



MINORITY POLICY STRATEGY IN MONTENEGRO 2024-2028

July, 2024





CONTENTS

Introduction	8
Alignment of the Strategy with overarching and sectoral strategic documents	9
International and EU framework	11
Compliance of the Strategy with international standards	13
Institutional framework in Montenegro	14
Legislative framework	15
Overview of the implementation of the previous Strategy 2019 - 2023	16
Key findings of the evaluation of the Strategy 2019-2023	17
Overview of the implementation of the Strategy 2019-2023 by objectives	19
Evaluation according to criteria	20
Evaluation by areas	21
Key goals, concepts and principles of the Strategy 2024-2028	23
Analysis of the situation: Position, achievements and problems of ethnic and religious	
minorities in Montenegro	27
Government's minority policy strategy for the period 2024 - 2025	30
Area: Education	32
Area: Employment	38
Area: Culture and Identity	42
Area: Political participation	47
Area: Media and media representation	51
Overview of the Action Plan by quarters	54
Generative representation of the Action Plan	56





Acronyms:

MLJMP- Ministry of Human and Minority Rights

MPNI - Ministry of Education, Science, and Innovation

UCG - University of Montenegro

MKM - Ministry of Culture and Media

ZZŠ - Bureau for Education Services

NSNM - National Councils of National Minorities

ZUNS - Institute for Textbooks Publishing and Teaching Aids

ZZZ - Employment Agency

IC - Examination Center of Montenegro

LS - Local Self-Governments

UZK - Human Resources Administration

ULJR - Administration for Human Resources

MRSS - Ministry of Labor and Social Welfare

HELP - 'Hilfe zur Selbsthilfe' - Help for Self-Help Montenegro

MJU - Ministry of Public Administration

CEKUM - the Centre for Preservation and Development of the Culture of Minorities

ESLJP - European Court of Human Rights

RTCG - Radio Television of Montenegro

AEM - Agency for Electronic Media



Introduction

The integration of minor

The integration of minorities is a key element in building inclusive, prosperous, and stable multiethnic societies. By recognizing, respecting, and supporting the rights and identities of minorities, societies can reach their full potential and become a place where every individual has the opportunity to grow and contribute to the community. Multiethnic societies represent a wealth of diversity, often based on different ethnic, linguistic, and cultural groups. In this context, the integration of minorities plays a crucial role in preserving social cohesion and promoting social justice.

Montenegro is defined by its constitution as a civic, democratic, ecological state and a social justice state, where the bearer of sovereignty is the citizen with Montenegrin citizenship. Montenegro's constitution provides the legal foundation for the promotion, strengthening, and enhancement of fundamental human rights and freedoms, as well as Montenegro's obligation to respect international standards. As an independent and internationally recognized state, a member of the United Nations (UN) and NATO, and a candidate country for European Union (EU) membership, Montenegro is obliged, in accordance with its international commitments, to establish a 'Minority Policy Strategy.' This strategy defines the Government of Montenegro's policy regarding the respect and protection of the rights of minority peoples and other minority national communities.

Since gaining independence in 2006, Montenegro has regularly met the conditions and standards necessary for joining the European Union, as confirmed in the reports of the European Commission. The Minority Policy Strategy prescribes measures for the implementation of the Law on Minority Rights and Freedoms, as well as the improvement of living conditions for minority peoples and other minority national communities. The first Strategy, adopted in 2008, aimed to contribute to the enhancement of minority rights and to educate the public about the importance of recognizing and protecting minority peoples. The previous Strategy was adopted in 2019 with a validity period until 2023. The report on the implementation of this strategy is taken as a very important 'benchmark' reference on which we base the strategy we are presenting here. Therefore, a summary evaluation of the previous strategy is an integral part of this strategic document.

The 2024 – 2028 strategy encompasses a number of chapters, from the analysis of the international, institutional, and legislative context, through the identification of principles and guidelines, to proposed measures and an action plan, with a clearly defined overview of activities by years and quarters, including planned resources and funding sources. It is important to note that the writing of the strategy was accompanied by an intense and formalized dialogue among all relevant stakeholders and institutions, with an emphasis on members of minority communities. In other words, the proposed measures and activities in this strategy are the result of a joint effort by all relevant stakeholders who deal with minority issues in Montenegro, and these measures were suggested and adopted by consensus in the working group established for this purpose by the Ministry of Human and Minority Rights, all in order to acknowledge the real situation and needs, and to strengthen the legitimacy of the strategy, which is very significant from the perspective of the expected efficiency in its implementation. Finally, according to the plan of the Ministry of Human and Minority Rights, the attached action plan pertains to two calendar years (2024 and 2025).

A working group was tasked with developing the strategy, which was formed based on the decision/resolution of the competent Ministry number: 06-040/23-1046/28 dated February 7, 2024. The following individuals were appointed as members of the working group:

MEMBERS	SEX/GENDER
Arben Xhurreta, MSc/MA, Ministry of Human and Minority Rights, Chairman of	male
the working group	
Fikret Lulanaj, Ministry of Human and Minority Rights, member	male
Bojana Šćekić, MSc/MA, Ministry of Human and Minority Rights, secretary	female
Darka Ognjanović, Ministry of Human and Minority Rights, member	female
Zdenka Brajović, Statistical Office of Montenegro, member	female



Andrea Brajović, Employment Agency of Montenegro, member	female
Senad Giljaj, Public service of Radio-Television of Montenegro RTCG, member	male
Izedina Škrijelj, The Centre for Preservation and Development of the Culture of Minorities - CEKUM, member	female
Željka Raščanin, Fund for Protection and Exercise of Minority Rights, member	female
Alisa Džogović Murić, Bosniak National Council in Montenegro, member	female
Elmedina Mehani, Albanian National Council in Montenegro, member	female
Kadrija Kurpejović, Council of Muslims in Montenegro, member	male
Snežana Sekulić, Serbian National Council of Montenegro, member	female
Senad Sejdović, Roma council of Montenegro, member	male
Ana Vuksanović, Croatian National Council in Montenegro, member	female
Naser Kraja, municipality of Bar, member	male
Miloš Kljajević, municipality of Bijelo Polje, member	male
Armin Muric, municipality of Rožaje. member	male
Samir Agović, municipality of Petnjica, member	male
Marina Ujkaj, municipality of Tuzi, member	female
Vesna Samardžić, municipality of Herceg Novi, member	female
Sunčica Radović, municipality of Tivat, member	female
Vera Bošković, municipality of Pljevlja, member	female
Dr. Milena Burić Garčević, University of Montenegro, member	female
Lahira Duraković, Ministry of Internal Affairs, member	female
Marko Popović, Ministry of Culture and Media, member	male
Zorica Zeković, Ministry of Public Administration, member	female
Andela Ivanović, Ministry of Labour and Social Welfare, member	female
Albana Dedvukaj, Ministry of Education, Science, and Innovation, member	female
Fikret Canović, municipality of Plav, member	male
Alina Šehović, municipality of Gusinje, member	female
Arijana Kurmemović, municipality of Ulcinj, member	female
Sladana Mijanović, municipality of Kotor, member	female

Out of the total number of members in the Working group, 11 are men (33.3%), and **22 are women** (66.7%). Additionally, the group member (Željka Raščanin) has extensive experience in the field of gender equality (see her biography).

Alignment of the Strategy with overarching and sectoral strategic documents

The Government of Montenegro's minority policy strategy is carefully aligned with the key strategic documents of the government and the relevant ministry, reflecting their priorities and goals in protecting and promoting the rights of minorities. This alignment ensures coherence and synergy between different strategic initiatives and policies. Here's how the minority policy strategy is aligned with relevant strategic documents:

1. Exposé of the mandatary / Work programme of the 44th Government of Montenegro

The priority of preserving and improving the rights of minorities: The minority policy strategy directly supports this priority through activities that promote the multicultural character of Montenegro, strengthen interethnic tolerance, and improve the rights of minorities in the areas of education, employment, culture, political participation, and media representation. More specifically, the strategy has been aligned as follows:

Area: Education: Training for teaching and management staff (Activities 1.1.0 and 1.1.1) enhances multiculturalism and respect for minority rights.

Area: Culture and identity: Organizing cultural events (Activities 3.1.0 - 3.1.17) promotes the cultural identity of minority communities.

Area: Political participation: Education on political participation of minority groups (Activities 4.1.1 - 4.1.4) strengthens their involvement in political life.

2. National strategy of sustainable development 2030

Elimination of national and religious discrimination: Our strategy contributes to the realization of this measure through aligning legislation with international standards and implementing non-discrimination laws. Activities in the field of education include adapting curricula to incorporate content from the culture, traditions, and history of all national and religious communities. More specifically, the strategy has been aligned as follows:

- Area: Education: Adapting the curricula (Activity 1.1.5) includes appropriate content from the culture and traditions of all communities.
- Area: Culture and Identity: Preserving cultural heritage (Activities 3.1.5 3.1.14) addresses
 the need to safeguard cultural and historical monuments and the traditions of minority
 groups.
- Area: Media and media presentation: Campaign for promoting tolerance (Activities 5.1.3
 5.1.4) fights against ethnic and religious discrimination.

3. Medium-Term Government Work Program 2024-2028

Adopting the Minority Policy Strategy for the period 2024-2028: The Minority Policy Strategy ensures the continuity of activities aimed at improving the status of minorities, in line with the goal of "A Solidarity Society for a Dignified Life" from the Medium-Term Work Program. These activities include enhancing political participation, cultural identity, and social-economic integration of minority communities. The strategy has been aligned as follows:

Area: Employment: Activities aimed at educating employers (Activities 2.1.1 - 2.1.2) and increasing the employability of minority groups contribute to the goal of "A Solidarity Society for Dignified Living."

Area: Education: Raising the capacity of the education system (Activities 1.1.0 - 1.1.8) ensures an inclusive educational environment.

4. The strategy for early childhood education and care in Montenegro 2021-2025

Improving the quality of preschool education: The minority policy strategy supports the goals of this strategy through activities that promote inclusive education and respect for cultural diversity from the earliest age. This includes training for teaching and management staff, as well as developing intercultural programs in preschool education. The strategy is aligned as follows:

Improving the quality of preschool education: Area: Education: Training teaching staff to work in a multicultural environment (Activities 1.1.0 and 1.1.1) supports the quality of preschool education.

Area: Education: Implementation of the "School of Tolerance" program (Activity 1.1.2) promotes interethnic tolerance among the youngest.

5. Strategy of inclusive education 2019-2025

Availability, fairness, and equality in education: Our strategy includes measures to promote inclusive education for minority communities, ensuring that children with special educational needs receive support in line with their developmental needs. This aligns with the goals of the inclusive education strategy. The strategy has been coordinated in the following way:

Area: Education: Conducting analyses and research on tolerance (Activities 1.1.6 and 1.2.4) ensures that the education system is fair and inclusive.

Area: Education: Pilot projects in schools with predominantly minority population (Activity 1.2.2) enhance inclusive education.

6. Strategy for the Development of the University of Montenegro 2019-2024



Promotion of Interdisciplinarity and Internationalization: The minority policy strategy includes activities that promote internationalization and interdisciplinarity in education, which aligns with the goals of the Development Strategy of the University of Montenegro. This includes enhancing collaboration with educational institutions from other countries and developing programs that encourage understanding and respect for diversity. The strategy has been aligned as follows:

Area: Education: International conferences and collaboration with educational institutions from other countries (Activity 1.2.3) promote internationalization and the exchange of experiences.

Area: Culture and Identity: Scientific conferences and publications (Activities 1.1.3 and 3.1.8) support academic integration and interdisciplinarity.

7. National Gender Equality Strategy 2021-2025

Reduction of stereotypes and prejudices: The minority policy strategy promotes gender equality through activities that reduce the level of stereotypes and prejudices against women and individuals with different gender identities. This includes research and programs that ensure gender equality in education, culture, and political participation.

Area: Media and media representation: Campaigns and research on the media representation of minorities (Activities 5.1.1 - 5.1.7) promote gender equality and reduce stereotypes.

Area: Culture and identity: Education and campaigns that promote gender equality (Activities 3.1.2 - 3.1.4) align with the goals of reducing prejudices against women and individuals with different gender identities.

The minority policy strategy is comprehensively integrated with key strategic documents of the Government of Montenegro, ensuring synergy and coherence among various policies and activities. This integration enables effective implementation of strategic goals, enhancing the rights of minority communities and contributing to the building of an inclusive and multicultural society.

International and EU framework

International legal protection of minorities began with the formation of the United Nations, focusing on the protection of ethnic minorities. Since then, improving the minority protection system has become a subject of continual alignment among various international organizations. International treaties represent the fundamental and most important source of international law, establishing protected rights and monitoring mechanisms.

The establishment of the United Nations Sub-Commission on Prevention of Discrimination and Protection of Minorities was accompanied by the adoption of draft article 27 of the Charter on Civil and Political Rights. This article ensures the protection of minorities and indigenous people from discrimination, guaranteeing them the right to enjoy their community with other members of their group, lead their own cultural life, express their faith and fulfil religious duties, and use their language.

The Council of Europe began addressing minority rights issues by adopting the Convention for the Protection of Human Rights and Fundamental Freedoms. The continuation of this work included the adoption of the European Charter for Regional or Minority Languages in 1992 and opening for signature and ratification the Framework Convention for the Protection of National Minorities three years later, which represents the only multilateral instrument protecting the rights of national minorities in Europe.

In Montenegro, this convention deals with issues related to the rights to existence, identity, equality, non-discrimination, use of the mother tongue, preservation of culture and tradition, participation in community life, rights in education, international contacts and cooperation, and rights to effective protection of guaranteed rights.



The UN Declaration on the Rights of Persons Belonging to National, Ethnic, Religious, and Linguistic Minorities dated on 1992, as the most important universal international document in this area, obliges states to protect the existence and national, ethnic, cultural, religious, and linguistic identity of minorities on their territories and to promote conditions for the enhancement of that identity through appropriate legislative and other measures. The following is a more detailed overview of key international documents and mechanisms intended for the protection of minorities:

1. European Convention on Human Rights and Fundamental Freedom (ECHR):

This convention regulates the implementation of the European Convention on Human Rights and Fundamental Freedom (ECHR), specifically focusing on the key provision of article 14 of this convention. Article 14 prohibits discrimination based on ethnic origin and guarantees the right to equality before the law for everyone, including members of ethnic minorities. Through various activities and policies, the document aims to ensure full respect and application of these principles by promoting equality and the protection of minority rights, as well as ensuring their inclusion and active participation in the social, political, and cultural life of the country.

UN International Convention on the Elimination of All Forms of Racial Discrimination (CERD):

This document directs the implementation of the UN Convention on the Elimination of All Forms of Racial Discrimination (CERD), with particular emphasis on the key provision of Article 5 of this Convention. Article 5 obligates signatory states, including Montenegro, to ensure equality before the law for all individuals, regardless of race, skin colour, or ethnic origin. Through various policies and practices, this document aims to eliminate all forms of racial discrimination and promote an inclusive society where every individual has equal rights and opportunities, regardless of their racial or ethnic background.

3. The UN Resolution on the Rights of Minorities (A/RES/47/135):

The UN Resolution on the Rights of Minorities (A/RES/47/135) is a key document that emphasizes the obligation of states to promote and protect the rights of members of national or ethnic, religious, and linguistic minorities. Through this resolution, the UN confirms the importance of preserving the identity and culture of minority groups, placing them under the protection of international law. Additionally, the resolution highlights the need to respect and enhance the rights of minorities, including the right to their own identity, language, and culture. It provides a foundation for the activities of states and international organizations aimed at ensuring equality, justice, and inclusion for all members of minority communities around the world.

4. UN Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities (A/RES/47/135):

This Declaration directs the application of the UN Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities, with a special focus on the importance of protecting the identity, culture, language, and religion of minorities. Through various policies and practices, this document aims to ensure respect for and protection of the rights of minority groups, including the right to express their identity freely and preserve their cultural heritage. This declaration lays the groundwork for promoting multiculturalism and equality among all communities, strengthening the sense of belonging and integration among minority group members.

5. European Charter for Regional or Minority Languages (ECRML):

This charter is designed to ensure the protection and promotion of the rights to use regional or minority languages in various spheres of society, including public life, education, media, and justice. Through this document, the signatory states commit to ensuring respect for and support of the use of these languages, allowing minority communities to nurture their linguistic identity and preserve their cultural heritage. This charter emphasizes the importance of linguistic diversity in society and promotes inclusion, tolerance, and understanding among different language groups.

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- The Framework Convention on the Protection of National Minorities (FCPNM):
 The Framework Convention on the Protection of National Minorities, adopted by the Council of Europe, is an important legal basis that ensures the protection of the rights of national minorities. This document provides clear guidelines and obligations to the signatory states regarding the protection of the rights of national minorities, including the rights to identity, language, culture, education and participation in public life. The aim of the convention is to ensure that national minorities enjoy full equality and can actively contribute to the social and cultural life of their communities, thereby encouraging diversity and inclusion in society.
- 7. The UN Advisory Commission on Ethnic Affairs:
 The UN Advisory Commission on Ethnic Affairs plays a key role in providing guidance and recommendations to UN member states on issues concerning ethnic minorities and integration. Through its work, this Commission aims to promote an inclusive society and fight against discrimination based on ethnicity. Its efforts are aimed at improving the position of ethnic minorities around the world, promoting their rights and ensuring that they are included in decision-making processes that affect them. The Commission also supports efforts to build peace and stability in societies affected by ethnic tensions and conflicts.

Compliance of the Strategy with international standards

The Montenegrin Government's minority policy strategy is carefully aligned with international standards and documents that regulate the rights of minorities. In accordance with the obligations assumed through the ratification of various international treaties and conventions, this action plan reflects best practices and guidelines outlined in the following key documents:

European Convention on Human Rights and Fundamental Freedoms (ECHR): Our strategy supports Article 14 of this Convention, which prohibits discrimination based on ethnicity and guarantees the right to equality before the law. Through initiatives in education and employment, we ensure full respect and application of these principles, promoting equality and the protection of minority rights.

UN Convention on the Elimination of All Forms of Racial Discrimination (CERD): Through activities planned in the fields of employment and political participation, the strategy ensures the implementation of Article 5 of CERD, which requires member states to guarantee equality before the law for all. Educational programs for employers and employment advisors are key steps towards eliminating racial discrimination.

UN Resolution on the Rights of Minorities (A/RES/47/135): Our strategy promotes the rights of minorities through activities across all areas, including education, culture, political participation, and media. This aligns with the resolution emphasizing the importance of preserving the identity and culture of minority groups.

UN Declaration on the Rights of Persons Belonging to National or Ethnic, Religious, and Linguistic Minorities (A/RES/47/135): The strategy reflects the principles of this declaration by promoting multiculturalism, equality, and the preservation of minority cultural heritage. Activities such as publishing books by minority authors and organizing cultural events contribute to the preservation of cultural identity.

European Charter for Regional or Minority Languages (ECRM): Our strategy ensures the protection and promotion of the use of minority languages through activities in education and culture. The Charter on Regional Languages promotes inclusion and understanding, which is supported through our educational programs and cultural initiatives.

Framework Convention for the Protection of National Minorities (FCNM): The strategy ensures the rights to identity, language, culture, and education for minority communities, in accordance with FCNM. Educational and cultural activities within this plan support these



objectives, allowing minority communities an active participation in social life.

The UN Advisory Commission on Ethnic Affairs: The activities of the strategy are focused on promoting an inclusive society and combating discrimination based on ethnic affiliation, in line with the recommendations of the Advisory Commission. Educational and media campaigns promote interethnic tolerance and understanding.

Finally, we add that the new financial perspective IPA 2021-2027 (IPA III) defines the provision of financial support for 5 policy areas, where the area "Rule of Law, Fundamental Rights, and Democracy" can be seen as relevant from the perspective of this strategy. This area includes a set of thematic priorities, one of which is "Fundamental Rights."

This strategy focuses on enhancing the respect for the human rights of minority populations in Montenegro and strengthening their inclusion in Montenegrin society, which aligns with the realization of the fundamental values of the EU and the thematic priority of IPA, as indicated in the Regulation on the establishment of the Neighbourhood, Development and International Cooperation Instrument.¹

Institutional framework in Montenegro

In Montenegro, there is an extensive institutional framework that deals with legislation and the advancement of the rights of national minorities and other minority national communities. Key institutions in this framework include the Ministry of Human and Minority Rights, the Ombudsman for Human Rights and Freedoms, the Center for the Preservation and Development of the Culture of Minorities, the Fund for the Protection and Realization of Minority Rights, the Committee on Human Rights and Freedoms (a permanent working body in the Montenegrin Parliament), as well as Councils of different national minorities and other minority national communities. In addition, the rights of minority groups are also protected by courts, state administration bodies, and local self-government.

The rights of minorities were first recognized as a constitutional principle in Montenegro with the Constitution of 2007. Citizens have the opportunity to exercise their rights before the Constitutional Court of Montenegro through constitutional appeals or initiatives to review the compatibility of laws or other regulations with the Constitution. The Constitutional Court has a dual role: it protects Montenegrin citizens in cases of violations of the principle of equality before the law and serves as an intermediary before potentially seeking protection from supranational judicial instances.

Ombudsman for Human Rights and Freedoms of Montenegro is a key institution in the network for the protection of human rights and freedoms but often acts based on individual complaints rather than applying a systemic approach in cases of human rights violations. It also rarely initiates proceedings on its own initiative and uses its powers for initiatives to amend and supplement laws and other regulations to align them with international human rights standards.

The Ministry of Human and Minority Rights has a wide range of responsibilities, including protection against discrimination, monitoring the realization of the rights of minority nations and other minority groups, and promoting mutual relations among them. The Directorate for Interculturalism within the Ministry is specifically tasked with issues related to the realization of minority rights.

The Centre for Preservation and Development of the Culture of Minorities is an important institution in Montenegro dedicated to supporting the preservation and advancement of the cultural identities of minority communities. Its role is reflected in promoting and supporting activities that contribute to the preservation of the linguistic, cultural, and traditional heritage of minority groups. CEKUM works on raising awareness of the importance of the cultural heritage of minority nations and organizes cultural events, workshops, festivals, and other activities that promote diversity and the richness of cultural identity in Montenegro.

The Fund for the Protection and Exercise of Minority Rights is the institution that aims to providing support

https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=LEGISSUM:4551156

and that facilitates the exercise of the rights of minority communities in Montenegro. The Fund can provide financial support for projects and programs aimed at improving the position and protecting the rights of minority groups. Additionally, the Fund may be involved in advocacy processes for adopting policies and measures that contribute to the protection of minority rights, and provide expert support and advice to organizations and institutions working in the field of minority rights protection.

The Committee for Human Rights and Freedoms is a permanent working body in the Parliament of Montenegro that deals with human rights issues, including minority rights. This Committee has a mandate to monitor the state of human rights in the country, consider citizens' complaints regarding violations of those rights, and propose measures for the improvement and protection of human rights. Special attention is given to the rights of minorities, and the Committee engages in finding solutions that will ensure respect for and protection of those rights.

Legislative framework

In the legislative framework of Montenegro, there are several laws that directly relate to the protection of the rights of minority communities. Key laws in this area include:

- Law on the Protection of Minority Rights: This law establishes the basic rights and freedoms
 of minority groups, as well as the mechanisms for protecting and exercising those rights.
- Law on the Prohibition of Discrimination: This law aims to prevent and combat all forms of discrimination, including discrimination against minority groups. It prescribes measures for protecting victims of discrimination and penalties for offenders.
- Law on National Minorities: This law defines the concepts and legal status of national minorities in Montenegro, as well as outlining their rights and obligations.
- Law on Languages and Scripts: This law regulates the use of languages and scripts of minority groups in public institutions and official communication, promoting linguistic diversity.
- Law on Education: This law ensures the right of minority communities to education in their native language and promotes inclusive education for all citizens.
- Law on Cultural Rights: This law regulates the rights and support for cultural activities and institutions of minority communities, promoting the preservation of cultural heritage.

These laws, along with other relevant regulations, form the foundation of the legislative framework that ensures the protection and promotion of the rights of minority communities in Montenegro.

In addition to the above, it's important to mention that the **Constitution of Montenegro** provides the legal basis for the promotion, strengthening, and improvement of the protection of fundamental human rights and freedoms, while respecting international standards in that context. Its fundamental provisions include a general guarantee for the protection of human rights and freedoms, alongside a prohibition on inciting hatred or intolerance on any grounds, as well as a prohibition on discrimination based on any grounds. The Constitution of Montenegro provides the <u>legal basis for the protection of the rights of minority communities and the promotion of their cultural identity. According to Article 79 of the Constitution, members of minority nations and other minority national communities are guaranteed rights and freedoms that they can exercise individually and in community with others. Additionally, Article 79 also prescribes the right to establish a Council for the protection and promotion of special rights as a mechanism for strengthening the protection of minority rights.</u>

Furthermore, the Constitution of Montenegro establishes that confirmed and published international treaties and universally accepted rules of international law take precedence over domestic legislation and are directly applied when the relations are regulated differently than by domestic legislation. Article 79 of the Constitution guarantees members of minority nations and other minority national communities the right to individually and collectively exercise their rights and freedoms, including the right to establish councils for the protection and promotion of special rights.



Overview of the implementation of the previous Strategy 2019 - 2023

Montenegro adopted the Minority Policy Strategy 2019-2023, which serves as a key document outlining guidelines for the preservation and protection of the rights of minority nations and other minority national communities. The Minority Policy Strategy 2019-2023, along with its accompanying action plans, is the fundamental planning document that defines the Government of Montenegro's approach to respecting and protecting the rights of minority nations and other minority national communities. According to Article 7 of the Law on Minority Rights and Freedoms, the Minority Policy Strategy represents a planning act through which the Government defines measures for implementing this Law and improving the living conditions of minorities, enhancing measures and activities, as well as promoting greater integration of minority nations and other minority national communities into Montenegrin society. As the provided data indicate, Montenegro still faces challenges regarding the majority's relationship with minorities, and therefore, through institutional implementation of clearly defined activities and measures, it is essential to improve the status of minorities in society.

The minority policy strategy, adopted at the 128th session of the Government of Montenegro in 2019, serves as the foundational planning document that outlines the Government's policy in the area of minority rights. Montenegro's proactive policy aims to preserve its multicultural heritage and improve the living conditions of minority communities. The implementation of the Strategy is accompanied by two action plans that further clarify the steps towards achieving the set objectives.

The previous strategy focused on an active policy to enhance the status of minorities in areas such as education, employment, culture, political participation, and the implementation of specific measures. These segments represent key aspects of providing minority rights in Montenegro.

During the implementation of the previous strategy, Montenegro took significant steps, but new challenges require ongoing efforts. The Ministry of Human and Minority Rights published regular annual reports during the strategy's implementation, including a final report on the overall implementation of the strategy. These reports provide an in-depth analysis of the current state, identify achievements, and offer recommendations for further steps, which were particularly useful as a source of needs for the next strategy we propose here. Accordingly, an evaluation of the previous strategy was conducted, which plays a crucial role in shaping future policies that will contribute to the preservation and enhancement of the rights of minority communities in Montenegro. It is important to emphasize that the execution of all activities involving participant engagement (seminars, training, workshops, etc.) consistently included female participants in a minimum proportion of 40%.

Five strategic goals have been set for the implementation of this strategy for 2019-2023 in the areas of education, employment, culture and identity, political participation, and specific measures. In Chart 1, we present the percentage of activity completion at the level of the entire strategy. So, the action plan outlines that a total of 73 activities will be implemented across all five areas, and our analysis determined that 52 activities have been completed, which is 71% of all activities. The evaluation found that 11% of the activities were partially completed (more precisely, 8 activities), while the overall percentage of uncompleted activities stands at 18%, which translates to 13 activities.





Chart 1: Cumulative overview of accomplished activities - %

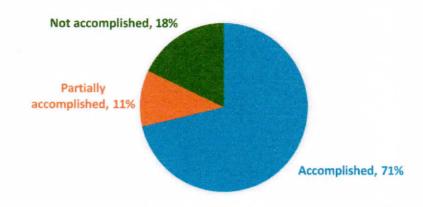


Chart 2: Percentage of accomplished activities according to areas

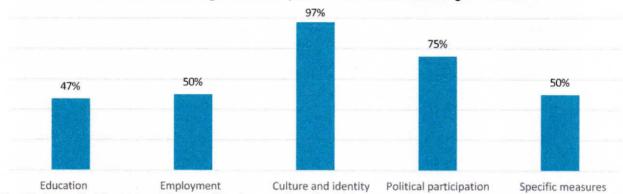


Chart 2 shows that the highest degree of implementation of activities set out in the strategy is recorded in the area of culture and identity, where 97% of planned activities have been completed. In the area of political participation, 75% of planned activities have been finalized, while in the area of employment and specific measures, the percentage of completed activities is 50%. The lowest percentage of completed activities is noted in the area of education, which is 47%.

Key findings of the evaluation of the Strategy 2019-2023

In addition to a simple quantitative overview of the activities carried out under the Strategy 2019 - 2023, based on the report from the Ministry of Human and Minority Rights, a qualitative analysis of the implementation review was also conducted, describing the issues that accompanied the implementation process, as well as detailing the steps taken to overcome the challenges faced. Based on this analysis, we present a brief overview of the key results achieved in the strategy by area.

Education: The strategic goal in the field of **education** is to enhance the respect for the principles of multiculturalism and multi-ethnicity in the educational system of Montenegro in line with international and national standards, through further strengthening the capacities of educational institutions and the application of affirmative action principles. This strategic goal was accompanied by the following operational objectives:

- Establishing the normative and resource-technical prerequisites for studying minority languages in educational institutions in Montenegro, as well as enhancing the multicultural and multiethnic character of educational curricula in Montenegro.
- Strengthened capacities of institutions and educational establishments to support the rights of members of minority nations and other minority national communities.

Progress made in this area includes establishing normative and technical prerequisites for the study of minority languages in educational institutions, which is a key step toward enhancing the

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multicultural and multiethnic character of educational curricula. In addition, efforts have been made to strengthen the capacities of the teaching staff, which has enabled better implementation of educational programs aimed at achieving the rights of minority communities. The main issues and challenges in this area are related to inclusion, particularly for the Roma and Egyptian populations, highlighting the need for ongoing work to improve conditions for the inclusion of these and other minority groups in the educational system. Therefore, it is entirely justified for the Government of Montenegro to implement a special strategy for the inclusion of Roma and Egyptians, as has been the case in the past and continues to be today. Furthermore, an analysis of the Ministry of Human and Minority Rights report emphasizes the view that more work is needed to strengthen educational capacities to ensure that education becomes accessible and tailored to the needs of all students, regardless of their ethnic background.

Employment: The strategic goal in the area of **employment** was focused on enhancing the socio-economic integration of members of minority groups and other minority national communities in Montenegrin society through the implementation of existing normative solutions and employment instruments. This strategic goal was accompanied by the following operational objectives:

- Implementation of affirmative action principles defined by the regulatory framework aimed at promoting the employment of members of minority communities or other minority national groups.
- Increased level of participation of members of minority communities or other minority national groups in leadership positions in the public administration of Montenegro.

The key problem and challenge in this area is defined as the **insufficient participation of minority groups** in leadership positions within public administration and judicial bodies, as well as the need for **systematic and precise monitoring and recording** of the number of minority members in these positions, along with a greater involvement of minority communities in the creation and management of public policies and in the private sector.

Culture and identity of minorities: The strategic goal in the area of culture and identity was the preservation of the cultural and historical heritage of minority communities as an important segment of the overall cultural and historical legacy of Montenegro. This strategic goal is accompanied by the following operational objective:

 The affirmation of the cultural identities of minority nations and other minority national communities in Montenegro is supported through the implementation of measures and activities by state institutions.

In the area of culture and identity, significant progress has been made through a variety of events, project implementation, and the presentation of the cultural and historical heritage of minorities. Concrete achievements included support for NGO projects, institutional backing for marking important dates of minority nations and communities, and the implementation of projects aimed at preserving and promoting cultural heritage. The Ministry of Education, Science, Culture, and Sports co-financed a considerable number of projects and programs related to cultural and artistic creation, including those that directly contributed to the affirmation of multicultural values in Montenegro. We would like to emphasize once again that the effectiveness of implementing the 2019-2023 strategy has been largely achieved in this area (97% of activities completed).

However, in the regular Ministry of Human and Minority Rights reports on the implementation of the strategy, the key problems and challenges in this area relate to the presence of hate speech, the stereotypical portrayal of members of certain ethnic groups, the linking of individual behaviour and activities to the ethnic group to which that person belongs, and the publishing of comments in which advocacy for the protection of minority rights and the implementation of relevant international human rights protection standards is declared anti-state and nationalist. In this sense, there is a will and intention for state authorities to participate as much as possible in combating hate speech by censoring content, initiating proceedings with

regulatory bodies, and conducting campaigns against hate speech in order to promote multiethnic harmony. All of these findings and recommendations have been particularly taken into account when writing the new strategy that we are presenting.

Political participation of minorities: The strategic goal in the area of political participation has been to ensure authentic political representation and involvement of members of minority nations and other minority national communities in the political life of Montenegro. This strategic goal is accompanied by the following operational objective:

Minority nations and other minority national communities are empowered to participate in the
political life of Montenegro through the further development of a relevant regulatory framework
and through the education of members of minority nations and other minority national
communities.

The report on the implementation of the 2019-2023 strategy of the Ministry of Human and Minority Rights notes that significant progress has been made in educating minority communities about the importance of political participation. This includes organizing training sessions for young leaders and education on public advocacy for important policies, as well as initiating changes to the Law on the Election of Councillors and MPs.

Key problems and challenges in this area relate to the need for further promoting political participation among minorities and increasing the accountability of local governments in implementing local public policies and promoting a culture of democracy. This finding was particularly taken into account when drafting the new strategy.

Specific measures: The strategic goal in the area of **specific measures** is to establish an effective monitoring system for exercising the rights of minority nations and other minority national communities in Montenegro, and to raise their awareness about their own status, rights, and obligations in accordance with international standards and Montenegro's positive law. This strategic goal is accompanied by the following operational goal:

 Raised awareness among members of minority groups and other minority national communities, as well as the general public, about the status, rights, and obligations of minorities.

In this segment, the Ministry of Human and Minority Rights organized seminars and round tables on the topics of diversity, legislative framework, and international standards for minority protection, as well as ethnic distance and the challenges of building an intercultural society, along with education and campaigns for the parents and children of the Roma and Egyptian populations aimed at reducing ethnic distance and raising awareness about the importance of political participation and engaging in politics. A report on ethnic distance was also prepared and published, and free legal aid was provided for at least 50 individuals annually; furthermore, round tables were successfully organized in honour of International Human Rights Day.

Key issues and challenges in this area relate to reducing ethnic distance, raising awareness among members of ethnic minorities about their rights, status, and obligations, and the need for greater awareness of these aspects. Reports from the Ministry of Human and Minority Rights emphasize that overcoming these challenges requires ongoing efforts to strengthen the capacities of relevant bodies, implement educational campaigns, and enhance intercultural dialogue and understanding.

Overview of the implementation of the Strategy 2019-2023 by objectives

The simplest overview of the implementation of the strategy 2019-2023 in the areas of education, employment, culture and identity of minorities, political participation of minorities, and specific measures can look like this:

1. Area - Education:

Objective 1.1 (language and curriculum): Partially accomplished. The Albanian language is offered as an elective subject, but the printing of textbooks has not been finalized.

Objective 1.2 (capacities of teaching staff): Partially accomplished. Training sessions have been organized, but there's no specific information about the results.

2. Area - Employment:

Objective 2.1 (affirmative action): Mostly accomplished. Research, training, and employment programs have been carried out, but there's no concrete information on an increase in employment.

Objective 2.2 (leading positions): Partially accomplished. A study was conducted, but there's no information on the increase in participation in leadership positions.

3. Area - Culture and minority identity:

Objective 3.1 (observance of dates): Fully accomplished. Support has been secured for observing the target date.

Objective 3.1 (Law on national symbols): Accomplished. The Law was adopted.

Objective 3.1 (educations and round tables): Almost completely accomplished. Round tables and education were held.

4. Area - Political participation of minorities

Objective 4.1 (changes to electoral legislation): Partially accomplished. Meetings and round tables were organized, but there is no concrete information about the results.

Objective 4.1 (education on political participation): Accomplished. A public forum was held on the topic of political participation.

5. Area - Specific measures:

Objective 5.1 (consciousness and anti-discrimination campaigns): Accomplished. Training sessions and awareness campaigns on ethnic distance have been held.

Objective 5.1 (monitoring key indicators): Partially accomplished. There are evaluation reports, but there's no precise information about the monitoring of specific indicators defined in the action plan.

Evaluation according to criteria

In order to evaluate the implementation process and assessment of the Minority Policy Strategy 2019-2023 as accurately as possible, we have created a set of analytical criteria and assessed the actual implementation of the strategy, all with the aim of using the information obtained in this way to write the next Strategy. Below is an overview of the evaluation of the strategy 2019-2023 by criteria.

1. The effectiveness and consistency of educational initiatives:

- Criterion: Monitoring the frequency and scope of educational programs intended for members
 of minority groups.
- Evaluation: The strategy was partially implemented taking into consideration the forums, seminars and round tables held. Continuous monitoring and evaluation of the effects of these initiatives is necessary.

2. Minority participation politics:

- **Criterion**: Evaluation of efforts to change the electoral legislation and create an incentive framework for the participation of minority groups.
- **Evaluation:** Activities such as the round table and communication with political leaders indicate a partially achieved goal. Continuous cooperation with political actors is needed for further improvement.

3. Raising awareness on minority rights:

- Criterion: Analysis of the results of campaigns to reduce ethnic distance and promote rights from relevant laws.
- Evaluation: Partially accomplished campaigns and seminars held, but lack of specific information on the impact on reducing ethnic distance and improving knowledge about minority rights.

4. Strengthening the capacity of institutions:

- Criterion: Assessment of the frequency and effectiveness of training for employees in public administration and judicial bodies.
- Evaluation: Partially accomplished- trainings held, but a long-term strategy is needed to maintain a high level of awareness and knowledge.

5. Monitoring of key indicators:

- Criterion: Establishing the existence of a system for monitoring key indicators related to ethnic distance.
- Evaluation: Incompletely accomplished no information is available on the monitoring system of key indicators. It is necessary to establish and implement a monitoring system.

6. Financial transparency:

- Criterion: Evaluation of transparency in spending of funds and direct connection of allocated resources with specific projects.
- Evaluation: Partially accomplished financial information is provided, but more detailed information on program achievements and impact needs to be better structured.

7. Continuous communication with minority communities:

- Criterion: Assessment of the regularity of communication with representatives of minority communities and their perception of progress.
- Evaluation: Partially accomplished activities such as round tables and seminars provide a basis, but regular feedback collection is needed.

Thus, the Strategy 2019-2023 envisaged a very extensive set of measures and activities. A large number of activities were implemented in full or in part, but with the shortcomings we identified. Therefore, for the next strategy, it is necessary to intensify efforts in achieving key goals, and in particular to take care of regular monitoring and evaluation of the implementation of activities. Additionally, although one of the key effects of the implementation of the Strategy 2019-2023 is the strengthening of intersectoral cooperation, due to the importance of this aspect, further intensification of the cooperation of all relevant actors from different sectors is recommended.

Evaluation of the degree of accomplishment of the Strategy can be carried out by analysing each of the mentioned areas, taking into account the specific goals and activities within each area. An overview of the goals and evaluation of the implementation of the same (goals) is already attached in the previous text. Herein we provide a more detailed description of the implementation by areas that are foreseen in the 2019-2023 strategy. In particular, this analysis points to further progress and needs in order to define the next strategy as precisely as possible.

1. Area- Minority education:

- Access to education in the mother tongue: Partially accomplished although there have been
 efforts to ensure access to education in the mother tongue, the effectiveness and availability of
 programs at different levels of education must be further analysed.
- Implementation of a curriculum that reflects cultural diversity: Partially accomplished it is necessary to analyse the extent to which curricula reflect cultural diversity and contribute to understanding and respect for minority communities.
- Encouraging inclusivity: Partially accomplished in order to assess the inclusiveness of the education system, the availability of resources and support for students from minority groups should be considered.
- Inclusion of minority representatives in educational institutions: Partially accomplished
 - if there are initiatives for the inclusion of minority representatives in educational institutions, concrete steps and results of those initiatives should be monitored.

2. Area - Cultural and linguistic autonomy of minorities:

- Effectiveness of manifestations: Partially accomplished although manifestations are organized, it is necessary to assess to what extent they contribute to preserving the cultural and linguistic autonomy of minorities.
- Implementation of language and cultural programs: Accomplished concerts, exhibitions and literary promotions were organized in the mother tongue of minority communities.
- Implementation of positive legal solutions: Partially accomplished although the Draft Law was adopted, it is necessary to properly implement and enforce these legal provisions.

3. Area – Culture and identity of minorities:

- Affirmation of cultural identities: Partially accomplished although manifestations were held, it
 is necessary to consider whether they are sufficiently in line with the goal of increasing new
 observed dates and traditions of minority communities.
- Provision of institutional support for marking dates: Accomplished minority organizations and councils received support for observing significant dates.

4. Area - Political participation of minorities:

- Defining electoral legislation: Partially accomplished there were initiatives for changes in electoral legislation, but it is necessary to monitor further steps related to this issue.
- Education of members of minorities on political participation: Accomplished forums and public discussions on the importance of political participation were organized.

5. Area - Specific measures:

- Effective monitoring system: Partially accomplished while trainings and seminars have been organized, there is a lack of information on the effectiveness of the system for monitoring key indicators related to ethnic distance.
 - Transparency in the spending of funds: Partially accomplished although financial information
 is available, the structure of reports on program achievements and impact needs to be improved.

In general, the Strategy achieved its goals to the greatest extent in the area of culture and identity, where a large number of organizations, institutions and councils were involved in the implementation of the activities set by the action plan, while the areas of employment and specific measures showed the least progress. In addition to the clear achievements in these areas, a number of key activities set by the strategy have not been fulfilled and therefore in the future a specific focus should be made on progress in these areas. The key reasons why the activities were not accomplished or were partially accomplished mainly concern the lack of financial resources needed for specific activities, as well as the insufficient level of coordination and recording of the activities of minority councils and municipalities responsible for the implementation of activities. We should also mention the COVID-19 pandemic, which made the implementation of activities difficult to a large extent. We emphasize this especially considering the fact that the implementation of the 2019-2023 strategy had been significantly more successfully implemented before the COVID 19 pandemic started.

The key challenge regarding the implementation of the 2019-2023 strategy is of a general and structural nature and concerns the inclusion of members of ethnic minorities in the activities, projects, education and forums provided for in the action plan. Simply put, it is not possible to implement activities that require the involvement of members of ethnic minorities if there is no interest and/or awareness on the side of the members for the given activities, as well as in case of the impossibility for them to be involved in those activities.

Key goals, concepts and principles of the Strategy 2024-2028

The strategy for the next four years is a comprehensive plan of measures and activities that covers the legal, political, economic, social, cultural-informational, educational, and other aspects aimed at improving the position of minorities and their substantive integration into the social, economic, and political life of Montenegro. This strategy aligns with relevant international legal standards that provide additional rights for minority nations, known as "affirmative action," in order to protect their identity and ensure actual equality. Through this strategy, the groundwork is laid for the implementation of policies for the protection and enhancement of minority rights in Montenegro, which includes specific steps in line with international legal standards, as well as domestic laws. Additionally, the strategy requires coordinated efforts from the Government of Montenegro, the international community (especially active participation in the Council of Europe, OSCE, and EU), the organized civil sector (including various nongovernmental organizations engaged in the protection and promotion of human and minority rights), and minority councils. Considering Montenegro's constitutional definition as an independent and sovereign republic, as well as a civic, democratic, ecological, and socially just state based on the rule of law, the development of this strategy required an analysis of the positive experiences of other democratic countries. By signing the Stabilization and Association Agreement with the European Union, Montenegro has committed to developing a minority policy strategy in accordance with the best practices of European countries, according to the political criteria for accession. The strategy has the following goals:

Key goal: Strengthening the multiethnic character of Montenegrin society **Specific goals:**

- Strengthening interethnic and interreligious harmony in Montenegro: This goal focuses on promoting understanding, respect, and cooperation among different ethnic and religious groups.
- Enhancing equality and strengthening the rights of ethnic and religious minorities in the fields of education, employment, language use, and the right to information: This goal aims to improve activities and practices to ensure equal access to education, employment, information, and language rights for all ethnic and religious groups.
- Achieving the right to one's own culture and identity considering the specifics of ethnic
 and religious minorities: This goal involves supporting the preservation and promotion of
 cultural identities of minority groups through various cultural events, educational programs,
 support for artistic and cultural projects, as well as ensuring access to resources that support
 cultural diversity.
- Strengthening the political participation of minority groups: This goal pertains to supporting the active involvement of members of minority groups in the political life of the country.

Each of these specific goals contributes to creating a more inclusive, tolerant, and more just society in Montenegro, where the rights of all ethnic and religious groups are respected and promoted.

The principles on which the Strategy will rest can be described as follows:

- Inclusion: The strategy aims to create an inclusive society where all citizens, regardless of their ethnic background, are involved and have equal opportunities for development and progress.
- Respecting diversity: Acknowledging and respecting cultural diversity and multiculturalism as key values of society, while promoting understanding and tolerance towards different ethnic groups.
- Democracy and Participation: The strategy relies on democratic principles and seeks to increase the involvement of minority groups in political life and decision-making processes.
- Principle of Equality and Equity: The goal is to achieve equal rights, opportunities, and treatment for all citizens regardless of their ethnic background.
- Cooperation and Partnership: The strategy encourages collaboration between government institutions, non-governmental organizations, minority groups, and other relevant actors for the effective implementation of planned activities.
- Transparency and Accountability: The implementation of the strategy should be transparent and accountable, with clearly defined objectives, measurable indicators, and mechanisms for monitoring and evaluating progress.

These principles together form the foundation of the Strategy that will enable the achievement of long-term changes and strengthen multiculturalism, tolerance, and inclusiveness in Montenegrin society. In Montenegro, a country with a rich history and diverse ethnic composition, the integration of minorities is essential to overcome potential sources of interethnic tension and build a sustainable multiethnic community. As a country in the Balkans, Montenegro faces the legacy of past conflicts and tensions among various ethnic groups. Therefore, successful integration of minorities is not only a matter of social justice and equality but also a key factor in preserving stability, peace, and prosperity in society. Supporting diversity and inclusivity not only strengthens social cohesion but also ensures that every citizen of Montenegro has the opportunity to achieve their full potential, regardless of their ethnic background. This inclusive perspective will not only strengthen the social infrastructure but also lay the groundwork for long-term social and economic development in Montenegro.

Therefore, by operationalizing the principles mentioned above, we can say that the Strategy is based on the following principles:

- The principle of strengthening multiculturalism and interethnic harmony in Montenegro: This principle focuses on promoting the various cultures, traditions, and languages present in Montenegro, and supports the building of harmonious relationships among different ethnic groups.
- The principle of equality, equal opportunities, and non-discrimination: This principle
 involves ensuring equal rights and opportunities for all citizens, regardless of their
 belonging to minority or majority groups, as well as banning all forms of discrimination.
- 3. The principle of recognizing, respecting, and strengthening the specific characteristics of minority nations: This principle emphasizes the importance of acknowledging and respecting the unique identities, cultures, and languages of minority nations, and supports measures that contribute to the preservation and strengthening of their specificities.
- 4. The principle of social and cultural solidarity in relations between the majority and minority nations: This principle promotes solidarity and mutual support among different ethnic groups and strives to build an inclusive society that supports all its members.
- 5. The principle of dialogue and mutual understanding between the majority and minority nations, as well as among the minority nations: This principle highlights the importance of open dialogue, exchange of ideas, and understanding between majority and minority groups, promoting the construction of mutual trust and tolerance.
- 6. The principle of affirmative action: This principle involves implementing special measures or policies aimed at correcting past injustices and ensuring greater equality and equal opportunities for members of minority groups.
- 7. The principle of the majority's responsibility for ensuring the rights of minorities: This principle emphasizes the responsibility of the majority community to respect and protect the rights of minority groups, promoting active support from the majority in achieving minority rights.
- 8. The principle of the government's and state bodies' responsibility for achieveing all rights guaranteed to minorities by the Constitution and positive laws: This principle stresses the obligation of the government and state bodies to actively work on achieving All the rights guaranteed by the Constitution and laws should be upheld, along with taking necessary steps to protect and promote the rights of minority groups.
- 9. The principle of respecting gender equality. This principle implies that in all areas where it was possible, attention was paid to gender equality, especially gender sensitivity and proportional participation of women in all activities.

Therefore, a special contribution to the implementation of this Strategy is expected in a broader sense in the following areas:

- 1. Contribution to diversity: Minorities enrich multi-ethnic societies with their uniqueness. Their distinct perspectives, cultural expressions, and linguistic heritage add to the broader social mosaic. By recognizing and supporting their specific identities, societies become richer and more complex.
- 2. Conflict prevention: Integrating minorities can be key to preventing inter-ethnic tensions and conflicts. By creating inclusive policies and programs that promote equality and respect for diversity, societies foster an environment where differences are appreciated and celebrated, rather than becoming a source of division and conflict.
- 3. Economic development: Minorities have the potential to be an important driver of economic development in multi-ethnic societies. By supporting their entrepreneurship, education, and employment, societies can tap into the wealth of resources that minority communities bring. Diversifying the workforce and promoting inclusive business practices can stimulate innovation and productivity.
- 4. Protection of human rights: Integration of minorities is crucial for protecting human rights



and ensuring access to justice, education, healthcare, and other essential services. Societies need to ensure that minorities have equal opportunities and chances as the majority population, and that they are protected from discrimination and violence.

5. Building social trust: Integrating minorities contributes to building trust and solidarity within society. Through the promotion of dialogue, cooperation, and inter-ethnic connections, minorities and the majority population can work together to create sustainable communities that respect and nurture diversity.

As for accomplishing specific rights of minority nations, the Strategy uses the Constitution as its framework, which contains 65 articles that guarantee rights in various areas. Those rights are:

- The right to express, preserve, develop, and publicly showcase national, ethnic, cultural, and religious uniqueness.
- 2. The right to choose, use, and publicly display national symbols and commemorate national holidays.
- 3. The right to use their language and script in private, public, and official settings.
- The right to receive education in their language and script in state institutions, with a curriculum that includes the history and culture of minority nations and other minority national communities.
- The right to address local government authorities, state institutions, and courts in their language.
- The right to establish educational, cultural, and religious associations with financial support from the state.
- The right to register and use their name and surname in their language and script on official documents.
- The right to authentic representation in the Parliament of Montenegro and the Parliaments of local government units.
- The right to proportional representation in public services, state authorities, and local governments.
- 10. The right to receive information in their language.
- 11. The right to establish contacts with citizens and associations outside Montenegro with which they share a common national and ethnic background, cultural-historical heritage, as well as religious beliefs.
- 12. The right to establish councils for the protection and promotion of special rights.

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Analysis of the situation: Position, achievements and problems of ethnic and religious minorities in Montenegro

Montenegro is a multi-ethnic and multi-confessional state, home to various ethnic and religious communities. According to the last population census from 2011, the largest ethnic groups in Montenegro are Montenegrins (45%), Serbs (28.7%), Bosniaks (8.6%), Albanians (4.9%), and Croats (0.97%). Besides these ethnic groups, Roma and Egyptian communities also play a significant role. The country's religious composition reflects its ethnic diversity, with Orthodox Christians, Muslims, and Catholics being the main religious groups.

The Montenegrin **legal framework** guarantees rights for ethnic and religious minorities. The Constitution of Montenegro, adopted in 2007, includes provisions that protect minority rights, such as the right to use their language, preserve cultural identity, and participate in public life. Minority communities have the right to proportional representation in state bodies and local governments.

However, even though the legal framework is in place, there are often practical issues with its implementation. Minority communities face challenges in areas like education, employment, and political representation. In particular, **Roma and Egyptian people** are especially vulnerable, dealing with discrimination and social exclusion.

Ethnic and religious minorities in Montenegro often face **discrimination and prejudice**. Serbs and Montenegrins have a complex relationship marked by historical and political tensions, which frequently leads to inter-ethnic disputes. Bosniaks and Albanians, as Muslim communities, also encounter stereotypes and discrimination, especially in the context of the Islamic faith.

In recent years, **incidents highlighting ethnic and religious intolerance** have been recorded. There are occasional acts of vandalism against religious sites and nationalist outbursts. **Hate speech** on social media and in the media further fuels tensions among communities.

The political situation in Montenegro contributes to tensions among ethnic groups. **Political parties** often use ethnic and religious differences as a means to mobilize voters, which can worsen inter-ethnic relations. Disputes over religious issues, such as laws on religious freedoms, have sparked mass protests and deepened divisions in society.

Montenegro is striving for membership in the European Union, which involves aligning itself with European standards concerning minority rights. International organizations, like the Council of Europe and the Organization for Security and Co-operation in Europe (OSCE), monitor the state of minority rights and provide recommendations for improving the situation. The European Commission, in its reports, regularly emphasizes the need for better implementation of laws protecting minorities and combating discrimination. Therefore, for the purpose of analyzing the situation and writing the Government of Montenegro's Minority Policy Strategy, we have prepared a brief analysis of the key findings from reference international organizations and reports regarding minority rights in Montenegro. Below is an overview of these documents, identifying the key issues highlighted within them.

In its "2023 Progress Report," the **European Commission** points out that the legislative framework for the protection of minority rights is largely aligned with European standards. However, the implementation of these laws is lacking, resulting in ongoing **discrimination** against Roma, Egyptians, and other minority groups. **Access to education, employment, and healthcare services** for these groups is limited, further deepening their marginalization.

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² In December 2023, a population census was conducted, but the data regarding the ethnic composition of the population has not yet been released. What's worth noting about this census is that it has become a serious political issue that has sparked quite an open conflict between political parties. In other words, from a political standpoint, it's hard to say that the issue of ethnic identity has been marginalized; rather, ethnicity remains one of the key factors of social division and a potential source of political tensions.

³ European Commission. (2023). "Montenegro 2023 Progress Report.": https://www.gov.me/dokumenta/4441000a-7e5c-4b2c-b3f3-661bac4e8736

Amnesty International in its "Report for 2023"4 confirms these findings, pointing to cases of police brutality and inadequate legal proceedings in cases of discrimination. The organization particularly highlights the difficult situation of Roma people, who face significant barriers in accessing basic social services. Additionally, there has been an increase in hate speech and nationalist rhetoric, which further contributes to the polarization of society and complicates efforts to include minorities.

Human Rights Watch in its "World Report 2023"5 adds that hate crimes continue to be a problem, especially against Roma and Egyptians. The judicial system faces criticism for its failures in protecting minority rights and prosecuting hate crimes. Political tensions between ethnic communities, particularly between Montenegrins and Serbs, remain high, further aggravated by political and religious issues. Controversies surrounding the Law on Freedom of Religion are a particular source of tension, leading to massive protests and deepening divisions in society.

The Organization for Security and Co-operation in Europe (OSCE)6 emphasizes the need for better inclusion of minorities in the political and social life of Montenegro in its "Report for 2022." The representation of minorities in state institutions remains low, which limits their influence and opportunities to improve their own situation. The OSCE also highlights initiatives to enhance access to education for minorities, but results are constrained by a lack of resources and infrastructure. The role of the international community is crucial, and the OSCE calls for increased international cooperation to improve the situation for minorities, especially in the context European integration of Montenegro.

Open Society Foundations in their "2022 Report" details the tough situation of the Roma community in Montenegro. Roma people live in very difficult socio-economic conditions, with high unemployment rates and low levels of education. Many Roma people live in inadequate housing, lacking basic infrastructure services like water and electricity, which further complicates their daily lives. Discrimination is present in almost all aspects of social life, making their integration and improvement of living conditions even harder.

The 2023 Human Rights Report for Montenegro8, issued by the U.S. Embassy, provides a comprehensive overview of the situation of ethnic and religious minorities in the country, highlighting the key issues these communities face. Members of minority groups, particularly Roma, Egyptians, and Ashkali, experience high levels of discrimination and social exclusion. This discrimination manifests through limited access to education, employment, and social services. Minority communities often have lower levels of education compared to the general population, further exacerbated by discriminatory practices and insufficient institutional support. It is also noted that many members of minority communities live in inadequate

⁷ Open Society Foundations. (2022). "Report on the rights of Roma in Montenegro.": https://www.opensocietyfoundations.org/

⁴ Amnesty International. (2023). " The State of the World's Human Rights 2023." https://www.amnesty.org/en/location/europe-and-central-asia/western-central-and-south-easterneurope/montenegro/report-montenegro/

⁵ Human Rights Watch. (2023). "World report 2023.": https://www.hsdl.org/c/human-rights-watch-world-report-2023/

⁶ OEBS. (2022). "Report on the state of minority rights in Montenegro.": https://www.osce.org/mission-to-montenegro

Report on human rights for Montenegro for 2023: https://me.usembassv.gov/wp- content/uploads/sites/250/MONTENEGRO-2023-HUMAN-RIGHTS-REPORT-MNE.pdf

living conditions, frequently in improvise and overcrowded flats with no access to basic utilities services. In addition, access to healthcare is limited for minority communities. The report further highlights concern about the rise in hate-motivated incidents and hate speech directed at minority communities. These incidents create an atmosphere of fear and insecurity among members of minorities. The justice system often fails to respond adequately to hate crimes and discrimination, which contributes to feelings of injustice and inequality. Finally, it points out that political representation of minorities in state institutions and decision-making bodies remains low, limiting their ability to influence decisions that affect their rights and interests. Overall, the report emphasizes the need for better implementation of laws, greater political will, and strengthened institutional support to improve the position of ethnic and religious minorities in Montenegro.

These reports from international and non-governmental organizations clearly point to the need for better implementation of minority protection laws, increased inclusion in social and political life, and a stronger fight against discrimination and hate speech. In this context, European integration and compliance with international standards can significantly contribute to improving the position of ethnic and religious minorities in Montenegro.

The findings from international organizations largely align with the reports and research from civil society organizations in Montenegro. When it comes to key research and reports from NGOs in Montenegro, we often reference the longitudinal study by CEDEM (Centre for Democracy and Human Rights) on ethnic distancing and discrimination. In the latest 2023 report⁹ by CEDEM, positive trends are highlighted. The research showed an overall trend of decreasing ethnic distance in Montenegro, which could have a positive impact on social cohesion and the sustainability of a multinational society. Specifically, a reduction in distance between Serbs and Montenegrins was observed, particularly in the area of kinship relations, suggesting a strengthening of social cohesion between these two ethnic communities. Additionally, there has been an increase in closeness of Bosniaks and Muslims with other ethnic groups, especially towards Serbs, indicating an improvement in inter-ethnic relations and inclusivity. It's encouraging to see a significant reduction in ethnic distance towards Albanians from members of other ethnic groups, which may indicate progress in building inter-ethnic trust. A notable decrease in ethnic distance towards Croats and Roma was also observed among all surveyed ethnic groups, indicating a positive shift in perception and relations towards these communities. However, there remains a high level of ethnic distance towards Roma from all ethnic groups, highlighting the need for further efforts to overcome prejudices and build a more inclusive society.

Young people, especially those under 30, show less ethnic distance compared to the older population. The difference in perception of ethnic differences between generations is pronounced, suggesting a generational gap. When specific ethnic groups are examined, significant differences in ethnic distancing between the young and the older members of the same groups are observed. Young Montenegrins and Albanians exhibit less distancing compared to older members of these groups. Analysis of changes over time indicates a progressive trend of decreasing ethnic distancing among the youth, with notable progress since 2019. The factors influencing the reduction of ethnic distance were most prominent in 2019, after which their impact gradually diminished. Intra-generational differences show that young people from different generations experience varying levels of change in ethnic distancing over time, with millennials showing greater variability. Each generation distances itself less ethnically at the current moment compared to 2007, indicating a cumulative trend of decreasing ethnic distance across generations. Generation gap problem, however, does not solve the problem of gender (non)sensitivity, considering

https://www.cedem.me/wp-content/uploads/2024/02/Etnicka-distanca-u-Crnoj-Gori-Decembar-2023.-2.pdf



the fact that research show higher level of ethnic distancing with males than with females. In other words, it's important to consider the gender aspects of ethnic distancing.

The CEDEM report also deals in detail and longitudinally with the problem of discrimination in Montenegro. In this segment, the survey showed that the majority of citizens believe that discrimination against national minorities is not expressed, but members of national minorities often experience a higher degree of discrimination. In particular, Bosniaks, Muslims and Albanians often perceive discrimination, especially in the areas of work and education. The research results indicate significant differences in the experiences and perceptions of discrimination among different ethnic groups. Analysing the data on discrimination, the key areas in which discrimination most frequently occurs - work and employment, as well as education - were observed. Furthermore, the research revealed worrisome attitudes within the majority of the population regarding the readiness for open discrimination in the field of employment. A large number of Serbs and Montenegrins support the idea that jobs should go to members of the majority nation rather than members of national minorities.

These data indicate the need for concrete measures to reduce discrimination in the field of employment and education.

CEDEM's research specifically dealt with the problems of violence against minorities. The research identified different degrees of denial of rights to national minorities in different areas, with employment, treatment by state authorities and education standing out as areas with the most pronounced problems. This further emphasizes the seriousness of the problem in the field of employment, which has already been previously observed in the measurement of discrimination. Analysis of the assessment of not respecting of rights directly from the point of view of members of national minorities reveals worrying findings. More than a third of Bosniaks, Muslims and Albanians believe that the rights of national minorities are insufficiently respected or not respected at all. These results indicate a significant perception of disrespect for rights, especially among members of minority communities. A comparison with the previous survey from 2019 indicates significant changes in perception among members of different ethnic groups. Serbs emphasize a decrease in the perception of their rights being threatened after the political changes, while Bosniaks and Muslims express increased concern. These results suggest the political context and the impact of changes in government on the perception of the rights of national minorities.

The assessment of the level of violence against members of national minorities indicates the existence of problems, especially in the areas of employment and education. Finally, a trend was observed that members of national minorities who participate politically in government perceive less respect for rights and violence. These findings indicate a serious lack of independent institutions that would protect the rights of all citizens regardless of political changes.

Government's minority policy strategy for the period 2024 - 2025

Minority Policy Strategies are comprehensive initiative of the Government aimed at building an inclusive society that respects and nurtures cultural diversity. Through a comprehensive approach in the fields of education, employment, culture, political participation and media representation, the plan aims to strengthen the integration of minority communities and promote inter-ethnic tolerance. It is expected that the implementation of this strategy will contribute to the creation of a social environment in which all citizens will have equal opportunities for development, and diversity will be seen as an asset, not an obstacle. Through the promotion of cultural identity, political participation and media representation, Montenegro strives to become an example of an inclusive society in which differences are respected and valued, thus ensuring a sustainable future based on the principles of equality, understanding and cooperation.

Montenegro, as multiethnic and multicultural country, seems to be heading to more inclusive and



more prosperous society through adopting the Action plan for minority integration. This plan is based on five key areas, the integration and progress of which are essential for achieving social justice, economic stability and cultural wealth of the country. For the development of this action plan, a serious methodological approach was applied, which included the analysis of the previous strategy (2019-2023), the use of reference data from official statistics, as well as relevant research conducted by relevant organizations. The Ministry of Human and Minority Rights formed a working group for the development of a strategy (decision: 06-040/23-1046/28; dated 07.02.2024), with a total of 33 members of this group. Members of the working group are representatives of all relevant institutions and minority communities in Montenegro. The Ministry organized two working group meetings/rounds, where problems, priorities, actions and measures to be taken were identified so that the strategy would have a realistic support based on the needs of minority nations. Through this process, a consensus was reached with all relevant institutions that deal with issues of multiculturalism and tolerance, which resulted in a planning document that reflects the broad support and engagement of all relevant actors. In other words, the strategies and accompanying action plan are based on the proposals of the working group, whereby all decisions on activities and measures were reached by consensus.

The areas covered by the Strategy are:

- Education: The goal is to improve respect for multiculturalism and multiethnicity in the
 educational system of Montenegro through strengthening the capacity of educational institutions
 and applying the principle of affirmative action. The cumulative effect is the creation of an
 inclusive educational environment that fosters understanding and respect for diversity among
 students and teachers.
- Employment: The main goal is to strengthen the socio-economic integration of minority communities through the implementation of existing normative solutions and employment instruments. Through these activities, it is expected to increase the representation of minority groups in the workforce and create equal opportunities for all citizens of Montenegro on the labour market.
- 3. Culture and identity: The focus is on preserving the cultural and historical heritage of minority nations and other minority communities as an important segment of the overall cultural and historical heritage of Montenegro. Through activities in this area, it is expected to strengthen the sense of belonging, identity affirmation and promotion of cultural values of minority groups.
- 4. Political participation: The goal is to ensure authentic political representation and participation of minority nations and other minority communities in the political life of Montenegro. Active participation of minority groups in the political process is expected, which will contribute to democratic inclusion and representativeness of political institutions.
- 5. Media and media representation: The main goal is to strengthen the cultural identity of minority nations and promote inter-ethnic tolerance through media representation. Through these activities, it is expected to create a media space that encourages understanding, respect and inclusion of different ethnic groups in Montenegrin society.

These five pillars of the Strategy for the Integration of Minorities represent the foundations of the sustainable future of Montenegro, in which every citizen has the opportunity to live a full life, freely express his identity and contribute to the community in which he lives. All goals are presented below in a chart, as well as measures and activities that are foreseen for AP 2024 - 2027

Consequently, after the implementation of the Strategy, we expect the following outcomes:

 Education: We expect to improve the understanding and respect of multiculturalism and multiethnicity among students and teachers. Also, we expect to create an inclusive educational environment that will encourage diversity and tolerance.

Employment: We expect an increase in the representation of minority groups in the labour market and a decrease in socio-economic inequality among different ethnic groups.

- Culture and identity: We expect the strengthening of the sense of belonging and identity among
 minority communities, as well as the promotion of the cultural heritage of those groups as an
 integral part of Montenegrin society.
- Political participation: We expect greater participation of minority groups in the political process, which will result in greater democratic representativeness and inclusion in political institutions.
- Media and media representation: We expect that media representation of minority groups will
 contribute to the strengthening of inter-ethnic tolerance and understanding among different ethnic
 groups, which will create a media space that encourages inclusion and respect for diversity.

Therefore, after the implementation of this Action Plan and the Reference Strategy, comprehensive improvement of the society of Montenegro is expected through the strengthening of cultural diversity, multiculturalism and inter-ethnic tolerance. We expect that these efforts will result in a more inclusive education system, increased representation of minority groups in the labour market, affirmation of the cultural identity of minority communities, greater political participation of minority groups and the creation of a media space that encourages understanding, respect and inclusion of all ethnic groups in Montenegrin society.

The total funds needed for the implementation of 49 activities in five areas for two years amounts to 253,000 EUR.

Area: Education

Education is the foundation of every society and a key factor in the achievement of individual potentials, but also in the development of the community as a whole. When we talk about minority policy, the importance of education becomes even greater, because it provides the basis for strengthening identity, promoting culture and language, and empowering minority communities.

Minority communities often face challenges in accessing education, often due to language, cultural or economic barriers. Therefore, the development of an inclusive education system that respects the specific characteristics and needs of minority groups becomes imperative. Through customized programs and policies, education can become a tool for empowering minority communities and promoting their participation in society.

Education as a means of integrating minority groups into society is not only a matter of rights, but also an investment in the future. By providing quality education to all members of society, regardless of their national or cultural affiliation, the basis for building an inclusive and tolerant society is created.

In addition, education has a key role in preserving the cultural and linguistic identity of minority communities. Through learning language, history, and traditions, education contributes to preserving cultural heritage and strengthening the sense of belonging.

Advances in the education of minority groups also contribute to the economic development of the community. A qualified workforce that comes from educated minority groups contributes to the country's economy and opens up new opportunities for prosperity and development.

Overall, education is a key element of minority policy because it provides the foundation for an inclusive society, strengthening identity and culture, economic development, and ensuring that no member of society

stays unemployed or discriminated on the basis of their national or cultural affiliation.

The rights of members of minority nations and other minority national communities in education are regulated by a number of laws, including the Constitution of Montenegro, the Law on Minority Rights and Freedoms, the General Law on Education and Training, as well as other relevant laws in this area. In order to promote mutual understanding and tolerance, the education system is designed to include compulsory and optional subjects that deal with the topics of human rights and interculturalism.

Schools are obliged to include in their open curriculum 20% of teaching content that is created in cooperation with the local community, which enables the study of the specificities of language, culture, history and other aspects of minority nations. The system of education and upbringing strives to develop democratic values and create an inclusive environment, with the prohibition of discrimination in the field of education and upbringing.

A special aspect that is included in the Strategy in the field of education concerns gender equality. Therefore, in defining the goals by indicators, the Strategy took particular care to ensure that women are represented evenly, and when it comes to specific activities involving individuals, that women are always represented by at least 40%.

Montenegro has achieved certain successes in the field of education, which was recognized through the closing of Chapter 26 "Education and Culture" in the process of European integration. In territories where a significant number of members of the Albanian nationality live, education is conducted in the Albanian language, including pre-school education, primary and secondary education. Also, there is a study program for teachers in the Albanian language at the University of Montenegro.

The Ministry of Human and Minority Rights, in cooperation with other institutions, every year secures places at universities in countries such as the Republic of Albania and the Republic of Kosovo for students of Albanian nationality from Montenegro. This approach to minority education is in accordance with constitutional principles and strives for the integration of minority groups, while respecting their identity.

Planned measures in the field of education aim to improve the education of members of minority communities through education, promotion of tolerance, and the creation of an inclusive educational environment. Education of teaching and management staff on interethnic and intercultural tolerance and the status of minority rights, as well as the organization of programs such as the "School of Tolerance", will enable staff and students to better understand the challenges faced by members of minority groups and to promote the acceptance of diversity. Through scientific conferences and workshops, students wil have the opportunity to contribute to the understanding and promotion of the rights of minority communities. Also, seminars on modern methods of integrative teaching will enable teaching staff to apply effective strategies to support diversity among students. By analysing the content of textbooks and organizing round tables on the introduction of civic education, and by promoting a culture of respect an understanding through a series of workshops, it is expected to improve the educational system that encourages tolerance and inclusion. Additionally, changes in the regulations of the Ministry of Educatio and pilot projects in schools with dominant minority nations will contribute to the promotion of interculturalism and understanding of diversity in education.

Strategic goal: Improved respect for the principles of multiculturalism and multiethnicity in the educational system of Montenegro in accordance with international and national standard through further strengthening of the capacity of educational institutions and the application of the

The strategic goal is to be achieved through two operational objectives and the below-mentioned activiti by goals.

Operational objective 1: Increasing capacities of educational system

Activities:

- 1.1.0 Education of teaching staff on inter-ethnic and inter-cultural tolerance and the status of minority rights: Through educational programs and seminars, teaching staff will be trained to work in a multicultural environment, with a special focus on understanding and respecting the rights of minority communities.
- 1.1.1 Education of management staff on inter-ethnic tolerance and the status of minority rights: Management staff of educational institutions will undergo trainings and workshops in order to better understand the challenges and needs of minority groups, and to be able to adequately support integration and inclusion in the school environment.
- **1.1.2** Holding the "School of tolerance we are different but we have equal rights": Through this program, students and teaching staff will have the opportunity to consider the problems faced by members of minority nations and other minority communities, and to promote acceptance of national, ethnic and religious diversity.
- 1.1.3 Scientific conference for student participation, intercultural dialogue and minority communities: This conference will enable students to participate in intercultural dialogue and research, and to contribute to the understanding and promotion of the rights of minority communities.
- **1.1.4 Organize 3 seminars on modern methods of integrative teaching:** Through these seminars, teaching staff will be trained to apply modern teaching methods that encourage inclusion and support diversity among students.
- 1.1.5 Conduct a content analysis of textbooks: The analysis of textbooks will assess the extent to which content related to minority communities is present, in order to ensure that educational materials reflect the real diversity of Montenegrin society.
- **1.1.6 Organization of a round table on the introduction of civic education:** This round table will discuss the importance of introducing civic education as a compulsory subject in primary and/or secondary schools, in order to encourage tolerance and respect for diversity.
- **1.1.7** Series of workshops on the importance and consequences of hate speech: Through these workshops, students will be trained to recognize, understand and oppose hate speech, thus promoting a culture of respect and understanding among young people.
- **1.1.8 Holding a round table on the importance of minority identity and autonomy:** This round table will discuss the importance of preserving and promoting minority identity, as well as the role and importance of minority rights in Montenegrin society.
- Operational objective 1.2: Improving the normative and legal framework aimed at improving the position of national minorities
- **1.2.0 Consideration of a change in the Ministry of Education rulebook:** Changes to the Ministry of Education rulebook will be considered to introduce new requirements for obtaining a license, including attendance at round tables, seminars and forums as a condition for accumulating points.
- 1.2.1 Workshops on the topic of interculturality in municipalities with a high percentage of minority nations: Through these workshops, interculturality and tolerance will be promoted in areas where minority communities are especially present.
- 1.2.2 Pilot project of educational package in three schools with dominant minority nations:



As a pilot project, an educational program will be implemented in three schools where minority nations are dominant, with the aim of promoting interculturalism and understanding diversity.

- **1.2.3.** Improving cooperation with educational institutions from other countries: Through international conferences, cooperation between Montenegrin educational institutions and institutions from other countries will be improved, with a focus on the promotion of intercultural dialogue and exchange of experiences.
- **1.2.4**. Research on tolerance and knowledge of minority rights among high school students: Conducting research will assess the degree of tolerance and knowledge of minority rights among high school students, which will provide a basis for further planning and implementation of activities.

These activities are aimed at creating an inclusive and tolerant educational environment that will enable all students to reach their full potential, regardless of their ethnicity or cultural diversity.

Presentation of performance indicators for the field of Education

Performance indicators	Value at the end of 2024	Total value at the end of 2025
Number of teachers who have undergone the education	30	100
Number of management staff who have undergone the education	0	40
Number of students who have undergone the education	15	55
Number of events: seminars, conferences, round tables	9	41
Number of research	2	3



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CUMULATIVE OVERVIEW OF THE AP IN EDUCATION: Number of activities: 14 Total estimated funds: EUR 55,000 Passing Final Planned and Initial and Institution Results indicator Activity value value Spent funds Final (2024)(2025)Deadline Lead institution: 1.1.0 Education of Educated at least Ministry of teaching staff on inter-70 (seventy) Education. primary and ethnic and inter-cultural Planned budget Science and secondary school **TOTAL: 10 500** tolerance and the status 3rd quarter of Innovation (MPNI) teachers (minimum of minority rights 2024 Partner: a) MPNI- 2 000 70 28 women) 30 a) Directorate b) MLJMP-1 2nd quarter of for 500 2025 interculturalismc) Municipaliti (Ministry of es patrners -Human and 7000 (7 x 1 Minority Rights-000) MLJMP)) b) Municipalitie s of Rožaje, Gusinje, Tuzi, Bar, Ulcinj, Herceg Novi, **Tivat** Planned a) Lead 1st quarter of Educated at 1.1.1 budget 2025 least 40 (forty) institution: Education of **TOTAL: 6000** MPNI management staff on managers/schoo a) MPNI - 1 000 4th quarter b) Partner inter-ethnic tolerance and 40 I principals 0 b) Partner 2025 municipalities (minimum 16 the status of minority municipalities of: Bijelo Polje, women) rights -5000 (5 x 1 Pljevlja, Kotor, 000) Tivat and Herceg Novi) Planned From the third 1.1.2 Holding the "School quarter of the budget: Educated at least of tolerance - we are TOTAL: 3000 year 2024 different but we have equal 50 until the third students and 5 rights" with the aim of MPNI guarter of the professors; recognizing the problems vear 2025 faced by members of the Conducted Lead institution: research on a Manin peoples and other MPNI sample of 100 minority national people: Created communities and promoting and distributed the acceptance of national. educational ethnic and religious diversity through the material. (minimum 20 female students education of students and 40 15 and minimum 2 teaching staff, research and female teachers) educational material Planned 2nd quarter of Lead institution: Scientific 1.1.3 budget: University of the year 2025 Scientific conference for conference was **TOTAL: 2000** student participation, Montenegroheld intercultural dialogue and UCG/MLJMP. 1 a) UCG - 1 500 0 minority communities b) MLJMP - 500 Planned 3rd quarter of Lead institution: 3 seminars have 1.1.4 budget: the year 2024 been organized. MPNI/Ministry of Organize 3 seminars TOTAL: 7 000 Culture and on modern methods of Topics: Media-MKM 4th quarter of 1. Modern integrative teaching a) MPNI - 1 000 Partners: the year methods of with the application of 3 b) Six (6) 2 2024 Bureau for integrative 20% of the curriculum. NSNM -Education lessons 6 000 (every 3rd quarter Services-NSNM of the year ZZŠ/National Multiculturality and =1000)2025 Councils of interculturality in teaching. National

Minorities-**NSNM**

y, ahenoid and	20% of open curriculum in accordance with the needs of the local environment. (minimum 40% of seminar participants are women)			Planned budget:		
onduct a content nalysis of textbooks order to determine what extend the ninority content is resent in textbooks.	Conducted content research/ in analysis along with	ZUNS	2 nd quarter of the year 2024	TOTAL: 2 000	1	1
1.1.6 Organization of a round table on the introduction of civic education as a compulsory subject in elementary and/or high schools.	Round table was held (minimum 40% of participants are women)	Lead institution: MLJMP Partners: NSNM	1 st quarter of the year 2025	MLJMP	0	1
1.1.7 Series of workshops on the importance and consequences of hate speech.	To organize 7 (seven) workshops in seven schools or seven municipalities and those are: Petnijca, Plav, Pljevlja, Bijelo Polje, Tuzi, Kotor, Ulcinj (minimum 40% of participants are	Lead institution: MLJMP Partners: NSNM	4 th quarter of the year 2024 2 nd quarter of the year 2025	a) MPNI – 1 500 b) NSNM - 6.000 (NSNM x 1 000)	6 3	7
1.1.8 Holding a round table of the importance of minority identity and autonomy as well as the representation and importance of	(minimum 40% of	Lead institution: UCG Partners: MLJMP/NSMN	2025	a) UCG – 750 b) MLJMP - 750	0	1
minority rights 1.2.0 Consideration of a change in the Ministr of Education ruleboo on obtaining a licens by introducing attendance at round tables, seminars and forums as a condition of accumulating points.	Education with an evaluation of the procedure and effects of the	Lead institutio MLJMP f Partners: NSMN	1 st quarte the year 2025	means	0	1
1.2.1. Workshops on	Organized at least	Lead institution	on: 3 rd quar of the year 2024		t: 2	4



he topic of nterculturality in municipalities with a nigh percentage of minority nations.	(six) workshops in the municipalities: Rožaje, Bijelo Polje, Petnjica, Plav, Tuzi, Ulcinj) (minimum 40% of participants are women)	Partners: Local-Self- governments- LS/NSNM,	2 nd quarter of the year 2025	a) MLJMP - 500 b) Municipalities (LS) indicated as partners– 2 500		
1.2.2. Pilot project of educational package in three schools with dominant minority nations, which (project)has three workshops with the aim of spreading interculturalism	To hold five workshops each in three schools (Bijelo Polje, Tivat, Ulcinj) on the topic of spreading interculturalism (minimum 40% of participants are women)	Lead institution: Municipalities: Bijelo Polje, Tivat, Ulcinj	grd quart er of 2025 3rd quarter of 2025	Planned budget: TOTAL: 3 000 Every named municipality 1 000 each	0	15
1.2.3. Improving cooperation between educational institutions, workers and students with educational institutions, workers and students from other countries through international conferences.	Organized at least 2 international conferences/ educations/ projects in the field of education; At least one memorandum on cooperation between Montenegrin educational institutions and educational institutions of neighbouring countries was signed. (minimum 40% of participants are women)	Lead institution: MPNI/ MLJMP Partners: NSNM	grd quarte r of the year 2024 3rd quarter of the year 2024	Planned budget: TOTAL: 4 000 a) MPNI – 2 000 b) MLJMP – 2 000	2	2
1.2.4. Research on the degree of tolerance and knowledge of minority rights among high school students	Research has been conducted	Lead institution: MLJMP Partneri: NSNM	quarter of the year 2024 4th quart er of the year 2025	Planned budget: TOTAL: 3 000 MLJMP	1	1

Area: Employment

A proactive policy in the employment of minorities has a significant role in creating an inclusive society and promoting economic equality. Through various measures and initiatives, this policy contributes to the reduction of inequality in the labour market and enables members of minority groups to achieve their professional potential.

One of the key aspects of a proactive policy in the employment of minorities is the creation of opportunities for access to education, training and skills. Through vocational training programs and educational support, minority groups have a better chance of acquiring the necessary skills and qualifications for certain occupations.

In addition, promoting diversity in the workplace through affirmative action policies can contribute to creating an inclusive work environment. Actively seeking diversity in recruiting and hiring can bring diversity to teams, which can lead to innovation and better business

Proactive minority employment policies can also include incentives for employers who hire minority workers, as well as ensuring equal opportunities for career advancement. This ensures that minority groups have access to the same opportunities for career development as other workers.

Through these and other measures, a proactive policy in the employment of minorities contributes to the creation of a more just and more inclusive society and ensures that the potentials of all community members are maximally utilized in the process of economic construction and development.

In this strategy, we propose measures aimed at improving the employment of members of minority communities and creating a more inclusive work environment. Training on employee rights and positive legal solutions, as well as training for employment advisors, will enable a better understanding of the rights and needs of minority workers, which will contribute to greater respect for their rights and a more efficient employment program. Providing professional assistance for labour and social integration will enable members of minority communities to acquire the necessary knowledge and skills for successful inclusion in the labour market. Conducting research on the representation of minority nations in state bodies and organizing a round table on the employment rate of minority nations in public administration will enable the analysis of existing trends and processes, as well as the discussion of potential areas for improving employment policies. Through awareness training for employees in public administration and judicial bodies, a better understanding of minority rights and needs is expected, which will contribute to the improvement of access and attitudes towards members of minority communities in the work environment.

A special aspect incorporated into the Strategy in the field of employment concerns gender equality. Therefore, in defining the goals by indicators, the Strategy took particular care to ensure that women are represented evenly, and when it comes to specific activities involving individuals, that women are always represented by at least 40%.

Strategic goal: Strengthened socio-economic integration of members of minority nations and other minority national communities through the implementation of existing normative solutions and employment instruments.

Operational objective 2.1: The principle of affirmative action defined by the normative framework has been implemented in order to build the capacity of members of minority nations or other minority national communities regarding participation in the labour market.

Activities:

2.1.1 Organizing trainings on positive legal solutions: Through these trainings, employers and employees will be informed about the rights of employees, as well as solutions related to the use of languages and scripts of minorities at the local level, which will ensure greater respect for the rights of minority workers.

2.1.2 Organizing education and training for employment counsellors: Employment counsellors will undergo training and education in order to be better prepared to work with harder-to-employ categories, including members of minority communities, which will contribute to greater efficiency of the program employment.

2.1.3 Provision of professional assistance for labour and social integration: Through this activity, professional assistance will be provided to members of minority communities in the process of labour and social integration, in order to acquire the necessary knowledge and skills for successful inclusion in the labour market.

- 2.1.4 Conducting research on the representation of minority peoples in state bodies: Through this research, data will be collected on the representation of minority peoples and other minority national communities in state bodies and public administration bodies, which will provide insight into the current situation and potential areas for improvement.
- 2.1.5 Organizing a round table on the employment rate of minorities in public administration: Through this round table, the employment rate of minorities in public administration will be discussed, along with the analysis of existing trends and processes, which will provide a basis for adopting more effective employment policies.
- 2.1.6 Conducting trainings to sensitize employees in public administration and judicial bodies: Through these trainings, employees in public administration and judicial bodies will be trained to better understand minority rights and needs, which will improve the approach and attitude towards members of minority communities.

Overview of performance indicators:

Performance indicators Number of research	Value at the end of the year 2024	Total value at the end of the year 2025
Number of events: seminars, conferences, round tables	2	5
Number of participants who have undergone the education	37	115
Number of research	1	1



CUMULATIVE OVERVIEW of the AP IN THE ARE AF EMPLOYMENT: Number of activities: 6

Total estimated funds: EUR 23,500

Activity	Results indicator	Institution	Initial and Final Deadline	Planned and Spent funds	Passing value (2024)	Final value (2025)
2.1.1. Organizing trainings on positive legal solutions which relate to the rights of employees as well as solutions from the area of the usage of minority on the local level.	Educated at least 100 employees in public services, state and local self-government bodies in high-level management positions. (minimum 40 women)	Lead institution: MLJMP Partners: Human Resources Administration - UZK/ Municipality of Ulcinj, Administration for Human Resources - ULJR	3 rd quarter of 2024	Planned budget: TOTAL: 5 000 MLJMP	30	100
2.1.2. Organizing education and training to sensitize employment counsellors to work with less employable categories, including members of minorities community	Trained at least 15 employment counsellors (minimum 6 women)	Lead institution: MLJMP Partners: Help/Ministry of Labour and Social Welfare - MRSS	guarter of 2024 2 nd quarter of 2025	Planned budget: TOTAL: 3 500 a) MLJMP - 2 500 b) MRSS - 1 000	7	15
2.1.3 Provision of professional assistance through the process of labour and social integration in order to acquire the skills and knowledge needed to enter the labour market	The number of persons involved according to the assessment of needs for persons who are on the records of ZZZCG (Employment Agency of Montenegro) and dynamics their new applications	Lead institution: Employment Agency - ZZZ	quarter of 2024 3rd quarter of 2024	Planned budget: No need for additional means	No assess ment	No assess ment
2.1.4 Conducting research in order to collect data for the preparation of Information on the representation of minority peoples and other minority national communities in state bodies, public administration bodies, services of the President of Montenegro, the Parliament of Montenegro, the Government of Montenegro, courts, state prosecutor's office and local self-government bodies.	The research has been conducted.	Lead institution: Ministry of Human and Minority Rights - MLJMP Partner: Human Resources Administration - UZK	4 th quarter of 2024	Planned budget: TOTAL: 8 000 MLJMP	1	1



2.1.5. Organizing a round table on the issue of the employment rate of minorities in public administration together with longitudinal research of existing trends and process	A round table was held and research conducted (minimum 40% of women participating in the round table)	Lead institution: Ministry of Public Administratio n - MJU Partners: MLJMP/NS NM	1 st quarter of 2025	Planned budget: TOTAL: 3 000	0	1
2.1.6 Conducting trainings to sensitize employees in public administration and judicial bodies on minority rights.	Conduct at least two (2) employee sensitization training (minimum 40% women)	Lead institution: MLJMP Partner: NSNM	3rd quarter of 2024 3rd quarter of 2024	Planned budget: TOTAL: 4 000 a) MLJMP – 1 000 b) NSNM – 3000 (every NSNM – 500 each)	2	2

Area: Culture and Identity

Promoting the culture and identity of minorities through proactive policies plays a key role in preserving the cultural richness and diversity of society. These policies support minority communities in preserving their cultural heritage, language, customs and traditions, which contributes to strengthening their sense of belonging and identity.

One of the basic aspects of a proactive policy in the field of minority culture and identity is support for cultural institutions and organizations that promote minority culture and art. Through financial support, the organization of cultural events and manifestations, as well as support in the publication and distribution of cultural content, these policies allow minority communities to express their identity and contribute to the cultural life of society as a whole.

Also, a proactive policy in the field of minority culture and identity can include educational programs that promote multiculturalism and mutual respect. Through inclusive curricula and cultural diversity education programs, schools can provide students with opportunities to learn about different cultures and traditions, and develop tolerance and respect for others.

In addition, support for minority languages through language revitalization programs, and support for cultural centres and associations is also an important part of a proactive policy in preserving the identity of minorities. Preservation of minority languages is key to preserving their cultural heritage and identity, and policies that support these efforts have a long-term positive impact on preserving the cultural diversity of society.

Through these and other measures, a proactive policy in the area of minority culture and identity contributes to strengthening cultural pluralism and promoting an inclusive society in which different cultures and identities are valued and respected.

In the area of culture and identity, measures are planned that aim to preserve and promote the culture and identity of minority nations in Montenegro. Through the celebration of jubilees and literary evenings dedicated to prominent writers, as well as the publication of books by authors of minority nations and the translation of monographs on cultural heritage, the affirmation of cultural heritage and national identity is expected. Social media campaigns and a national campaign to promote tolerance aim to reduce ethnic distance and combat discrimination. Also, the organization of round tables, international conferences and the promotion of the practice of the European Court of Human Rights will contribute to the exchange of experiences and the strengthening of cooperation in the protection of the rights of minority nations. Through these activities, it is expected to build an inclusive society that respects and nurtures the cultural diversity and identities of all



A special aspect incorporated into the Strategy in the area of Culture and Identity concerns gender equality. Therefore, in defining the goals by indicators, the Strategy took particular care to ensure that women are represented evenly, and when it comes to specific activities involving individuals, that women are always represented by at least 40%.

Strategic goal: Preservation of the cultural and historical heritage of minority nations and other minority national communities as an important segment of the entire cultural and historical heritage of Montenegro.

Operational objective - 3.1. Affirmation of cultural identities of minority peoples and other minority national communities in Montenegro supported through implementation measures and activities of state institutions.

Activities:

- 3.1.0 Celebrating 25 years of the magazine Koha Javore: This activity will mark the significant jubilee of the magazine Koha Javore as a messenger of minority communities and a platform for the promotion of cultural diversity.
- 3.1.1 Holding a literary evening dedicated to Avdo Međedović: The literary evening will be dedicated to the prominent writer Avdo Međedović, which will promote the literature of minority communities.
- 3.1.2 **Implementation of a campaign on social networks to promote tolerance:** The campaign will aim to reduce ethnic distance through the promotion of tolerance and understanding among different ethnic groups.
- 3.1.3 **Implementation of a national campaign for the promotion of tolerance and understanding:** The national campaign will be directed towards the fight against violence and discrimination, with a special focus on reducing the ethnic distance.
- 3.1.4 **Publication of four books by authors of minority nations:** The publication of books will contribute to the affirmation of the national identities of minority nations through literary creativity.
- 3.1.5 Translation, publication and promotion of the monography on Xhubleta/Džubljeta: The monography will be translated and promoted with the aim of preserving the cultural heritage and promoting the national heritage.
- 3.1.6 Translation and publication of the study on the cultural heritage of the Albanian people: The study will be translated and published in order to promote and preserve the cultural heritage of the Albanian people.
- 3.1.7 Publication of the complete literary work of the author Basri Čaprić: This will enable a wider audience to get to know the literary work of the author Basri Čaprić, which contributes to the affirmation of cultural heritage.
- 3.1.8 Publishing and promoting the works of the Montenegrin Journal for Social Sciences: The works will be published and promoted in order to encourage scientific exchange and research in the field of social sciences.
- 3.1.9 Preparation, publication and promotion of three monographies on the identity of the Croatian people: The monographies will be published and promoted with the aim of affirming the identity of the Croatian people in Montenegro.
- 3.1.10 Elaboration of the study for the preparation of the Bosniak lexicon: The study will be prepared in order to collect materials for the preparation of the Bosniak lexicon, which will contribute to the preservation of linguistic heritage.
- 3.1.11 Preparation, publication and promotion of three thematic publications on identity

and preserve the identity of the Muslim people.

- 3.1.12 **Observing important dates of minority nations:** This activity will include the organization of events and manifestations marking important dates from the history and culture of minority peoples.
- 3.1.13 **Translation of the monography of Bedri Elezaga elementary school**: The monography will be translated into the Montenegrin language for wider accessibility and promotion of cultural heritage.
- 3.1.14 Organization of round tables 'United in diversity': Round tables will be organized annually in cooperation with national councils to promote tolerance and understanding.
- 3.1.15 **Organizing an international conference of national councils**: The conference will bring together the national councils of the countries of the region in order to exchange experiences and promote cooperation in the field of protecting the rights of minority peoples.
- 3.1.16 **Organization of author evenings and promotion of books by Albanian writers:** Through these activities, the literature of Albanian writers from Montenegro and the region will be promoted.
- 3.1.17 Presentation of the practice of the European Court of Human Rights: Through the presentation of the practice of the European Court of Human Rights, the protection of the rights of minority peoples will be promoted.

These activities are essential for the preservation and promotion of the cultural heritage of minority nations and other minority national communities in Montenegro. Through the implementation of these activities, the strategic goal of preserving cultural diversity and identity in Montenegrin society will be achieved.

Display of performance indicators for the Culture and Identity area

Performance indicators:	Value at the end of the year 2024	Total value at the end of the year 2025
The number of observed significant dates from the history and tradition of minority nations and other minority national communities	7	131
Number of events (promotions, round tables, seminars)	5	10
Number of conducted campaigns	2	4
Publicity (number of books and publications)	6	21

CUMULATIVE OVERVIEW OF THE AP FOR CULTURE AND IDENTITY: Number of activities: 18

CLIVILY	Results Institution Indicator		Initial and Final Deadline	Planned and Spent funds	Passing value (2024)	Final value (2025)
Celebrating 25 rears of the nagazine Koha lavore	the magazine // "Koha Javore" has been celebrated	Lead Institution: Albanian National council Partners: Municipality of Tuzi, Ulcinj, Gusinje	3 rd quarter of 2024	Planned budget: TOTAL: 4 000 a) Albanian National council – 2 500 b) Municipalities (LS) – 1500 (three municipalities 500 euros each	1	1
3.1.1 Holding a iterary evening dedicated to Avdo Međedović	Literary evening dedicated to Avdo Mededović has been held	Lead institution: NSMN of MNE Partner: Municipality of Bijelo Polje	3 rd quarter of 2024	Planned budget: TOTAL: 2 500 a) NSMN of MNE— 2 000 b) Municipality of Bijelo Polje - 500	1	1
Awarding annual prize "Avdo Međedović" for the contribution to preserving cultural identity of the Muslims in Montenegro	Annual prize "Avdo Meďedović " has been awarded	Lead institutio n: NSMN of MNE	3 rd quarter of 2024 2 nd quarter of 2025	Planned budget: TOTAL: 1 000 NSMN of MNE	1	1
Awarding an annual prize "Murteza Karađuzović" for the preserving of national identity of Muslims in Montenegro	Annual prize "Murteza Karađuzovi ć" has been awarded	Lead institutio n: NSMN of MNE	3 rd quarter of 2024 2 nd quarter of 2025		1	1
3.1.2. Implementation of a campaign on social networks to promote tolerance with the aim of decreasing social distance	A campaign was carried out on social networks (the campaign must contain aspects of gender equality)	NSNM Partner: Ministry of	3 rd quarter of 2024 1 st quarter of 2025 3 rd quarter	MKM	1	3
3.1.3. Implementation of a national campaign for the promotion of tolerance and understanding in order to fight the violence for the purpose of decreasing ethnic distance and discrimination	The campaign was carried out at the national level (the campaign must contain gender spectrum equal)	Lead institution: MLJMP Partner: NSNM	4 th quarter of 2024 4 th quarter of 2024	f	1	1
3.1.4. Publication of four books by author of minority nations with the aim	4 books by authors of minorities have been published	Lead institution: CEKUM	4 th quarter of 2024 2 nd quarter of	TOTAL: 16 000	2	4



the affirmation of	from		2025			
ational identities 1.5. ranslation, ublication and romotion of the conography on hubleta/Džubljeta, ith aimed value of	issued 200 copies of the	Lead institution: Municipality of Tuzi		Planned budget: TOTAL: 5 000 Municipality of Tuzi	0	1
00 copies .1.6. inding a publicist and ranslating the study on the cultural heritage of the Albanian people	Translated Study on the record of the cultural and material heritage of the Albanian people	Lead institution: Municipality of Tuzi	1 st quarter of 2025	Planned budget: TOTAL: 3 000 Municipality of Tuzi	0	1
3.1.7 Publication of the complete literary work of the author Basri Čaprić	Five (5) books of the author Basri Čaprići has been published	Lead institution: Municipality of Ulcinj Partner: Albanian National Council	1 st quarter of 2025	Planned budget: TOTAL: 5 000 Municipality of Ulcinj	0	5
3.1.8 Publishing and promoting the works of the Montenegrin Journal for Social Sciences number 8 from the scientific conference	Works of the Journal have been published	Lead institution: Serb National Council	2 nd quarter of 2025	Planned budget: TOTAL: 5 000 Serb National Council	0	1
3.1.9. Preparation, publication and promotion of three monographies on the identity of the Croatian people	Three monographies have been published	Lead institution: Croatian National Counci in Montenegro	4 th quarter of 2024 1 st quarter of 2025 4 th quarter of 2025	Planned budget: TOTAL: 10 000 Croatian National Council	1	3
3.1.10 Elaboration of the study for the preparation of the lexicon of Bosniak	The Study has been made	Lead institution: Bosniak National Counc in Montenegro	3 rd quarter of 2025	Planned budget: TOTAL: 7 000 Bosniak National Council	0	1
authors: 3.1.11 Preparation, publication and promotion of three thematic publications on identity of the Muslim people	affirmation of the	institution: Council of Muslims of	4 th quarter of 2024 2 nd quarter of 2025 4 th quarter of 2025	TOTAL: 5 000	1	3
3.1.12 Observing important dates of minority nations:	At least twelve (12) Significant dates a year has been observed	Lead institution: NSNM	3rd quarter of 2024 3rd quarter of 2024 2nd quarter of 2025 3rd quarter of 202	Six National Councils of National Minorities- NSNM - 4 000 EUR each	6	6
3.1.13 Translation of the monography of Bedi Elezaga elementary school	Monography of the Elementar school "Bed Elezaga" ha been translate in Montenegri language	y institution: ri Albanian s National d Council	3 rd quarter of 202	Planned budget: TOTAL: 24 000 Albanian National Council	0	1

3.1.14. Organization of round tables United in diversity' every year for all national councils	Organized at least one annual round table on the topic of united diversity of all national councils (minimum 40% female participant)	Lead institution: MLJMP Partneri: NSMN	3 rd quarter of 2024 4 th quarter of 2024 1 st quarter of 2025 4 th quarter of 2025	Planned budget: TOTAL: 6 000 MLJMP	2	4
3.1.15 Organizing an international conference of national councils of the countries from the region	International conference of national councils of the countries from the region has been held	Lead institution: MLJMP Partner: NSMN	4th quarter of 2025	Planned budget: TOTAL: 3 000 MLJMP	0	1
3.1.16 Organization of author evenings and promotion of books by Albanian writers	Organized author's evenings at least four (4) Albanian writers from Montenegr o and countries of the region	Lead institutio n: CEKUM CEKUM Partneri: Albanian National Council	4th quarter of 2024 3rd quarter of 2025	Planned budget: TOTAL: 4 000 Center for Prevention and Development of the Culture of Minorities - CEKUM	2	4
3.1.17 Presentation of the practice of the European Court of Human Rights regarding applications relating to the protection of minority rights	Report on the practice of the European Court of Human Rights	NSNM	1 st quarter of 2025	Planned budget: TOTAL: 2 000 MLJMP	0	1

Area: Political participation

The promotion of political participation of minorities is an important element in building an inclusive and democratic society. Proactive policies that support the political engagement of minority groups ensure that the voices and perspectives of minority communities are represented in the political process.

One of the basic ways of promoting the political participation of minorities is through the creation of a legal framework that ensures equal access to political institutions. This may include guaranteeing the rights of minority groups to a representative political structure, as well as creating mechanisms to ensure proportional representation of minorities in political bodies.

In addition, proactive policies can support political training and empowerment of minority leaders and activists to ensure that minority communities are able to actively engage in the political process. Educational programs on the political system, on electoral processes and human rights

can empower minority citizens to take an active role in political life.

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An important aspect of the policy of supporting the political participation of minorities is the fight against discrimination and obstacles that minority groups face when participating in politics. This includes combating any form of political discrimination, as well as ensuring access to political resources and processes regardless of ethnicity, language or culture.

Through these and similar measures, proactive policy supports the political participation of minorities as a key element of a democratic society. Ensuring equality in the political process contributes to strengthening democratic institutions and promoting an inclusive political system in which the voices of all citizens are equally important.

The measures we propose are aimed at strengthening the political participation of members of minority nations in Montenegro. Through education on the importance of political participation, especially aimed at Roma and Egyptians, as well as the organization of educational campaigns and round tables on this topic, it is expected to raise awareness of the importance of active participation in political life. Through these activities, members of minority communities will be given the opportunity to be informed about political processes and to express their views and interests. This will contribute to the construction of an inclusive political system in Montenegro and the strengthening of democratic values, which will result in greater representation and influence of minority nations in political institutions.

The system of protection of minority rights in Montenegro, as a multi-ethnic state in which minorities make up a significant part of the population, represents an open framework that should be continuously upgraded in order to achieve essential equality and compliance with the best international legal standards in this area. We emphasize this especially for the reason that, unfortunately, despite the need for changes, there is no progress in reducing the census for the political representation of certain minority communities in the Parliament of Montenegro. The absence of amendments to the law on the election of councillors and deputies represents an obstacle to the achievement of greater inclusion and participation, especially of members of national Muslims in the political life of Montenegro, who do not have their authentic representatives in the Montenegrin parliament, regardless of their number and the Constitutional norms that guarantee their rights and freedoms. We remind you that Montenegro is obliged to protect members of minority nations and other minority national communities from all forms of violent assimilation, which members of national Muslims have been calling for since 2003, and point to the alarming situation of the threat and survival of this minority community, especially for the reasons because the institutions of the system did not do enough to stop the process of violent assimilation and the disappearance of this pro-Montenegrin and pro-European minority national community. These measures are of essential importance for creating a more inclusive political environment and ensuring the equality of all citizens of Montenegro, and therefore it is necessary to take decisive steps regarding the reform of the electoral legislation, which would, among other things, entail the establishment of mechanisms for achieving proportional representation of minorities in the political life of the country. On the other hand, State institutions should make additional efforts to fully protect members of minority nations and other minority national communities from all forms of violent assimilation.

A special aspect incorporated into the Strategy in the area of Political Participation concerns gender equality. Therefore, in defining goals by indicators, the Strategy took particular care to ensure that women are represented evenly, and when it comes to specific activities involving individuals, that women are always represented by at least 40%.

Strategic goal: Ensured authentic political representation and participation of members of minority nations and other minority national communities in the political life of Montenegro.



Operational objective 4.1: Minority nations and other minority national communities are empowered to participate in the political life of Montenegro through the further development of the reference normative framework and through the education of members of minority nations and other minority national communities.

Activities:

- 4.1.1 Education of members of minority communities on the importance of political participation: Education will focus on raising awareness of the importance of political participation among members of minority communities, in order to strengthen their role in the political process.
- 4.1.2 **Implementation of education on political participation for Roma and Egyptians:** Special education will be implemented for Roma and Egyptians, with a focus on the importance of political participation and public advocacy of policies of their importance.
- 4.1.3 Implementation of education and campaigns on the political participation of minority nations: Educational campaigns will be organized in order to inform the public about the importance of political participation of minority nations and encourage their active role in political life.
- 4.1.4 Organizing a round table on the topic of political participation of the Muslim people: The round table will enable an open discussion on the political participation of the Muslim people in Montenegro, and the identification of key issues and challenges they face.

Through the implementation of these activities, the active participation of members of minority nations and other minority national communities in the political process of Montenegro will be ensured, which will contribute to the construction of an inclusive political system and the strengthening of democratic values.

The following is an overview of the performance indicators:

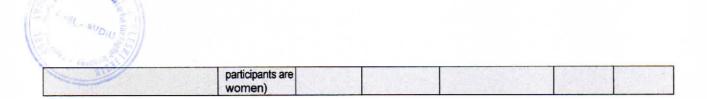
Performance indicators:	Values at the end of the year 2024	Total value at the end of the year 2025
The number of educated members of minority nations and other minority national communities about the importance of political participation	90	280
Number of activities of raising capacities	1	3
Number of events (round table)	0	1
Number of campaigns	1	3

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CUMULATIVE OVERVIEW OF THE AP IN THE AREA OF POLITICAL PARTICIPATION:

Number of activities: 4
Total planned funds: 26 000 EUR

Total planned funds: 2 Activity	Results indicator	Institution	Initial and Final Deadline	Planned and Spent funds	Passing value (2024)	Final value (2025)
4.1.1 Education of members of minority communities on the importance of political participation	The least two hundred (200) members minority people and others minority national community is educated about the importance political participation (minimum 80 women)	Lead institution: MLJMP Partner: Albanian National Council	3rd quarter of 2024 1st quarter of 2025 3rd quarter of 2025 4th quarter of 2025	Planned budget: TOTAL: 4 000	50	200
4.1.2 Implementation of education on the importance of political participation and public advocacy of politics of significance for the members of minority national communities, with the special focus on Roma and Egyptians	Organized three (3) trainings for 60 representatives of minority nations and other minority national communities (minimum 24 women)	Lead institution: MLJMP Partners: NSNM	guarter of 2024 2nd quarter of 2025 3rd quarter of 2025	Planned budget: TOTAL: 6 000 MLJMP	1	3
4.1.3. Implementation of education and campaigns on the political participation of minority nations	Implemented	Lead institution: NSNM	4 th quarter of 2024 4 th quarter of 2024 1 st quarter of 2025 2 nd quarter of 2025	000) b) MLJMP	3	6
4.1.4 Organizing a round table on the topic of political participation of the Muslim people	A round table was held on the topic of political participation of the Muslim people (minimum 40%	institution : Council of Muslims	1 st quarter of 2025	Planned budget: TOTAL: 8 000 Council of Muslims of Montenegro	0	1



Area: Media and Media representation

The media play a significant role in shaping society's perception of minorities and their place in the community. Therefore, it's important for the media representation of minority groups to be balanced, fair, and informative to ensure accurate representation of their interests and perspectives.

Proactive policies that support media representation of minorities should promote diversity, tolerance, and respect for all communities. This can include promoting training for journalists on issues related to minority groups, empowering media organizations to include diverse perspectives and experiences of minorities in their reporting, as well as supporting diversity in media ownership. Additionally, it's crucial for proactive policies to support the development of media content aimed at minority communities to ensure they have access to information that is relevant to their community and culture. This may involve supporting minority media, as well as inclusive programming policies that ensure public media services reflect the diversity of society. It is also important for proactive policies to promote ethical and responsible journalism that respects the rights and dignity of all citizens, including those from minority groups. This entails combating stereotypes, prejudices, and sensationalism in media reporting, as well as ensuring access for minority groups to the media so they can express themselves and present their perspectives.

Through these and similar measures, proactive policies can contribute to creating a media environment that promotes understanding, tolerance, and inclusion, thereby empowering minority communities and contributing to the building of a democratic and pluralistic society.

The following is a series of defined measures aimed at improving media representation and promoting minority communities in Montenegro, as well as combating hate speech and promoting interethnic tolerance. Through participation in podcasts, thematic shows on the national service, organizing round tables, and implementing campaigns Against online hate, there's an expectation to spread knowledge and raise awareness about the cultural and social significance of minority groups. Content analysis from traditional and online media will help identify shortcomings in media representation and address issues of intolerance and hate speech. Hosting roundtable discussions with experts in digital media will contribute to sharing experiences and establishing best practices to combat intolerance on the internet. Through all these activities, the aim is to strengthen interethnic tolerance and promote an inclusive society that respects diversity.

A special aspect incorporated into the Strategy concerning Media and media representation relates to gender equality. Therefore, when defining goals based on indicators, the Strategy paid particular attention to ensuring that women are equally represented. In activities involving individuals, women must always represent at least 40%.

Strategic goal: Strengthening the cultural identity of minority groups and fostering inter-ethnic tolerance through the media representation of minority nations and other minority communities in the media space.

Operational objective 5.1: Creating media content that focuses on affirming the cultural identities of minorities and establishing interethnic tolerance in both traditional media and the digital media space.

Activities:

- 5.1.1 Participation in the podcast "The Importance and Culture of Minority Nations in Montenegro": Annual participation in the podcast allows for the spreading of knowledge and awareness about the cultural wealth and significance of minority nations across various media platforms.
- 5.1.2 Creating four thematic shows on the national service: The shows will cover a wide range of topics such as culture, history, inter-ethnic tolerance and cooperation, rights and representation of minorities in society, contributing to a better understanding and respect for minority communities in society.
- 5.1.3 Organizing a round table on the representation of minority nations in the media: The round table will enable an open discussion about the representation of minority nations in the media and the identification of any shortcomings in their media portrayal.
- 5.1.4 Implementing a campaign "Digital Campaign Against Hate Speech on the Internet": The campaign will focus on combating hate speech online and promoting tolerance through digital media.
- 5.1.5 **Research content analysis of traditional media:** The research will analyse media content related to the promotion of human rights tolerance in traditional media to identify trends and practices that support inter-ethnic tolerance.
- 5.1.6 **Research content analysis of online media:** The research will analyse content from online media related to promoting human rights tolerance in order to identify and address issues of intolerance and hate speech on the internet.
- 5.1.7 **Organizing a round table with experts in digital media:** The round table will allow for the exchange of experiences and best practices in combating intolerance, ethnic hatred, and hate speech online.

Overview of performance indicators

Performance indicators:	Value at the end of 2024	Total value at the end of 2025
Number of produced media contents	3	7
Number of campaigns	0	1
Number of events (round table, training)	1	2
Number of research	2	2





CUMULATIVE OVERVIEW OF THE AP IN THE AREA OF MEDIA AND MEDIA REPRESENTATION:

Number of activities: 7
Total planned funds: 17 000 EUR

AND THE RESIDENCE OF THE PARTY	Results indicator	Institution	Initial and Final Deadline	Planned and Spent funds	Passing value (2024)	Final value (2025)
Participation in the podcast 'The Importance and Culture of Minority Nations in Montenegro" (1 podcast a year on the larger number of possible platforms).	Four podcasts were held (one each year) NOTES: Each special podcast should have a specific area that it covers.	Lead institution: MKM Partneri: UCG/NSNM	3 rd quarter of 2024 4 th quarter of 2024 2 nd quarter of 2025 4 th quarter of 2025	Planned budget: TOTAL: 8 000 MKM	2	4
service: culture, history,	Four themed shows were created and aired.	Lead institution: RTCG Partners: NSNM/MLJ MP/MPNI	4 th quarter of 2024 1 st quarter of 2025 2 nd quarter of 2025 3 rd quarter of 2025	Planned budget: TOTAL: 2 000 RTCG	1	3
5.1.3. Organizing a round table on the representation of minority nations in the media	A round table was held on the topic of the representati on of minority nations (minimum 40% participants women).	Lead institution: NKM Partners: NCNM	3 rd quarter of 2024	Planned budget; TOTAL: 1 000 MKM	1	1
5.1.4. Implementing a campaign "Digital Campaign Against Hate Speech on the Internet"	Campaign was implemented "Digital campaign against hate speech on the internet" (A campaign to include aspects of gender equality)	Lead institution: MLJMP Partners: MJU/AEM/ NSNM	1 st quarter of 2025 3 rd quarter of 2025	Planned budget: TOTAL: 1 000 MLJMP	0	1
5.1.5. Research - content analysis of traditional related to the promotion of tolerance and human rights	A study was conducted, specifically an analysis of the content related to promoting tolerance	Lead institution: MLJMP Partners: NSNM	3 rd quarter of 2024	Planned budget: TOTAL: 2 000 MLJMP	1	1

human rights in traditional media



5.1.6. Research - content analysis of online media related to the promotion of tolerance and human rights	The research is based on an analysis of the content related to the promotion of tolerance and human rights in online media.	MLJMP Partners: NSNM	3 rd quarter of 2024	Planned budget: TOTAL: 1 000 MLJMP	1	1
5.1.7 Organizing a round table with experts in digital media with the topic of intolerance, ethnic hatred and hate speech on the Internet.	At least one round table was held (minimum of 40% Participants are women)	Lead institution: MLJMP Partners: NSNM	IV quarter 2025. godine	Planned budget: TOTAL: 2 000 MLJMP	0	1

Quarterly overview of the Action plan

Below is a visual representation of the implementation plan for all activities outlined in the action plan, broken down by quarters for two years.

				EDUC	ATION			
		2	024		2025			
	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter
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				CUL	TURE				
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	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter	
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	POLITICAL PARTICIPATION							
	2024				2025			
	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter
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		20)24			20	25	
	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter
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Generative representation of the Action Plan

Below is a brief tabular generative overview of the Action Plan strategy, organized by areas where activities and required funding for those activities are summarized.

Total number of activities by area:

Area	No. of activities
Education	14
Employment	6
Culture and identity	18
Political participation	4
Media and media representation	7
TOTAL No. of activities	49

Total expenses for the implementation of the activities

AREA	EUR
Education	55000
Employment	23500
Culture and identity	131500
Political participation	26000
Media and media representation	17000
AMOUNT	253000

TUMAC/INTERPRETER AND TRANSLATOR

me I prezime / First and last name

za <u>englerhi jezik, postavljen u Crnoj God rješenjem ministra pravde</u> broj: <u>UP, 45-103/22-206-1 pr. 10.04 2022 godine</u> na vrijeme od pet godina, potvrđuja do je ovej prevod vjeran originalu. / for the English language, appointed by the order of the Minister of Justice No. 11Pt-n5-10 172-285-1 on April 19, 2022 for the period of five years,

confirms that this translation is true to the original.

Translation fee is 20





Area: Education		
	Value at the end of 2024	Final value at the end of 2025
Number of teachers who have completed training	30	100
Number of managers who have completed training	0	40
Number of students who have completed training	15	55
Number of events: seminars, conferences, round tables	9	41
Number of research studies	2	3
Area: Employment		
Number of events: seminars, conferences, round tables	2	5
Number of students who completed the training	37	115
Number of research studies	1	1
Area: Culture and identity		
Number of observed significant dates from the history and tradition of minority nations and other minority national communities	7	131
Number of events (promotions, roundtables, seminars)	5	10
Number of campaigns conducted	2	4
Publishing (number of books and publications)	6	21
Area: Political participation		
Number of educated members of minority groups and other minority national communities about the importance of political participation	90	280
Number of capacity-building activities	1	3
Number of events (round tables)	0	1
Number of campaigns	1	3
Area: Media and media representation		
Number of produced media content	3	7
Number of campaigns	0	1
Number of events (round table, training)	1	2
Number of research studies	2	2

Monitoring, reporting, and evaluation

In order to monitor the achievement of the goals set out in this strategy and to regularly report to the Government of Montenegro on the progress made, a coordination body will be formed, which will include representatives from the institutions responsible for implementing the activities outlined in the strategic document. During the establishment of this coordination body, special attention will be paid to ensuring equal representation of men and women, in order to consider all gender aspects of implementing the strategic document. The coordination body for monitoring strategy implementation will meet at least twice a year, and quarterly, if necessary, to exchange relevant information about the implementation of activities outlined in this strategy or the accompanying action plan and to coordinate measures taken, allowing for timely responses and necessary adjustments in case unforeseen challenges arise during the implementation period. A representative from the Ministry of Human and Minority Rights will be responsible for the effective functioning of the coordination body, for preparing reports on the implementation of the strategy or action plan, based on data and information from the ministry's purview and data and information provided by the members of the coordination body. Reports on the implementation of the strategic document will be submitted to the Government through the General Secretariat of the Government by March 31 of the current year for the previous year.

Reports on the implementation of the strategy adopted by the Government will be published on the website of the Ministry of Human and Minority Rights.

1. Establishing a coordinating body to monitor the implementation of the Minority Policy Strategy:

Composition: The coordinating body will consist of representatives from relevant ministries (Ministry of Human and Minority Rights, Ministry of Education, Ministry of Culture, Ministry of Labour and Social Welfare), national councils of minority communities, non-governmental organizations, and independent experts.

Mandate: Monitoring the implementation of the strategy, evaluating progress, identifying obstacles, and proposing corrective measures.

Meetings: Regular quarterly meetings to review progress and report.

Tasks:

Collecting and analysing data. Preparing quarterly and annual reports.

Proposing corrective measures and improvements to the strategy.

This part of the document clearly defines the mechanisms for monitoring.

2. Collecting data

Data source:

Ministries and government agencies: Collecting administrative data and statistics on the implementation of activities.

National councils of minority communities: Gathering data on the status and needs of minority communities.

Non-governmental organizations and academic institutions: Conducting independent research and analysis.

3. Methodology

Surveys and research: Regular surveys among members of minority communities about their experiences and perceptions of how the strategy is being implemented.

Analysis of administrative data: Collecting and analysing data from official sources like the statistical office, ministries, and local authorities.

Qualitative research: Focus groups and interviews with key stakeholders and members of minority communities.

4. Reporting

Regular reports:

Quarterly reports: The coordinating body will produce quarterly reports on the progress of implementing the strategy, which will be sent to the Government and made publicly available.

Annual reports: A comprehensive annual report on the implementation of the strategy, including an overview of activities, achievements, obstacles, and recommendations for improvement.

Public presentations and consultations: Organizing annual public presentations of the results of the strategy's implementation, including consultations with all relevant stakeholders.

5. Deadlines for the execution of activities and dynamics

Short-term activities (up to 6 months):

- Adoption of the strategy and formation of the coordinating body: 1 month from the adoption of the strategy.
- The first phase of education and seminars: 3 months from the adoption of the strategy.
- Launching pilot projects in education: 6 months from the adoption of the strategy.





Medium-term activities (6-12 months):

- · Complete implementation of educational programs: 12 months from the beginning of the strategy.
- · Evaluation and revision of educational content: 12 months from the beginning of the strategy.
- Implementation of national campaigns for the promotion of tolerance: 12 months from the beginning of the strategy.

Long-term activities (12-24 months):

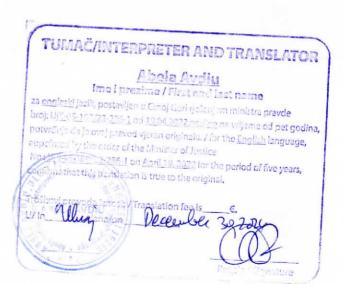
- · Improvement of the legislative framework: 18 months from the beginning of the strategy.
- Full implementation of the employment program for minorities: 24 months from the start of the strategy.
- · Strategy evaluation and adjustment: 24 months from the start of the strategy.

6. Dynamics of monitoring and evaluation

Quarterly meetings: Monitoring progress and identifying obstacles at quarterly meetings of the Coordinating Body.

Semi-annual evaluation: Internal evaluation of progress and effectiveness of implementation every two years.

Annual review: A comprehensive annual review of results and recommendations for improvement.







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ACTION PLAN FOR IMPLEMENTING THE MINORITY POLICY STRATEGY IN MONTENEGRO 2024-2028, FOR THE PERIOD 2024 – 2025

July, 2024





Acronyms:

MLJMP- Ministry of Human and Minority Rights

MPNI - Ministry of Education, Science, and Innovation

UCG - University of Montenegro

MKM - Ministry of Culture and Media

ZZŠ - Bureau for Education Services

NSNM - National Councils of National Minorities

ZUNS - Institute for Textbooks Publishing and Teaching Aids

ZZZ - Employment Agency

IC - Examination Center of Montenegro

LS - Local Self-Governments

UZK - Human Resources Administration

ULJR - Administration for Human Resources

MRSS - Ministry of Labor and Social Welfare

HELP - 'Hilfe zur Selbsthilfe' - Help for Self-Help Montenegro

MJU - Ministry of Public Administration

CEKUM - the Centre for Preservation and Development of the Culture of Minorities

ESLJP - European Court of Human Rights

RTCG - Radio Television of Montenegro

AEM - Agency for Electronic Media

NOTE: In each individual case when funds/finances are mentioned, it refers to EURO as the currency





Government's minority policy strategy for the period 2024 - 2025

Minority Policy Strategies are comprehensive initiative of the Government aimed at building an inclusive society that respects and nurtures cultural diversity. Through a comprehensive approach in the fields of **education**, **employment**, **culture**, **political participation** and **media representation**, the plan aims to strengthen the integration of minority communities and promote inter-ethnic tolerance. It is expected that the implementation of this strategy will contribute to the creation of a social environment in which all citizens will have equal opportunities for development, and diversity will be seen as an asset, not an obstacle. Through the promotion of cultural identity, political participation and media representation, Montenegro strives to become an example of an inclusive society in which differences are respected and valued, thus ensuring a sustainable future based on the principles of equality, understanding and cooperation.

Montenegro, as multiethnic and multicultural country, seems to be heading to more inclusive and more prosperous society through adopting the Action plan for minority integration. This plan is based on five key areas, the integration and progress of which are essential for achieving social justice, economic stability and cultural wealth of the country. For the development of this action plan, a serious methodological approach was applied, which included the analysis of the previous strategy (2019-2023), the use of reference data from official statistics, as well as relevant research conducted by relevant organizations. The Ministry organized two working group meetings/rounds, where problems, priorities, actions and measures to be taken were identified so that the strategy would have a realistic support based on the needs of minority nations. Through this process, a consensus was reached with all relevant institutions that deal with issues of multiculturalism and tolerance, which resulted in a planning document that reflects the broad support and engagement of all relevant actors. In other words, the strategies and accompanying action plan are based on the proposals of the working group, whereby all decisions on activities and measures were reached by consensus.

The areas covered by the Strategy are:

- Education: The goal is to improve respect for multiculturalism and multiethnicity in the educational system of Montenegro through strengthening the capacity of
 educational institutions and applying the principle of affirmative action. The cumulative effect is the creation of an inclusive educational environment that fosters
 understanding and respect for diversity among students and teachers.
- Employment: The main goal is to strengthen the socio-economic integration of minority communities through the implementation of existing normative solutions
 and employment instruments. Through these activities, it is expected to increase the representation of minority groups in the workforce and create equal
 opportunities for all citizens of Montenegro on the labour market.
- 3. Culture and identity: The focus is on preserving the cultural and historical heritage of minority nations and other minority communities as an important segment of the overall cultural and historical heritage of Montenegro. Through activities in this area, it is expected to strengthen the sense of belonging, identity affirmation and promotion of cultural values of minority groups.
- 4. **Political participation:** The goal is to ensure authentic political representation and participation of minority nations and other minority communities in the political life of Montenegro. Active participation of minority groups in the political process is expected, which will contribute to democratic inclusion and representativeness of political institutions.

 Media and media representation: The main goal is to strengthen the cultural identity of minority nations and promote inter-ethnic tolerance through media representation. Through these activities, it is expected to create a media space that encourages understanding, respect and inclusion of different ethnic groups in Montenegrin society.

The total funds needed for the implementation of 49 activities in five areas for two years amounts to 253,000 EUR.

Area: Education

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Education is the foundation of social integration and development, and a key sector in achieving strategic goals for the integration of minorities into Montenegrin society. The activities planned in this area are focused on educating teaching and administrative staff, promoting interethnic tolerance, advocating for minority rights, and strengthening intercultural dialogue within the educational system.

Strategic goal: Improved respect for the principles of multiculturalism and multiethnicity in the educational system of Montenegro in accordance with international and national standards, through further strengthening of the capacity of educational institutions and the application of the principle of affirmative action.

The strategic goal is to be achieved through two operational objectives and the below-mentioned activities by goals.

Operational objective 1: Increasing capacities of educational system

**Activities:

- Activities:

 1.1.0 Education of teaching staff on inter-ethnic and inter-cultural tolerance and the status of minority rights: Through educational programs and seminars, teaching staff will be trained to work in a multicultural environment, with a special focus on understanding and respecting the rights of minority communities.
- 1.1.1 Education of management staff on inter-ethnic tolerance and the status of minority rights: Management staff of educational institutions will undergo trainings and workshops in order to better understand the challenges and needs of minority groups, and to be able to adequately support integration and inclusion in the school environment.
- 1.1.2 Holding the "School of tolerance we are different but we have equal rights": Through this program, students and teaching staff will have the opportunity to consider the problems faced by members of minority nations and other minority communities, and to promote acceptance of national, ethnic and religious diversity.
- 1.1.3 Scientific conference for student participation, intercultural dialogue and minority communities: This conference will enable students to participate in intercultural dialogue and research, and to contribute to the understanding and promotion of the rights of minority communities.
- 1.1.4 Organize 3 seminars on modern methods of integrative teaching: Through these seminars, teaching staff will be trained to apply modern teaching methods that encourage inclusion and support diversity among students.
- 1.1.5 Conduct a content analysis of textbooks: The analysis of textbooks will assess the extent to which content related to minority communities is present, in order to ensure that educational materials reflect the real diversity of Montenegrin society.
- 1.1.6 Organization of a round table on the introduction of civic education: This round table will discuss the importance of introducing civic education as a



compulsory subject in primary and/or secondary schools, in order to encourage tolerance and respect for diversity.

- 1.1.7 Series of workshops on the importance and consequences of hate speech: Through these workshops, students will be trained to recognize, understand and oppose hate speech, thus promoting a culture of respect and understanding among young people.
- 1.1.8 **Holding a round table on the importance of minority identity and autonomy:** This round table will discuss the importance of preserving and promoting minority identity, as well as the role and importance of minority rights in Montenegrin society.

Operational objective - 1.2: Improving the normative and legal framework aimed at improving the position of national minorities

- 1.2.0 Consideration of a change in the Ministry of Education rulebook: Changes to the Ministry of Education rulebook will be considered to introduce new requirements for obtaining a license, including attendance at round tables, seminars and forums as a condition for accumulating points.
- 1.2.1 Workshops on the topic of interculturality in municipalities with a high percentage of minority nations: Through these workshops, interculturality and tolerance will be promoted in areas where minority communities are especially present.
- 1.2.2 Pilot project of educational package in three schools with dominant minority nations: As a pilot project, an educational program will be implemented in three schools where minority nations are dominant, with the aim of promoting interculturalism and understanding diversity.
- 1.2.3 **Improving cooperation with educational institutions from other countries:** Through international conferences, cooperation between Montenegrin educational institutions and institutions from other countries will be improved, with a focus on the promotion of intercultural dialogue and exchange of experiences.
- 1.2.4 Research on tolerance and knowledge of minority rights among high school students: Conducting research will assess the degree of tolerance and knowledge of minority rights among high school students, which will provide a basis for further planning and implementation of activities.

These activities are aimed at creating an inclusive and tolerant educational environment that will enable all students to reach their full potential, regardless of their ethnicity or cultural diversity. Bellow is a chart presentation of the Action plan in the area of education.

CUMULATIVE OVERVIEW OF THE AP IN EDUCATION:

Number of activities: 14

Total estimated funds: EUR 55,000

	AREA 1:	EDUCATION
elore	STRATEGIC GOAL Operational objective 1.1:	Improved respect for the principles of multiculturalism and multiethnicity in the educational system of Montenegro in accordance with international and national standards, through further strengthening of the capacity of educational institutions and the application of the principle of affirmative action.
	Performance indicators	Increasing capacities of educational system

- Number of teachers who have undergone the education
 Number of management staff who have undergone the education
 Number of students who have undergone the education
 Number of events: seminars, conferences, round tables

- · Number of research

1.1.0 Education of teaching staff on	Result indicator Educated at least 70 (seventy) primary	Institution	Initial and final deadline	Implemen tation status	Planned and spent funds	Value at the end of 2024	The value at the end of implement ing the strategic document
inter-ethnic and inter-cultural tolerance and the status of minority rights	and secondary school teachers (minimum 28 women)	Lead institution: Ministry of Education, Science and Innovation (MPNI) Partner: a) Directorate for interculturalism- (Ministry of Human and Minority Rights-MLJMP)) b) Municipalities of Rožaje, Gusinje, Tuzi, Bar, Ulcinj, Herceg Novi, Tivat	3 rd quarter of 2024 2 nd quarter of 2025		Planned budget TOTAL: 10 500 a) MPNI- 2 000 b) MLJMP-1 500 Municipalities patrners – 7 000 (7 x 1 000)	30	70
1.1.1 Education of management staff on interethnic tolerance and the status of minority rights	Educated at least 40 (forty) managers/school principals (minimum 16 women)	a) Lead institution: MPNI a) Partner municipalities of: Bijelo Polje, Pljevlja, Kotor, Tivat and Herceg Novi)	1 st quarter of 2025 4 th quarter 2025		Planned budget TOTAL: 6000 a) MPNI – 1 000 Partner municipalities – 5 000 (5 x 1 000)	0	40
1.1.2 Holding the "School of tolerance - we are different but we have equal rights" with the aim of recognizing the problems faced by members of the Manin peoples and other minority national communities and promoting the acceptance of national, ethnic and religious diversity hrough the education of students and eaching staff, research and educational material	Educated at least 50 students and 5 professors; - Conducted research on a sample of 100 people; Created and distributed educational material. (minimum 20 female students and minimum 2 female teachers)	Lead institution: MPNI	From the third quarter of the year 2024 until the third quarter of the year 2025		Planned budget: TOTAL: 3000	15	40

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1.1.3 Scientific conference for student participation, intercultural dialogue and minority communities	Scientific conference was held	Lead institution: University of Montenegro- UCG/MLJMP,	2 nd quarter of the year 2025	Planned budget: TOTAL: 2 000 a) UCG - 1 500 MLJMP - 500	0	1
1.1.4 Organize 3 seminars on modern methods of integrative teaching with the application of 20% of the curriculum.		Lead institution: MPNI/Ministry of Culture and Media-MKM Partners: Bureau for Education Services- ZZŠ/National Councils of National Minorities- NSNM	3rd quarter of the year 2024 4th quarter of the year 2024 3rd quarter of the year 2025	Planned budget: TOTAL: 7 000 a) MPNI - 1 000 b) Six (6) NSNM - 6 000 (every NSNM a) =1 000)	2	3
1.1.5 Conduct a content analysis of textbooks in order to determine to what extend the minority content is present in textbooks.	Conducted content research/ analysis along with data processing and report on the measure of content presence in textbooks (content analysis must include gender stereotypes)	Lead institution: ZUNS Partners: ZZŠ/IC/NSNM	2 nd quarter of the year 2024	Planned budget: TOTAL: 2 000 MPNI	1	1

1.1.6 Organization of a round table on the introduction of civic education as a compulsory subject in elementary and/or high schools.	Round table was held (minimum 40% of participants are women)	Lead institution: MLJMP Partners: NSNM	1 st quarter of the year 2025	Planned budget : TOTAL: 2 500 MLJMP	0	1
1.1.7 Series of workshops on the importance and consequences of hate speech.	To organize 7 (seven) workshops in seven schools or seven municipalities and those are: Petnijca, Plav, Pljevlja, Bijelo Polje, Tuzi, Kotor, Ulcinj (minimum 40% of participants are women)	Lead institution: MLJMP Partners: NSNM	4 th quarter of the year 2024 2 nd quarter of the year 2025	Planned budget: TOTAL: 7 500 a) MPNI – 1 500 b) NSNM - 6.000 (6 NSNM x 1 000)	3	7
1.1.8 Holding a round table on the importance of minority identity and autonomy as well as the representation and importance of minority rights	Round table was held (minimum 40% of participants are women)	Lead institutio n: UCG Partners: MLJMP/N SMN	4 th quarter of the year 2025	Planned budget: TOTAL: 1 500 a) UCG – 750 a) MLJMP - 750	0	1
Operational goal -	Improving the normative and legal framework	k aimed at improving	the position of national m	inorities		

- Number of management staff who have undergone the education Number of students who have undergone the education Number of events: seminars, conferences, round tables

- Number of research

Activity	Result indicator	Institution	Initial and final deadline	Implementa tion status	Planned and spent funds	Value at the end of 2024	The value at the end of implementing the strategic document
1.2.0 Consideration of a change in the Ministry of Education rulebook on obtaining a license by introducing attendance at round tables, seminars and forums as a condition for accumulating points.	Report on possible changes to the Rulebook of the Ministry of Education with an evaluation of the procedure and effects of the introduction of the new Rulebook	Lead institution: MLJMP Partners: NSMN	1 st quarter of the year 2025		Planned budget: No need for material means	0	1
1.2.1. Workshops on the topic of interculturality in	(minimum 40% of participants are	Lead institution: MLJMP Partners: Local-Self- government s-LS/NSNM,	3 rd quarter of the year 2024 2 nd quarter of the year 2025		Planned budget: TOTAL: 3 000 a) MLJMP - 500 b) Municipalit ies (LS) indicated as partners—2 500	2	4
1.2.2. Pilot project of educational package in three schools with dominant minority nations, which (project)has three workshops with the aim of spreading interculturalism	To hold five workshops each in three schools (Bijelo Polje, Tivat, Ulcinj) on the topic of spreading interculturalism (minimum 40% of participants are women)	Lead institution: Municipalities: Bijelo Polje, Tivat, Ulcinj	3rd quarter of 2025 III 3rd quarter of 2025		Planned budget: TOTAL: 3 000 Every named municipality 1 000 each	0	15



#Santa	1.2.3. Improving cooperation between educational institutions, workers and students with educational institutions, workers and students from other countries through international conferences.	Organized at least 2 international conferences/ educations/ projects in the field of education; At least one memorandum on cooperation between Montenegrin educational institutions and educational institutions of neighbouring countries was signed. (minimum 40% of participants are women)		3 rd quarter of the year 2024 III 3 rd quarter of the year 2024	Planned budget: TOTAL: 4 000 a) MPNI – 2 000 MLJMP – 2 000	2	2
	1.2.4. Research on the degree of tolerance and knowledge of minority rights among high school students	Research has been conducted	Lead institution: MLJMP Partneri: NSNM	4 th quarter of the year 2024 4 th quarter of the year 2025	Planned budget: TOTAL: 3 000	1	1

Area: Employment

Employment is a key factor for the integration of minority communities into the society and economy of Montenegro. By implementing activities planned in this area, better opportunities for employment and socio-economic inclusion of minority group members will be created.

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Strategic goal: Strengthened socio-economic integration of members of minority nations and other minority national communities through the implementation of existing normative solutions and employment instruments.

Operational objective 2.1: The principle of affirmative action defined by the normative framework has been implemented in order to build the capacity of members of minority nations or other minority national communities regarding participation in the labour market.

Activities:

- 2.1.1 Organizing trainings on positive legal solutions: Through these trainings, employers and employees will be informed about the rights of employees, as well as solutions related to the use of languages and scripts of minorities at the local level, which will ensure greater respect for the rights of minority workers.
- 2.1.2 **Organizing education and training for employment counsellors:** Employment counsellors will undergo training and education in order to be better prepared to work with harder-to-employ categories, including members of minority communities, which will contribute to greater efficiency of the program employment.
- 2.1.3 **Provision of professional assistance for labour and social integration:** Through this activity, professional assistance will be provided to members of minority communities in the process of labour and social integration, in order to acquire the necessary knowledge and skills for successful inclusion in the labour market.
- 2.1.4 Conducting research on the representation of minority peoples in state bodies: Through this research, data will be collected on the representation of minority peoples and other minority national communities in state bodies and public administration bodies, which will provide insight into the current situation and potential areas for improvement.
- 2.1.5 Organizing a round table on the employment rate of minorities in public administration: Through this round table, the employment rate of minorities in public administration will be discussed, along with the analysis of existing trends and processes, which will provide a basis for adopting more effective employment policies.
- 2.1.6 Conducting trainings to sensitize employees in public administration and judicial bodies: Through these trainings, employees in public administration and judicial bodies will be trained to better understand minority rights and needs, which will improve the approach and attitude towards members of minority communities.

CUMULATIVE OVERVIEW of the AP IN THE ARE AF EMPLOYMENT:

Number of activities: 6

Total estimated funds: EUR 23,500

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AREA 2:	EMPLOYMENT
Strategic goal: 2:	Strengthened socio-economic integration of members of minority nations and other minority national communities through the implementation of existing normative solutions and employment instruments.
Operational objective 2.1	The principle of affirmative action defined by the normative framework has been implemented in order to build the capacity of members of minority nations or other minority national communities regarding participation in the labour market.

Performance indicators

- Number of research
- Number of events: seminars, conferences, round tables Number of participants who have undergone the education
- · Number of research

Activity	Result indicator	Institution	Initial and final deadline	Implement ation status	Planned and spent funds	Value at the end of 2024	The value at the end of implementing the strategic document
2.1.1. Organizing trainings on positive legal solutions which relate to the rights of employees as well as solutions from the area of the usage of minority on the local level.	employees in public services, state and local self-government bodies in high-level	Lead institution: MLJMP Partners: Human Resources Administration - UZK/ Municipality of Ulcinj, Administration for Human Resources - ULJR	3 rd quarter o of 22024 3 rd quarter of 2025		Planned budget: TOTAL: 5 000 MLJMP	30	100
2.1.2. Organizing education and training to sensitize employment counsellors to work with less employable categories, including members of minorities community	Trained at least 15 employment counsellors (minimum 6 women)	Lead institution: MLJMP Partners: Help/Ministry of Labour and Social Welfare - MRSS	3 rd quarter of 2024 2 nd quarter of 2025		Planned budget: TOTAL: 3 500 a) MLJMP – 2 500 a) MRSS – 1 000	7	15





2.1.3 Provision of professional assistance through the process of labour and social integration in order to acquire the skills and knowledge needed to enter the labour market	The number of persons involved according to the assessment of needs for persons who are on the records of ZZZCG (Employment Agency of Montenegro) and dynamics their new applications	Lead institution: Employment Agency - ZZZ	4 th quarter of 2024 3 rd quarter of 2024	Planned budget: No need for additional means	No assessment	No assessment
2.1.4 Conducting research in order to collect data for the preparation of Information on the representation of minority peoples and other minority national communities in state bodies, public administration bodies, services of the President of Montenegro, the Parliament of Montenegro, the Government of Montenegro, courts, state prosecutor's office and local self-government bodies.	The research has been conducted.	Lead institution: Ministry of Human and Minority Rights - MLJMP Partner: Human Resources Administration - UZK	4th quarter of 2024	Planned budget: TOTAL: 8 000 MLJMP	1	1
2.1.5. Organizing a round table on the issue of the employment rate of minorities in public administration together with longitudinal research of existing trends and process	A round table was held and research conducted (minimum 40% of women participating in the round table)	Lead institution: Ministry of Public Administration - MJU Partners: MLJMP/NS NM	1 st quarter of 2025	Planned budget: TOTAL: 3 000 MJU	0	1
2.1.6 Conducting trainings to sensitize employees in public administration and judicial bodies on minority rights.	Conduct at least two (2) employee sensitization training (minimum 40% women)		3 rd quarter of 2024 III 3 rd quarter of 2024	Planned budget: TOTAL: 4 000 a) MLJMP – 1 000 b) NSNM – 3000 a) (every NSNM – 500 each)	2	2





Area: Culture and Identity

Culture and identity are inseparable elements of every community's identity. Through various activities in the field of culture and identity, we promote the diversity and richness of Montenegrin society, while strengthening the sense of belonging among minority communities.

Strategic goal: Preservation of the cultural and historical heritage of minority nations and other minority national communities as an important segment of the entire cultural and historical heritage of Montenegro.

Activities:

- 3.1.0 Celebrating 25 years of the magazine Koha Javore: This activity will mark the significant jubilee of the magazine Koha Javore as a messenger of minority communities and a platform for the promotion of cultural diversity.
- 3.1.1 Holding a literary evening dedicated to Avdo Međedović: The literary evening will be dedicated to the prominent writer Avdo Međedović, which will promote the literature of minority communities.
- **3.1.2 Implementation of a campaign on social networks to promote tolerance:** The campaign will aim to reduce ethnic distance through the promotion of tolerance and understanding among different ethnic groups.
- 3.1.3 Implementation of a national campaign for the promotion of tolerance and understanding: The national campaign will be directed towards the fight against violence and discrimination, with a special focus on reducing the ethnic distance.
- 3.1.4 Publication of four books by authors of minority nations: The publication of books will contribute to the affirmation of the national identities of minority nations through literary creativity.
- 3.1.5 Translation, publication and promotion of the monography on Xhubleta/Džubljeta: The monography will be translated and promoted with the aim of preserving the cultural heritage and promoting the national heritage.
- 3.1.6 Translation and publication of the study on the cultural heritage of the Albanian people: The study will be translated and published in order to promote and preserve the cultural heritage of the Albanian people.
- 3.1.7 Publication of the complete literary work of the author Basri Čaprić: This will enable a wider audience to get to know the literary work of the author Basri Čaprić, which contributes to the affirmation of cultural heritage.
- 3.1.8 Publishing and promoting the works of the Montenegrin Journal for Social Sciences: The works will be published and promoted in order to encourage scientific exchange and research in the field of social sciences.



- 3.1.9 Preparation, publication and promotion of three monographies on the identity of the Croatian people: The monographies will be published and promoted with the aim of affirming the identity of the Croatian people in Montenegro.
- 3.1.10 Elaboration of the study for the preparation of the Bosniak lexicon: The study will be prepared in order to collect materials for the preparation of the Bosniak lexicon, which will contribute to the preservation of linguistic heritage.
- 3.1.11 Preparation, publication and promotion of three thematic publications on identity of the Muslim people: Publications will be prepared, published and promoted in order to promote and preserve the identity of the Muslim people.
- 3.1.12 **Observing important dates of minority nations:** This activity will include the organization of events and manifestations marking important dates from the history and culture of minority peoples.
- 3.1.13 Translation of the monography of Bedri Elezaga elementary school: The monography will be translated into the Montenegrin language for wider accessibility and promotion of cultural heritage.
- 3.1.14 **Organization of round tables 'United in diversity':** Round tables will be organized annually in cooperation with national councils to promote tolerance and understanding.
- 3.1.15 Organizing an international conference of national councils: The conference will bring together the national councils of the countries of the region in order to exchange experiences and promote cooperation in the field of protecting the rights of minority peoples.
- 3.1.16 Organization of author evenings and promotion of books by Albanian writers: Through these activities, the literature of Albanian writers from Montenegro and the region will be promoted.
- 3.1.17 **Presentation of the practice of the European Court of Human Rights:** Through the presentation of the practice of the European Court of Human Rights, the protection of the rights of minority peoples will be promoted.

These activities are essential for the preservation and promotion of the cultural heritage of minority nations and other minority national communities in Montenegro. Through the implementation of these activities, the strategic goal of preserving cultural diversity and identity in Montenegrin society will be achieved.

Below is a chart presentation of all the activities of the Action plan regarding the area of Culture and identity.

CUMULATIVE OVERVIEW OF THE AP FOR CULTURE AND IDENTITY:

Number of activities: 18

Total estimated funds: EUR 131,500



AREA 3:	CULTURE AND IDENTITY
Strategic goal 3	Preservation of the cultural and historical heritage of minority nations and other minority national communities as an important segment of the entire cultural and historical heritage of Montenegro.
Opeartional objective - 3.1.	Affirmation of cultural identities of minority peoples and other minority national communities in Montenegro supported through implementation measures and activities of state institutions.

- The number of observed significant dates from the history and tradition of minority nations and other minority national communities
 Number of events (promotions, round tables, seminars)
 Number of conducted campaigns
 Publicity (number of books and publications)

Activity	Result indicator	Institution	Initial and final deadline	Implementa tion status	Planned and spent funds	Value at the end of 2024	The value at the end of implementing the strategic document
3.1.0. Celebrating 25 years of the magazine Koha Javore	25 years of the magazine "Koha Javore" has been celebrated	Lead institution: Albanian National council Partners: Municipality of Tuzi, Ulcinj, Gusinje	3 rd quarter of 2024		Planned budget: TOTAL: 4 000 a) Albanian National council – 2 500 a) Municipalities (LS) – 1500 (three municipalities 500 euros each	1	1
3.1.1 Holding a literary evening dedicated to Avdo Međedović	Literary evening dedicated to Avdo Međedović has been held	Lead institution: NSMN of MNE Partner: Municipality of Bijelo Polje	3 rd quarter of 2024		Planned budget: TOTAL: 2 500 a) NSMN of MNE-2 000 a) Municipality of Bijelo Polje - 500	1	1
Awarding annual prize "Avdo Međedović" for the contribution to preserving cultural identity of the Muslims in Montenegro	Annual prize "Avdo Međedović " has been awarded	Lead institution: NSMN of MNE	3 rd quarter of 2024 2 nd quarter of 2025		Planned budget: TOTAL: 1 000 NSMN of MNE	1	1
	Annual prize "Murteza Karađuzović" has been awarded	Lead institution: NSMN of MNE	3 rd quarter of 2024 2 nd quarter of 2025		Planned budget: TOTAL: 1 000 NSMN of MNE	1	1
3.1.2. Implementation of a campaign on social networks to promote tolerance with the aim of decreasing social distance	A campaign was carried out on social networks (the campaign must contain aspects of gender equality)	Lead institution: NSNM Partner: Ministry of Culture and Media - MKM	3 rd quarter of 2024 1 st quarter of 2025 3 rd quarter		Planned budget: TOTAL: 3 000 MKM	1	3

3.1.3.	The campaign was carried	Lead institution:		Planned budget:		
Implementation of a national campaign for the promotion of tolerance and understanding in order to fight the violence for the purpose of decreasing ethnic distance and discrimination	out at the national level (the campaign must contain gender spectrum equal)	MLJMP Partner: NSNM	4 th quarter of 2024 4 th quarter of 2024	MLJMP	1	1
3.1.4. Publication of four books by authors of minority nations with the aim of the affirmation of national identities	4 books by authors of minorities have been published from Montenegro	Lead institution: CEKUM	4 th quarter of 2024 2 nd quarter of 2025	Planned budget: TOTAL: 16 000 CEKUM	2	4
3.1.5. Translation, publication and promotion of the monography on Xhubleta/Džubljeta, with aimed value of 200 copies	Translated and issued 200 copies of the monography	Lead institution: Municipality of Tuzi	4 th quarter of 2025	Planned budget: TOTAL: 5 000 Municipality of Tuzi	0	1
3.1.6. Finding a publicist and translating the study on the cultural heritage of the Albanian people	Translated Study on the record of the cultural and material heritage of the Albanian people	Lead institution: Municipality of Tuzi	1st quarter of 2025	Planned budget: TOTAL: 3 000 Municipality of Tuzi	0	1
3.1.7 Publication of the complete literary work of the author Basri Čaprić	Five (5) books of the author Basri Čaprići has been published	Lead institution: Municipality of Ulcinj Partner: Albanian National Council	1st quarter of 2025	Planned budget: TOTAL: 5 000 Municipality of Ulcinj	0	5
3.1.8 Publishing and promoting the works of the Montenegrin Journal for Social Sciences number 8 from the scientific conference	Works of the Journal have been published	Lead institution: Serb National Council	2 nd quarter of 2025	Planned budget: TOTAL: 5 000 Serb National Council	0	1
3.1.9. Preparation, publication and promotion of three monographies on the identity of the Croatian people	Three monographies have been published	Lead institution: Croatian National Council in Montenegro	4 th quarter of 2024 1 st quarter of 2025 4 th quarter of 2025	Planned budget: TOTAL: 10 000 Croatian National Council	1	3



3.1.10 Elaboration of the study for the preparation of the lexicon of	The Study Has Seemen	Lead institution: Bosniak National Council in Montenegro	3 rd quarter of 2025	Planned budget: TOTAL: 7 000 Bosniak National Council	0	1
Bosniak authors: 3.1.11 Preparation, publication and promotion of three thematic bublications on identity of the Muslim people	Published at least three thematic publications concerning the identity and affirmation of the Muslim people	Lead institution: Council of Muslims of Montenegro	4 th quarter of 2024 2 nd quarter of 2025 4 th quarter of 2025	Planned budget: TOTAL: 5 000	1	3
3.1.12 Observing important dates of minority nations:	At least twelve (12) Significant dates a year has been observed	Lead institution: NSNM	3 rd quarter of 2024 3 rd quarter of 2024 2 nd quarter of 2025 3 rd quarter of	Planned budget: TOTAL: 24 000 Six National Councils of National Minorities- NSNM - 4 000 EUR each	6	6
3.1.13 Translation of the monography of Bedri Elezaga elementary school	Monography of the Elementary school "Bedri Elezaga" has been translated in Montenegrin language	Lead institution: Albanian National Council	3 rd quarter of 2025	Planned budget: TOTAL: 24 000 Albanian National Council	0	1
3.1.14. Organization of round tables 'United in diversity' every year for all national councils	Organized at least one annual round table on the topic of united diversity of all national councils (minimum 40% female participant)	Lead institution: MLJMP Partneri: NSMN	3 rd quarter of 2024 4 th quarter of 2024 1 st quarter of 2025 4 th quarter of 2025	Planned budget: TOTAL: 6 000 MLJMP	2	4
3.1.15 Organizing an international conference of national councils of the countries from the region	International conference of national councils of the countries from the region has been held	Lead institution: MLJMP Partner: NSMN	4 th quarter of 2025	Planned budget: TOTAL: 3 000 MLJMP	0	1



3.1.16 Organization of author evenings and promotion of books by Albanian writers	Organized author's evenings at least four (4) Albanian writers from Montenegro and countries of the region	Lead institution: CEKUM CEKUM Partneri: Albanian National Council	4 th quarter of 2024 3 rd quarter of 2025	Planned budget: TOTAL: 4 000 Center for Prevention and Development of the Culture of Minorities - CEKUM	2	4
3.1.17 Presentation of the practice of the European Court of Human Rights regarding applications relating to the protection of minority rights	Report on the practice of the European Court of Human Rights	Lead institution: MLJMP Partner: NSNM	1st quarter of 2025	Planned budget: TOTAL: 2 000 MLJMP	0	1

Area: Political participation

Political participation is a fundamental element of a democratic society, and the authentic representation and involvement of minority peoples and other minority national communities is crucial for an inclusive political culture in Montenegro.

Strategic goal: Ensured authentic political representation and participation of members of minority nations and other minority national communities in the political life of Montenegro.

Activities:

- 4.1.1 Education of members of minority communities on the importance of political participation: Education will focus on raising awareness of the importance of political participation among members of minority communities, in order to strengthen their role in the political process.
- 4.1.2 **Implementation of education on political participation for Roma and Egyptians:** Special education will be implemented for Roma and Egyptians, with a focus on the importance of political participation and public advocacy of policies of their importance.



- 4.1.3 Implementation of education and campaigns on the political participation of minority nations: Educational campaigns will be organized in order to inform the public about the importance of political participation of minority nations and encourage their active role in political life.
- 4.1.4 Organizing a round table on the topic of political participation of the Muslim people: The round table will enable an open discussion on the political participation of the Muslim people in Montenegro, and the identification of key issues and challenges they face.

Through the implementation of these activities, the active participation of members of minority nations and other minority national communities in the political process of Montenegro will be ensured, which will contribute to the construction of an inclusive political system and the strengthening of democratic values.

Below is a chart presentation of all the activities regarding the area of political participation

CUMULATIVE OVERVIEW OF THE AP IN THE AREA OF POLITICAL PARTICIPATION:

Number of activities: 4

Total planned funds: 26 000 EUR





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Performance indicators:

- The number of educated members of minority nations and other minority national communities about the importance of political participation Number of activities of raising capacities

 Number of events (round table)

 Number of campaigns

Activity	Result indicator	Institution	Initial and final deadline	Implemen tation status	Planned and spent funds	Value at the end of 2024	The value at the end of implementing the strategic document
4.1.1 Education of members of minority communities on the importance of political participation	The least two hundred (200) Members of minority people and other minority national community is educated about the importance political participation (minimum 80 women)	Lead institution: MLJMP Partner: Albanian National Council	3 rd quarter of 2024 1 st quarter of 2025 3 rd quarter of 2025 4 th quarter of 2025		Planned budget: TOTAL: 4 000 MLJMP	50	200
4.1.2 Implementation of education on the importance of political participation and public advocacy of politics of significance for the members of minority national communities, with the special focus on Roma and Egyptians	Organized three (3) trainings for 60 representatives of minority nations and other minority national communities (minimum 24 women)	Lead institution: MLJMP Partners: NSNM	3 rd quarter of 2024 2 nd quarter of 2025 3 rd quarter of 2025		Planned budget: TOTAL: 6 000 MLJMP	1	3
4.1.3. Implementation of education and campaigns on the political participation of minority nations	Implemented it's six (6) campaigns; Covered about a minimum 80 members minority people and other minorities national community; Held 1 seminar for 20 participants (minimum 32 women)	Lead institution: NSNM	4 th quarter of 2024 4 th quarter of 2024 1 st quarter of 2025 2 nd quarter of 2025		Planned budget: TOTAL: 8 000	3	6





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	Organizing a round table
	on the topic of political
	participation of the
	Muslim people

A round table was held on the topic of political participation of the Muslim people

(minimum 40% participants are women

Lead institution: Council of Muslims of Montenegro Partner: MLJMP

1st quarter of 2025

Planned budget: TOTAL: 8 000

Council of Muslims of Montenegro 0

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The media plays a crucial role in shaping public opinion and the perception of different ethnic groups. Through media activities, we strive to strengthen the cultural identity of minority peoples and promote interethnic tolerance in Montenegro.

General goal: Strengthening the cultural identity of minority groups, as well as enhancing inter-ethnic tolerance through the media representation of minority groups and other minority communities in the media space.

Activities:

- 5.1.1 Participation in the podcast "The Importance and Culture of Minority Nations in Montenegro": Annual participation in the podcast allows for the spreading of knowledge and awareness about the cultural wealth and significance of minority nations across various media platforms.
- 5.1.2 Creating four thematic shows on the national service: The shows will cover a wide range of topics such as culture, history, inter-ethnic tolerance and cooperation, rights and representation of minorities in society, contributing to a better understanding and respect for minority communities in society.
- 5.1.3 Organizing a round table on the representation of minority nations in the media: The round table will enable an open discussion about the representation of minority nations in the media and the identification of any shortcomings in their media portrayal.
- 5.1.4 Implementing a campaign "Digital Campaign Against Hate Speech on the Internet": The campaign will focus on combating hate speech online and promoting tolerance through digital media.
- 5.1.5 **Research content analysis of traditional media:** The research will analyse media content related to the promotion of human rights tolerance in traditional media to identify trends and practices that support inter-ethnic tolerance.
- 5.1.6 **Research content analysis of online media:** The research will analyse content from online media related to promoting human rights tolerance in order to identify and address issues of intolerance and hate speech on the internet.
- 5.1.7 Organizing a round table with experts in digital media: The round table will allow for the exchange of experiences and best practices in combating intolerance, ethnic hatred, and hate speech online.

CUMULATIVE OVERVIEW OF THE AP IN THE AREA OF MEDIA AND MEDIA REPRESENTATION:

Number of activities: 7

Total planned funds: 17 000 EUR



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AREA 5:	Media and media representation Strengthening the cultural identity of minority groups, as well as enhancing interethnic tolerance through the media representation of minorities and other strengthening the cultural identity of minority groups, as well as enhancing interethnic tolerance through the media representation of minorities and other strengthening the cultural identity of minority groups, as well as enhancing interethnic tolerance through the media representation of minorities and other strengthening the cultural identity of minority groups, as well as enhancing interethnic tolerance through the media representation of minorities and other strengthening the cultural identity of minority groups, as well as enhancing interethnic tolerance through the media representation of minority groups, as well as enhancing interethnic tolerance through the media representation of minority groups, as well as enhancing interethnic tolerance through the media representation of minority groups.
Strategic goal 5	Strengthening the cultural identity of minority groups, as well as elmancing interesting the cultural identities in the media space. Creating media content that promotes the affirmation of minority cultural identities and establishes interethnic tolerance both in traditional media and in
Operational objective 5.1	the digital media space.

- Performance indicators:

 Number of produced media contents

 Number of campaigns

 Number of events (round table, training)

Activity	Result indicator	Institution	Initial and final deadline	Implementa tion status	Planned and spent funds	end of 2024	The value at the end of implementing the strategic document
5.1.1. Participation in the podcast "The Importance and Culture of Minority Nations in Montenegro" (1 podcast a year on the larger number of	Four podcasts were held (one each year) NOTES: Each special podcast should have a specific area that it covers.	Lead institution: MKM Partneri: UCG/NSNM	3 rd quarter of 2024 4 th quarter of 2024 2 nd quarter of 2025 4 th quarter of 2025		Planned budget: TOTAL: 8 000 MKM	2	4
possible platforms). 5.1.2. Creating four thematic shows on the national service: culture, history, interethnic tolerance and cooperation, rights and representation of minorities in society (themes can adapt to the circumstances and authors and they can be changed according to new	Four themed shows were created and aired.	Lead institution: RTCG Partners: NSNM/MLJ MP/MPNI	4th quarter of 2024 1st quarter of 2025 2nd quarter of 2025 3rd quarter of 2025		Planned budget: TOTAL: 2 000 RTCG	1	3
ideas) 5.1.3. Organizing a round table on the representation of	A round table was held on the topic of the representation of minority nations (minimum 40% participants women).	Lead institution: NKM Partners: NCNM	3 rd quarter of 2024		Planned budget; TOTAL: 1 000	1	1

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	AND S	
1	5.1.4.	Campaign was imple
	Implementing a campaign "Digital	on the internet" (A car include aspects of ger

5.1.4. Implementing a campaign "Digital Campaign Against Hate Speech on the Internet"	Campaign was implemented "Digital campaign against hate speech on the internet" (A campaign to include aspects of gender equality)	Lead institution: MLJMP Partners: MJU/AEM/ NSNM	1 st quarter of 2025 3 rd quarter of 2025	Planned budget: TOTAL: 1 000 MLJMP	0	1
5.1.5. Research - content analysis of traditional related to the promotion of tolerance and human rights	A study was conducted, specifically an analysis of the content related to promoting tolerance and human rights in traditional media	Lead institution: MLJMP Partners: NSNM	3 rd quarter of 2024	Planned budget: TOTAL: 2 000 MLJMP	1	1
5.1.6. Research - content analysis of online media related to the promotion of tolerance and human rights	The research is based on an analysis of the content related to the promotion of tolerance and human rights in online media.	Lead institution: MLJMP Partners: NSNM	3 rd quarter of 2024	Planned budget: TOTAL: 1 000 MLJMP	1	1
5.1.7 Organizing a round table with experts in digital media with the topic of intolerance, ethnic hatred and hate speech on the Internet.	At least one round table was held (minimum of 40% Participants are women)	Lead institution: MLJMP Partners: NSNM	IV quarter 2025. godine	Planned budget: TOTAL: 2 000 MLJMP	0	1



Quarterly overview of the Action plan

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	Alexander and a second	202	24		2025				
	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter	
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		EMPLOYMENT									
	2024					2025					
	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter			
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2.1.5.				A Washing Basic Feb.							



2.1.6

				CUL	TURE				
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			PO	LITICAL PA	RTICIPATION	ON		
	2024				2025			
	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter
4.1.1							Mark Street	

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4.1.4	

	MEDIA										
	2024					20	25				
	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter	1 st quarter	2 nd quarter	3 rd quarter	4 th quarter			
5.1.1.											
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5.1.7											

Generative representation of the Action Plan

Areas: Education, Employment, Culture and Identity, Political Participation, Media and Media Representation

Total number of activities by area:

2



Area	No. of activities
Education	14
Employment	6
Culture and identity	18
Political participation	4
Media and media representation	7
TOTAL No. of activities	49

Total expenses for the implementation of the activities

AREA	EUR
Education	55000
Employment	23500
Culture and identity	131500
Political participation	26000
Media and media representation	17000
AMOUNT	253000

Overview by indicators

	Value at the end of 2024	Final value at the end of 2025
Number of teachers who have completed training	30	100
Number of managers who have completed training	0	40
Number of students who have completed training	15	55
Number of events: seminars, conferences, round tables	9	41
Number of research studies	2	3
Area: Employment		
Number of events: seminars, conferences, round tables	2	5
Number of students who completed the training	37	115
Number of research studies	1	1



Number of observed significant dates from the history and tradition of minority nations and other minority national communities	7	131
Number of events (promotions, roundtables, seminars)	5	10
Number of campaigns conducted	2	10
Publishing (number of books and publications)	6	21
Area: Political participation		
Number of educated members of minority groups and other minority national communities about the importance of political participation	90	280
Number of capacity-building activities	1	3
Number of events (round tables)	0	1
Number of campaigns	1	3
Area: Media and media representation	ALCOHOLD STATE	
Number of produced media content	3	7
Number of campaigns	n	1
Number of events (round table, training)	1	2
Number of research studies	2	2

TURIAC/INTERPRETER AND TRANSLATOR

A hola Aveliu Imal presime / First and lest name

na englarki jezik, postavljen u Crnoj Gori rješenjem ministra pravde 9, 1010, 1012, 2016, od 1004, 2022, og/ ne na vrijeme od pet godina, potwóu, a da je ovaj prevod vjeran originalu. / for the English language, sepolated by the order of the Minister of Justice

No.: 1161-05-100/02-295-1 on April 19, 2022 for the period of five years, confirms that this translation is true to the original.