and media and other topics that are defined as political criteria in the process of European integration. This WG held two meetings in 2022, with the first meeting dedicated to presenting and discussing the aforementioned Model of Staged Accession, while the second meeting was focused on preparing the WG members for the study visit to Brussels. The WG activities also included preparation of inputs for the 2022 Book of Recommendations of NCEU, which contributed to the preparation of the total of 58 evidence-based recommendations sent to representatives of the Serbian Government, pertaining to: improving relations between the Republic of Serbia and the EU, electoral system, media, National Assembly, civil society, security, and public administration reform process. Also, regular consultations were held on current political issues with the chairpersons of WGs for Chapters 23, 24 and intersectoral WG for Freedom of Expression and Media. Furthermore, activities included participation in the meeting of NCEU WGs coordinators with the Minister for European Integration, as well as regular communication on current issues with relevant ministries.



Session of Working group of the National Convention for the EU for political criteria, June 2023

PUBLICATION HIGHLIGHTS IN 2022

During the third WeBER monitoring cycle of PAR in Serbia, CEP researchers published four policy briefs in 2022, based on the results of the National PAR Monitor 2019/2020, as well as the latest 2021/2022 findings. First WeBER policy brief in 2022 **Public consultations and policymaking in Serbia** highlights issues in terms of conducting consultations with stakeholders and reporting on these processes. Two cross-cutting briefs, **Transparency across public administration reform in Serbia** and **Transparency across public administration reform in the Western Balkans**, addressed transparency shortcomings in all areas of public administration reform, both in Serbia and the region. Furthermore, **Citizens still steadily in favour of government service provision practices** is the public perception report which presents the results of the latest WeBER public perception survey, implemented in the entire Western Balkan region in May 2022. Also, together with National Coalition for Decentralisation, and Belgrade Open School, CEP published three monitoring reports on mainstreaming PAR Principles in policy sectors, namely, **Policy development and coordination in the regional and territorial development sector**, **Accountability in the education, employment and social policy sectors**, and **Public finance management in the environment and climate action sector**.

Regarding the project *Public Administration Monitoring for Better Local Governance*, **Local PAR Monitor** – the report covering public administration reform at the local government level was published in December 2022. Based on the results of research between June and November 2021, CEP created a citizen-friendly infographic to present **What the citizens of Serbia say about their experiences with local governments?** In addition, these results, together with experiences collected through WeBER online platform, served as key resources for drafting the **Book of citizens' impressions** with concrete recommendations for policymakers.

In terms of policy products within the R2G4P initiative, two training manuals, one policy brief, one blog and one infographic have been published. Both training manuals, **State Capture Assessment Diagnostics at Sectoral Level** and **Analysing Public Procurement Risks**, were published in January 2022. The first one offers a detailed guide for the assessment of some of the less available dimensions and enablers of state capture, while the second training manual provides a step-by-step introduction to the analytical process of large-scale public procurement datasets. Policy brief **A Game of Hide and Seek** reveals how much the dynamics of regional and offshore business have increased in the previous decade in Serbia and how it affected the asset declaration system. In addition, the blog article *Public Procurement: A Brake or a Step Forward in the European Integration of Serbia* and its accompanying infographic **One step forward, two steps back**, present key problems regarding public procurement in Serbia, in a citizen-friendly manner.

Overall, in 2022, we have released thirteen policy and advocacy products, including five policy briefs, three reports, two training manuals, two infographics, and a Book of Citizens' impressions.

All CEP policy products published in the Good Governance 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 2022, the CEP's second programme area was highlighted by the development of Draft Small and Medium Enterprises (SME) Strategy, alongside the implementation of "Circular Migration before Depopulation!" project, as well as new developments regarding CEP's engagement in National Convention on EU (NCEU) Working Groups. In addition to already successful coordination of five NCEU Working Groups (WG), in 2022 CEP became a coordinator of NCEU WG for Chapter 8 – Competition policy.

CARVING A NEW SME STRATEGY

In 2022, CEP partook active role in the preparation of the new Draft Strategy for Small and Medium-sized Enterprises (SMEs) for the period 2023 – 2027, and upon the request and the needs of the Ministry of Economy (MoE), within **the project** supported by German-Serbian Initiative for Sustainable Growth and Employment and German Agency for International Cooperation (GIZ). In this process, CEP team successfully conducted an ex-post analysis of the 2015-2020 SMEs Strategy and prepared an ex-ante analysis for the new public policy document which included the current state of affairs in the SME sector, with a SWOT analysis, an analysis of the legal and strategic framework in order to harmonise it with national legislation and other policies at the national level, followed by an analysis of comparative international practices, analysis of different policy options, risk assessment, etc. Finally, the Draft Strategy and its accompanying two-year Action plan was completed, containing all the elements required by the Law on the Planning System.

In the course of the process of drafting the Strategy, extensive public consultations (public-private dialogue) were conducted with the organisational support of the Chamber of Commerce and Industry of Serbia (CCIS) and regional chambers of commerce. During the summer of 2022 discussions in the World-Café format were organised in 11 cities in Serbia. These discussions were conducted within the framework of three thematic units: regulatory and institutional framework; innovation, digitisation and innovative business; and competitiveness, with the aim to collect inputs, comments and suggestions from SMEs, their associations, SME support organisations, universities, local authorities.

VALIDATING RECOMMENDATIONS FROM THE WORLD BANK REPORT ON BUSINESS ENVIRONMENT

In 2022, World Bank engaged CEP experts to develop and prepare concept documents for the structured format of public discussion to evaluate and validate the recommendations for improved business environment contained in the Second World Bank Report, within the EU for Better Business Environment - EU4BE project implemented through the World Bank. Discussion was organised in the World-Café format, adopted and customised for the needs of the validation discussions. Thematic workshop to present an outline of the Recommendations Report was prepared and organised in Belgrade in September 2022 in cooperation with the CCIS, with participation of relevant actors from business community. The following discussions were organised in another five cities, namely, in Niš, Užice, Valjevo, Novi Sad and Kraljevo, in cooperation with regional chambers of commerce. The final report combined remarks and comments from discussion events and provided an opportunity for correction and verification of the findings of the World Bank Report on business.

EXPLORING CIRCULAR AND ECONOMIC MIGRATION IN SERBIA

CEP continued to successfully implement in 2022 within its Internal market and Competitiveness area the initiative **Circular migration before depopulation**, in collaboration with the Project lead partner **Foundation for the Advancement of Economics (FREN)**. The goal of this two-year, EU-supported project is trifold as it aims to provide, through research activities, evidence-based inputs on the circular migration issue in Serbia, build capacities of local CSOs to engage in the facilitation of circular migration at the local level, and raise awareness of citizens regarding circular migration as a viable alternative to immigration.

The first year of the project was highlighted by research activities – analysis of the normative framework as regards the economic and circular migration, comparative context and identification of gaps in the support for circular migrants. Namely, in 2022, the **Assessment of the Action Plan for implementation of the Strategy for Economic Migration 2021-2027** and **Comparative Analysis of Experiences from Bulgaria, Estonia and Ireland** were published, while desk research for Gap Analysis of Existing Support to Circular migrants in Serbia was conducted. During the drafting phase of the abovementioned policy products, the project team established successful cooperation with staff of the Ministry of Labour, Employment, Veteran and Social Affairs as well as corresponding stakeholders from Bulgaria, Ireland and Estonia. All three of the research products' findings proved to be quite useful for advocacy purposes, as the area of circular migration in Serbia was previously unexplored. In the second year of the project, all of the research products' recommendations will feed into one single evidence-based policy options and recommendations document.

In October 2022, in the EU info centre premises, the project team organised a panel discussion dedicated to presenting the initial findings of the research which gathered high representatives of the Delegation of the EU to Serbia and the Government of the Republic of Serbia – the Ministry of Labour, Employment, Veteran and Social Affairs. The CEP project team members presented the findings of the Comparative Analysis and Assessment of the Action Plan for implementation of the Strategy for Economic Migration, while representative of the Returning Point and a guest circular migrant, talked about circular migrants' experiences and challenges they face. The extensive online campaign comprising the promotion of the research products, their findings, one podcast episode, and a promotional video clip included 91 individual posts on social media and had a total reach of around 230.000.



Panel discussion in EU info centre, Trough circular migration to the young talents, October 2022



Session of the Working Group of National Convention for the EU for Chapter 28, June 2023

LEADING NCEU WORKING GROUPS FOR ECONOMIC CHAPTERS

As a coordinating organisation of the most of the NCEU WGs that belong to the framework of Cluster 2 (Internal Market), during 2022, CEP's relevant senior members have been successfully coordinating the work of the respective WGs for Chapters 1, 3, 4 and 9, 8, 28.

The NCEU Working Group for Chapter 1 (Free movement of goods) held a meeting on August 4 with representatives of the EU Project for Serbia - *Support for safer products*. The activities of the project were analysed in order to support the high standards of health, safety and environmental protection for placing products on the market, as well as for finalising the drafting of strategic documents for the harmonised and non-harmonised areas, which represent opening benchmarks for this chapter.

The NCEU Working Group for Chapter 3 (The right of establishment and freedom to provide services) held a special thematic session on October 25, regarding the legal regulation of the crafts: what are the pros and cons for the adoption of the *Law on Crafts* and other open questions regarding this legal initiative. At the meeting, in addition to members of the WG, representatives of the Ministry of Economy and the Chamber of Commerce were also present and participated in the discussion. The key issues of legislation in the field of crafts were presented – previous and current legal initiatives, whether it is necessary to prepare and adopt a special law, to amend the sectoral regulations or to regulate the field of crafts through soft law (codes, guidelines, recommendations, etc., adopted by the Chamber of Commerce of Serbia and other business associations). The WG concluded that an umbrella law should regulate this area, the goal of which is the preservation and development of craftsmanship, protection from unfair competition, quality assurance and consumer protection. The legislative solution should be without restrictions and new obligations, with the establishment of a register of craft trades, in which registration would be free and carried out electronically.

The NCEU Working Group for Chapters 4 (Freedom of movement of capital) and 9 (Financial services) held five meetings in 2022. At these meetings, the current situation on the capital market and in the field of financial services was analysed, as well as the fulfilment of the recommendations from the EC Report for 2022 in domain of both chapters. The subject of discussion at these meetings were the issue of the liberalisation of capital movements, payment systems, the fight against money laundering and the financing of terrorism which were brought by the new Law on Capital Market (2021). In addition, the implementation of the Basel 3 standard introduced by the National Bank of Serbia, as well as the full harmonization with the Solvency II Directive in the field of insurance, was analysed.

In mid-2022, CEP took over the coordination of the NCEU Working Group for Chapter 8 (Competition Policy). The WG held a meeting on December 16 during which the situation in the Chapter and fulfilment of opening benchmarks were discussed. It was noted that the state of the legislation in the area of competition protection is satisfactory, and that it is necessary to renew the initiative to review certain legal solutions and the need to amend the legislation in accordance with the new developments within European law in this area. The state aid control is a key area for the opening of this Chapter, as well as building the opportunity for the opening of entire Cluster 2 – Internal Market. The conclusion of the meeting is that in the next steps, the WG will consider and prepare proposals for a list of initiatives and topics for discussion with the Commission for Protection of Competition and with the Commission for State Aid Control (CSAC). It was agreed that the first thematic meeting will be organised at the beginning of 2023 with CSAC's representatives. Given that when making regulations and important decisions, institutions are obliged to consult the NCEU, and that there is a possibility to submit initiatives and propose activities through the NCEU, the Working Group will pay special attention to visibility and competition advocacy.

The NCEU Working Group for Chapter 28 (Consumer and health protection) was held in the National Assembly of the Republic of Serbia (NSRS) on January 26 with representatives of the Committee for European Integration of the NSRS, departmental committees and relevant ministries, in order to discuss the Proposal for a Negotiating Position for Chapter 28. The WG supported the adoption of Negotiating Position and the Committee subsequently gave a positive opinion, recommending that the new Law on Consumer Protection, which entered into force in December 2021, should be included in the text of the Negotiating Position as well.

The same WG also held **a special thematic meeting** on the new Law on Consumer Protection (adopted in 2021) application, in the House of Human Rights and Democracy in Belgrade, on February 1. The members of the Working Group and the representatives of the Ministry of Trade, Tourism and Telecommunications discussed the novelties provided by the recently adopted Law and the effectiveness of newly introduced mediation scheme. At the meeting, the *Report on the need to resolve the problem of mass litigation and the possibility of introduction of collective lawsuit into the legal order of the Republic of Serbia*, prepared by the CEP as part of the Constituencies for Judicial Reform project were presented at the meeting, having in mind its significance in the field of collective consumer protection.

A joint meeting of the Working Groups for Chapters 1, 3 and 28 was held on November 11 on the topic of analysis of the current situation in these chapters and cooperation with ministries and other authorities after the formation of the new Government of Serbia and the restoration of the functioning of the negotiation structure. One of the main conclusions of the meeting was the request to fulfil the recommendation of the WG for Chapter 28 – to have a special thematic report on the COVID epidemic which should be prepared and published by the Institute for Public Health of Serbia, as a key national institution for the monitoring and control of infectious diseases, with data on the results of epidemiological supervision and assessments of the effects of epidemiological measures undertaken, in order to provide an evidence base for public discussion on these measures, responsibility of public institutions and bodies in their implementation and the development of a public health protection policy in this area.

ENHANCING QUALITY INFRASTRUCTURE SYSTEM FOR BETTER BUSINESS ENVIRONMENT

In late 2022, the **Quality Infrastructure, Competitiveness Development Factors - Preparatory Activities for Improving the Strategic and Legislative Framework** project was launched in the scope of the EU funded “EU for Business Environment” (EU4BE) initiative. The project is being implemented by a consortium led by the Greek consultancy company European Profiles, in collaboration with CEP and Spanish Association for Standardisation, UNE. The assignment is to be implemented throughout the period of 18 months, with the aim to strengthen quality infrastructure system in Serbia as one of the crucial preconditions for the development of the business environment in Serbia, as it will provide the economy with access to standards and technical regulations harmonized with the EU, a developed network of accredited conformity assessment bodies and effective supervision of compliance with technical regulations.

CONTINUOUS SUPPORT TO EDUCATION REFORM FOR BETTER ECONOMIC COMPETITIVENESS

As extension of its efforts within its Second Programme Area to create preconditions for better economic competitiveness in Serbia, CEP continued to support the overall education policy reform. As part of these endeavours, CEP has been implementing since 2019 the assignments aimed at improving evaluation process (external and self-evaluation) of preschool institutions in Serbia.

In 2022, CEP implemented the core activities under the assignment **Improving preschool institutions self-evaluation process** within the World Bank “Early Childhood and Education and Care (ECEC)” project implemented by the Ministry of Education (MoEd) with the aim to provide support to the MoEd and the Institute for the Education Quality and Evaluation (IEQE) in preparing resources for the full implementation of the system of preschool education quality evaluation based on the revised Preschool Quality Standards. For that purpose, in 2022, CEP successfully delivered: the Guidebook on self-evaluation of preschool institutions (PIs), an instrument for the reflective practice implementation, improvement of preschool teachers’ competencies and development of learning community, thus contributing to the quality of practice and the ECEC sector in general; a model of providing the mentoring support to PIs in the self-evaluation process, including the means of monitoring, supervising and reporting on the mentoring support; training for 587 representatives of all public PIs on the application of the Guidebook and other self-evaluation tools; the mentoring support to PIs in the process of self-evaluation which will be continued throughout 2023.

All CEP policy products published in the Internal Market and Competitiveness 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 3: REGIONAL POLICY, ENERGY AND ENVIRONMENT

CEP's Third Programme Area – more specifically the part of the programme area related to the environment and environment protection – was revived in late 2021, and CEP successfully completed by mid-2022 the assignments in the field of disaster risk and, more specifically, flood risk management.

ENVIRONMENT PROTECTION: IMPROVING THE DISASTER RISK REDUCTION MANAGEMENT WITH FOCUS ON FLOODS MANAGEMENT

Namely, CEP was recognised by a prominent independent research institute in the field of water management from the Netherlands, Deltares, in partnership with the International Cooperation Agency of the Association of the Netherlands Municipalities, VNG International, and the “Jaroslav Cerni” Water Institute, as important policy relevant partner to complete the assignment **Local DRR plans and local protection and rescue plans for local self-government units in Serbia** realised with financial support from the EU in the framework of the EU-WB/GFDRR Western Balkans Disaster Risk Management (DRM) Program, and managed by the Global Facility for Disaster Reduction and Recovery. The objectives of the assignment were to assess the current Disaster Risk Assessment, Local Disaster Risk Management Plans and Local Protection and Rescue Plans of the Local Self-governments (LSGs), with focus on floods and flood vulnerabilities of LSGs, aiming to prioritize capacity building actions in the same self-governments, and to prepare recommendations on improving these local plans.

After successful contribution to the aforementioned assignment, Deltares engaged the “Jaroslav Cerni” Water Institute and CEP in another assignment within the framework of the EU-WB/GFDRR Western Balkans Disaster Risk Management (DRM) Program, **Capacity building to improve the identification, prioritization, and preparation of new flood risk reduction investments in Serbia**. The objectives of the assignment were to produce recommendations for identifying priority investments resulting in the draft methodology for prioritisation of risk reduction measures, develop a catalogue of structural and non-structural interventions, and enhance capacities of the Republic Water Directorate and Public Water Management Companies to apply the methodology and the catalogue.

All CEP policy products published in the Regional Policy, Energy and Environment area can be accessed at the following links: **studies** and **briefs**.



PROGRAMME AREA 4: OUR EUROPE

In 2022, CEP strengthened its position as a recognised interlocutor on EU affairs at national, regional, and global levels. The organisation took advantage of the EU's renewed interest in enlargement, providing input on overcoming the enlargement impasse through its publications, advocacy, events, media appearances, and participation at international events. The key focus was on developing and promoting the Staged accession model. Through the regional TEN network that it has led since 2013, CEP forged partnerships and opportunities for cooperation with leading think tanks in the EU.

REBRANDING

CEP's 4th programme area underwent a rebranding process in 2022, resulting in a name change from "Europe&Us" to "Our Europe". The original intention behind "Europe&Us" was to create a sense of relatedness between the EU and the Western Balkans, that is, to build bridges between "them" and "us" at a time when the countries were gearing up for their accession processes. However, as the region stalled on its path to the EU and the momentum in the EU was lost, a change of perspective was needed. In order to reflect the aim of the staged accession model, an innovative proposal that insists on gradual integrating of the region with the EU, to create a sense of unity and togetherness, but also the spirit of the Conference on the future of Europe, the team decided to adopt the name "Our Europe". In addition to shaping the development of policy products, the name change will also have an impact on CEP's advocacy and representation efforts. CEP can effectively communicate its vision of a more integrated and cooperative Europe to EU stakeholders, including policymakers, civil society organizations, and the general public. This will lead to increased awareness of the importance of closer cooperation between the EU and the Western Balkans in addressing contemporary challenges. Overall, the name change to "Our Europe" provides a more compelling and inclusive narrative for CEP to promote positive change in the region.

STAGED ACCESSION AS A FLAGSHIP INITIATIVE

Using the 2021 **Template** on the Staged accession to the EU as a springboard, CEP continued working and operationalising the Model. After collecting input from EU stakeholders, CEP published a paper **deflating four key concerns** when it comes to applying it. Similarly, after interacting with Western Balkan stakeholders, CEP also published a paper **addressing three key concerns** of theirs. These papers importantly contributed to providing further clarity on how the Template envisioned changing the status quo. The Model earned its place in the **Bled Strategic Times 2022** issue alongside other selected policy proposals. Moreover, CEP published **Joint Integration Plan 2030** as a call to create the necessary political framework for future enlargements. As such, it is a natural extension of the Model's ideas.

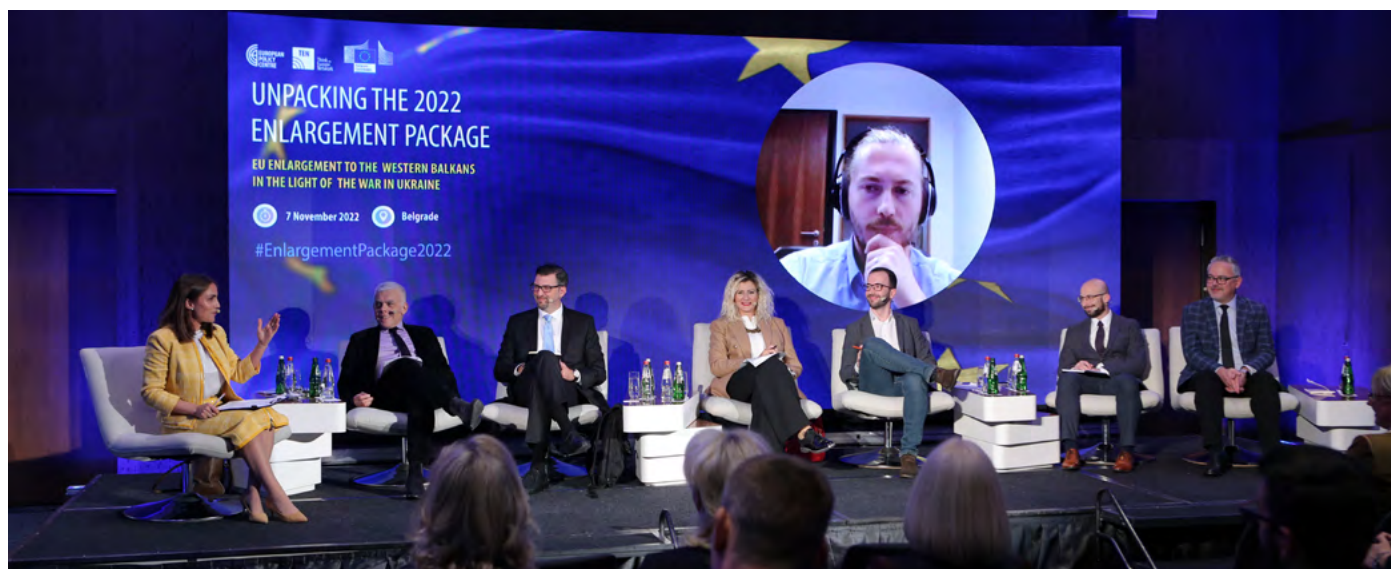
As a result of all these analyses concerning the idea of staged accession In 2022, CEP successfully applied, together with Centre for European Policy Studies (CEPS – Brussels), for the Open Society Foundation's financial support to a project **"Support for further development of the model of the Western Balkans staged accession to the EU"**. This was a key milestone in the Fourth Programme Area in 2022, reaffirming the importance of the Model and allowing CEP to continue with its important work on this matter. The team started drafting several papers in late 2022, published an explanatory **infographic** on how the Model builds upon the Revised enlargement methodology, and actively coordinated partners from WB6 on producing the national issue papers. The Staged accession became a flagship initiative of CEP with dedicated **webpage** and series of papers and analyses with the aim to elaborate different aspects of the Model and facilitate production of the Template for staged accession 2.0.

IMPROVING REPORTING IN THE AREA OF DEMOCRATIC INSTITUTIONS

Functioning of democratic institutions is the only part of the European Commission's (EC) reports on membership aspirant countries that does not provide clear assessment on the state of play. At the same time, it is part of the Fundamentals cluster and the Copenhagen criteria for membership in the EU. CEP recognised the necessity for improving EC's reports in this regards and applied for the funds of the **Italian Ministry of Foreign Affairs**. CEP successfully launched in December 2022 the project aimed at supporting the EU integration process of the Western Balkan countries. The goal of the project is to analyse whether and how the Commission can improve the consistency in its reporting in the sub-area of Fundamentals called *Functioning of democratic institutions*. The project will also allow for the sub-area to get membership preparedness assessment and thus to be quantified. As such, it will build well upon the staged accession model which also prioritises the importance of quantifying the assessment.

TIMELY PUBLICATION OF POLICY PRODUCTS ON TOPICAL ISSUES

As before, CEP continued with the bi-annual practice of analysing the priorities of Council Presidencies. In 2022 published papers on the **French Presidency** in the first half of the year, and the **Czech Presidency** in the second half. In that context, CEP also analysed, for the first time, the level of success of the **Trio Presidency** that finished its 2020-21 mandate (Germany, Portugal, and Slovenia). The scope of topics covered by Our Europe widened, by analysing Serbia's plans to participate in **EU civilian missions**, key elements needed for progress in the **normalisation of relations between Kosovo and Serbia**, steps made in the context of the Green Agenda for the Western Balkans, and Serbia's **Constitutional amendments**. Additionally, CEP contributed to the study initiated by the Kalevi Sorsa Foundation and published by the European Network of Political Foundations, which analysed the effects of the Covid-19 **pandemic** on democracy and EU integration of the Western Balkans region.



Conference "Unpacking the Enlargement Package 2022: EU Enlargement to the Western Balkans in the light of the war in Ukraine", November 2022

As the war in Ukraine was a moment that took Europe by surprise in 2022, CEP also analysed **Serbia's accession prospects** in the light of the war in Ukraine, the EU's **strategic autonomy** in the changing context, and the importance of the **European Political Community**.

Like every year, Commission's annual reports also attracted notable attention. CEP **quantified** the level of preparedness and progress of Serbia, analysed **regional relations** in the light of the Enlargement package, and presented key findings from the event which focused on unpacking the **Enlargement package**.

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ADVOCACY

The launch of the staged accession model required an outstanding amount of advocacy work for promotion of the idea. The advocacy included visits to Brussels, Paris, Berlin, Vienna, Prague, and Athens, including meetings at embassies of many EU member states.

It resulted in **Austria's non-paper** and Czech non-paper (link unavailable) which take important elements from over the idea of the Staged accession, the **European Parliament citing CEP's work** in official documents and calling for gradual integration, and other institutions taking the idea of the staged accession without necessarily citing the Template such as **June 2022 Conclusions of the European Council**, for instance. Impacting the EU's agenda in such a manner has been CEP's top achievement so far and has created significant space for further meaningful action.

All CEP policy products published in the Our Europe programme area can be accessed in English at the following links: **studies, briefs insights, presents discussion papers, reports and other editions, infographics** and **podcasts**.



CEP AND THE MEDIA

CEP maintained its reputation as a reliable, trustworthy, and timely source of information during the previous year by continuing to cultivate its connection with the media and increasing its visibility. Cooperation with the media has continued to be a key component of CEP's work in order to inform the public about issues that are crucial for Serbia and the region in the areas of Good Governance, Internal Market and Competitiveness, as well as Regional Policy, Energy and Environment, and European integration. CEP continued its practise of hosting "working brunches" with journalists, as well as inviting the media to all public events and providing designated timeslots for issuing statements to the media. Moreover, CEP has increased its presence on social media networks.

In 2022, along with the usual media appearances, mostly done by CEP's Programme Director, Chairman of the Governing Board and programme managers and senior researchers, CEP started introducing several new team members to the media. By doing this, CEP remained committed to the diversity of commenting and the team members' freedom to express their opinions, demonstrated an openness to debate and acceptance of diversity, and upheld the organisation's mission and vision while making sure that comments were always fact-checked and pertinent. Two CEP researchers are also becoming the organisation's recognisable faces in the media outlets. With their expertise, CEP expanded the range of subjects it covers, and has since also become recognised by the media as a reliable source of information on issues like the Belgrade-Pristina dialogue and relations between Serbia and Russia.

Most of the media coverage of current political issues came from the Our Europe Programme area. The war in Ukraine, Serbia's foreign policy, and sanctions against Russia were the most commented topics. Programme Manager and Senior Researcher gave an interview to the **Al Jazeera**, while Programme Director commented for **Voice of America** the report of the European Commission on Serbia's progress. Her comments about European integration and the Model of staged accession were conveyed by **Insider**, and she also spoke about the European perspective of the region in the show Oko on the **Radio Television of Serbia**. CEP's comments on the first summit of the European Political Community in Prague and its implication on the countries that are in the EU accession process were also published by **RTS**. CEP's Programme

Director comments made during Lennart Meri security conference in Estonia were published on **autonomija.info**. She also gave an interview for the monthly magazine **Karakter**. Her interview for **Novi magazin** appeared on the cover of the magazine. In 2022, the Chairman of CEP Governing Board was in the spotlight frequently as well. Among others, his comments were conveyed by **BBC on Serbian**, and on another occasion by **Radio Free Europe**, as well as the Serbian weekly **Vreme**. **Danas** also published CEP's comments on several occasions, including the topic of whether the war in Ukraine can speed up Serbia's path to EU membership. CEP's experts were also invited to **N1 Serbia** several times, including the comments on the visit of German Foreign Minister and her messages to Serbia.

CEP's activities in other areas also caught the media's interest. Namely, CEP's event on the topic of circular migration received a lot of media coverage, and the portal **Beta** also presented the report from the event. The conference organised as part of the WeBER 2.0 project, "Citizens first", was covered by, among others, **Dnevni evropski servis (formerly Euractiv.rs)**. *Public Administration Monitoring for Better Local Governance (Pratim JA)* is another project that earned a lot of attention and was the focus of several print media pieces in **Danas**, **Novi magazin** and **Nedeljnik**. Local media has given this initiative a lot of coverage, such as **Subotica online**, **podunavlje.info**, **soinfo.org**, **Radio Television of Vojvodina**, **Uzice republic press**, **My Becej**, etc. Information about the project was also conveyed by **Politika** and the portal **dijalog.net**. The Constituencies for Judicial Reform project's working brunch with the media on the subject of introducing mass litigation into Serbia's legal system in October 2022 also drew plenty of press coverage. The news was reported by, among others, **Novosti**, **Beta**, and **ekapija**, as well as on the main TV news programme on **RTS** and **Nova**.

CEP's voice was also heard outside the borders of Serbia, since very good cooperation was achieved with regional and European media. CEP was a frequent guest in Montenegrin **Vijesti**, French **Le Monde**, Belgian **MO**, a regional portal **Balkan Insight**, and European **Vocal Europe**, among others. German **Euractiv.de** also relayed CEP's comments, as well as **TRT world** and **Der Europäische Federalist**. CEP continued to appear in widely read **Euractiv.eu**.

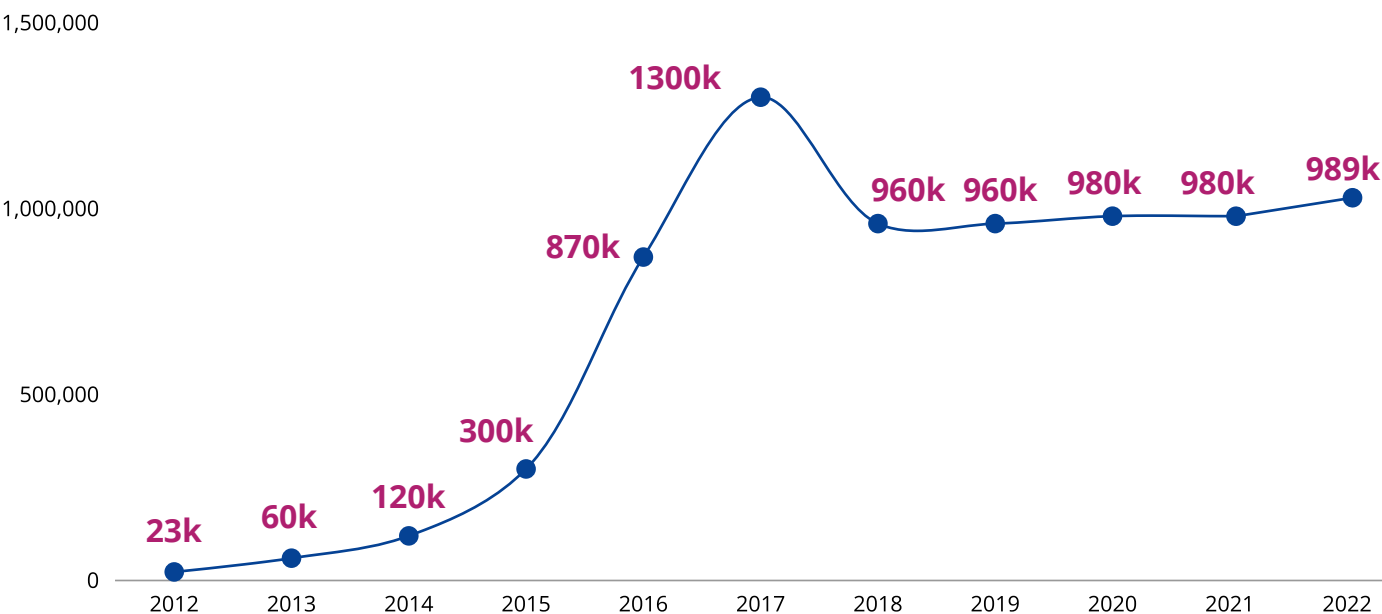
The website served as the main hub for the distribution of CEP's material, and the organisation was highly active on social media. The CEP website underwent a makeover in 2022, and at end of the year, a new website with an overall more straightforward, contemporary, and streamlined appearance was published. During 2022, the CEP website had a total of 121,365 page views. Compared to 2021, there was a notable rise in CEP's social media followers in 2022, resulting in total of 12,030 followers on Facebook, 3,624 followers on Twitter, 2,457 followers on Instagram, and 1,760 followers on LinkedIn.



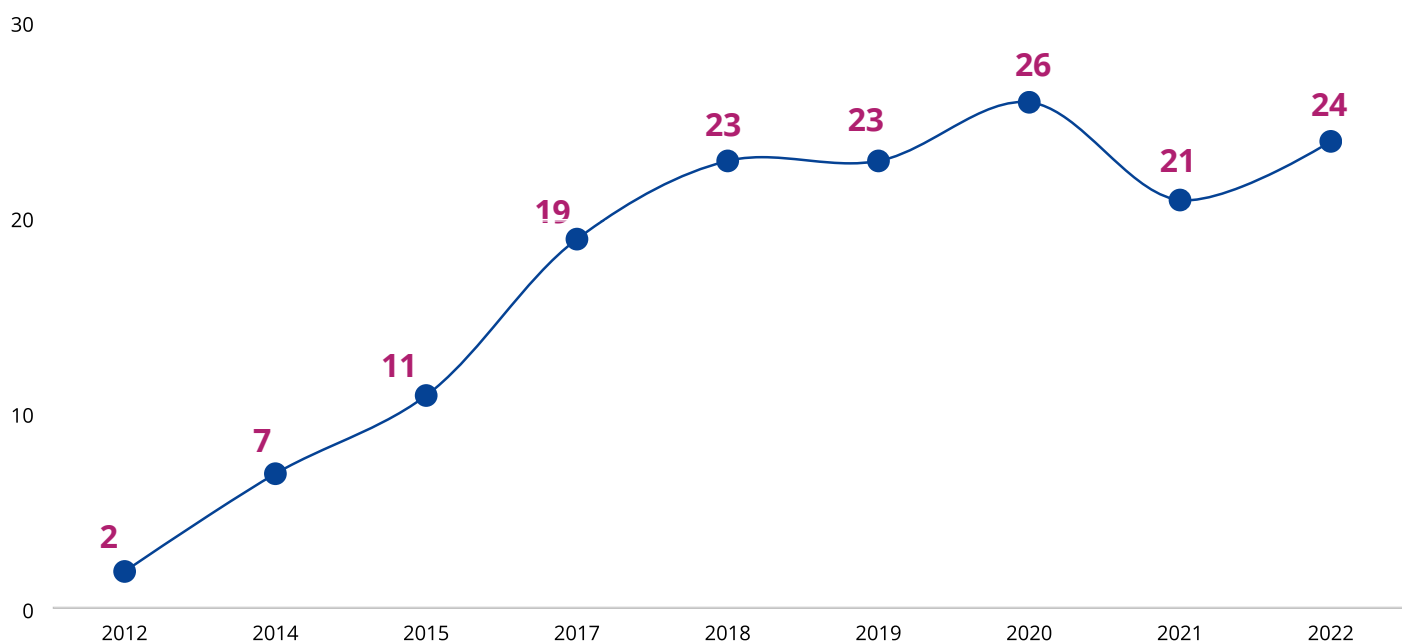


FINANCIAL DATA AND FUNDING SOURCES

Over past few years, CEP's finances have been sound and stabile and the budget for 2022 was EUR 980,000.00.



In 2022, CEP implemented 24 projects.



CEP's main sources of funding in 2022 were the following:

- The European Union
- German – Serbian Initiative for Sustainable Growth and Employment and GIZ
- 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)
- Swedish Agency for International Development and Cooperation (SIDA)
- EEA and Norway grants fund
- La Fondation Nationale des Sciences Politiques

In 2022, CEP implemented one project which was co-financed from the budget of the Republic of Serbia. This amounted 1% of CEP's budget and can be considered as miscellaneous funding.

