

FDES Projects

Jovan Kojičić

The Center of Excellence



The Institute for Public Governance, Human Rights and Environment

Our mission

The main goal of the Regional Institute for Public Governance, Human Rights and Environment is to contribute to regional capacity building, conduct research and advocate public governance, human rights, sustainable development and environmental protection, promote regional cooperation, peace, rule of law, justice, democracy and equality, to help the Western Balkans countries to adjust and strengthen their capacities to negotiate accession to the European Union. At the institutional level, we develop research and programs to strengthen individual and intellectual capacity, strategic planning, infrastructure and organizational and management models, create functional policies and improve professional performances, accountability, planning and control systems needed for integrated management, policies and systemic action in all areas and at all levels of operations. Advocating for a systemic perspective and the importance of integrated governance, we are strongly committed to implement the goals and requirements of the UN Agenda for Sustainable Development 2030. Developing partnerships and mobilizing knowledge is our vital guide in efforts to advance research-based policies and practices. We are focused on mobilizing and networking young graduates and professionals from the Region who have completed their studies (and/or earned master's or doctoral degrees) at prestigious universities around the world, specialize in various fields, while countries usually do not use it, or not enough.

By conducting [research projects](#), issuing recommendations, proposals and assessments, creating policy and strategy formulations, publishing materials, developing new [methods and mechanism](#), educating, organizing [specialization](#) events, expert meetings and training/courses, and providing [technical assistance](#), we work to achieve our goals and cooperate with governments, business sector, civil society and other key actors in this ambitious journey.

Curriculum vitae

Jovan Kojičić is an associate professor of European law and Human rights law. He is the acting director of the FDES Regional Institute for Public Governance, Human Rights and Environment in Podgorica, Montenegro. He has a comprehensive knowledge in democracy and development, environment and sustainable development (and goals), human rights, inclusion and gender, inequality of opportunity, policy planning, European affairs, international relations, analysis of development policies and project management. Dr. Kojicic graduated in law at the Faculty of Law of the University of Montenegro in Podgorica. He has received his Ph.D. in Law degree (Doktors der Rechte, Dr. iur.) at the European University Viadrina in Germany (2001/2005), with a focus on European and international environmental law. During his doctoral studies he was awarded the prestigious German Academic Exchange Service (DAAD) Fellowship. He finished postdoctoral studies at the Lund University in Sweden in human rights in international law and the relation of law to social change, with a profile which sits at the intersection of the laws and social sciences, and with emphasizing on policy development, global justice, institutional reforms and practices (2008/2010). Dr. Kojičić joined the Faculty of Administrative and European Studies (FDES) in Podgorica in April 2008. He worked as an international consultant at UCLA School of Law - the Williams Institute in Los Angeles, California, the United States (2018/2019), as a researcher and developing expert for Egale Canada Human Rights Trust, in Canada (2018/2019). He was an international visiting scholar at UCLA School of Law - the Williams Institute in Los Angeles, California, the United States (2011), a visiting researcher at the department of European, Public International and Public Law at the Faculty of Law, University of Leipzig, Germany (DAAD return visit, 2008). Since 2006 he was engaged in the project “Justice in the Balkans: Equality for Sexual Minorities”, which outgrew to international-wide movement of renowned professors, lawyers, public figures and civil organization representatives with series of conferences in the Balkans (2009, 2011, 2012, 2015). He was adviser to the Prime Minister of Montenegro on human rights and protection against discrimination (2011/2016). Since 2003, he is a full member of the Southeast Europe Society (with head office in Munich, Germany). He was a member of the European Economic and Social Committee Study Group (2001-2003) for the ECOSOC Project of South-Eastern European Countries. He executed duty of Secretary General of Yugoslav Youth Forum for Education and Science – JUFOMON (1993/1995). Since January 1992 he was a president of the Association of Young Ecologists of Montenegro (1992/2001). Over the years, dr. Kojičić has received many awards, such as: Award of Egale Canada Human Rights Trust for exemplary dedication to advancing Global LG-BTI human rights, Toronto, Canada (2017); DAAD fellowship for European Academy in Germany (2008); DAAD return visit – for academic researches (2008); Graduate College Europa Fellows

II, Federal German Ministry of Education and Research and European Union Fellows Programme (2005); European Viadrina University PhD Fellow (2004); The European System of Human Rights Summer Course Fellow, European Viadrina University, Council of Europe and DAAD (2003). Dr. Kojičić is a member of the DAAD Alumni Club Montenegro, member of the European Commission on Sexual Orientation Law (ECSOL) for Montenegro, principal organizer of the international conference “Justice in the Balkans”. He is the author of numerous scientific articles, books, book chapters and theses in his areas of expertise.

Specialist Training: March 2014, [The T.M.C. Asser Institute](#), The Hague, The Netherlands: *Professional Certificate - Access to Justice, Strengthening Institutional Capacity in the Rule of Law* | Nov 2013, [The International Centre for Parliamentary Studies \(ICPS\)](#), London, The United Kingdom: *Professional Certificate - Management and Leadership* | Sep 2003, [European University Viadrina, Council of Europe and German Academic Exchange Service \(DAAD\)](#), Frankfurt O., Germany: *Professional Certificate - The European System of Human Rights* | Nov 1996, [The Regional Environmental Center for Central and Eastern Europe \(REC\)](#), Budapest, Hungary: *Professional Certificate - Junior Leadership Programme*.



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Acting Director of the Institute for Public Governance,
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*Be a part of our inspirational learning
and regional networking efforts!*

THE CENTER OF EXCELLENCE

The Center of Excellence (CoE) is the creative core of the Regional Institute for Public Governance, Human Rights and Environment. It brings together leading and highly profiled experts. In its analyses, the Center focuses on current dilemmas and points out contemporary achievements and standards, particularly focusing on observing-studying-questioning-testing and providing best practices and solutions in relation to the interpretation of research projects, analyses and discussions. The goal is to achieve strategic program guidelines, identify resources, ensure vitality and sustainability of the highest standards and goals, as well as efficiency and effectiveness in developing, creating and providing knowledge, best policies and excellences in its implementation.

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The Center of Excellence

The Center of Excellence (CoE) includes educational work, under which the leadership training programs will be implemented, provides support at all levels of learning, knowledge and progress-advancement, including support for developing the necessary skills for excellence of candidates in management. The program contents relies on the highest standards of modern science and experience, providing adequate knowledge and best practices for developing administrative, social and emotional skills necessary for managerial excellence. CoE establishes analytical work (Think Tank) in order to coordinate strategic planning and evaluation-assessment in all segments of society. CoE provides answers to all social questions and support to the overall social development in reports, studies, publications, analyses, as well, through campaigns, discussions, partnerships and conferences.

PROFILE OF THE CENTER

The CoE represents a resource of competencies, which provides leadership, research, training, coordination and support in the realization of goals and programs. It consists of highly qualified individuals from different disciplines, with superior knowledge and competences, who will disseminate best practices in resources identification and training programs implementation.

The CoE implies joint expertise and resources, in order to improve competences and values to the level of excellence and to achieve the best performance of competent action and advocacy.

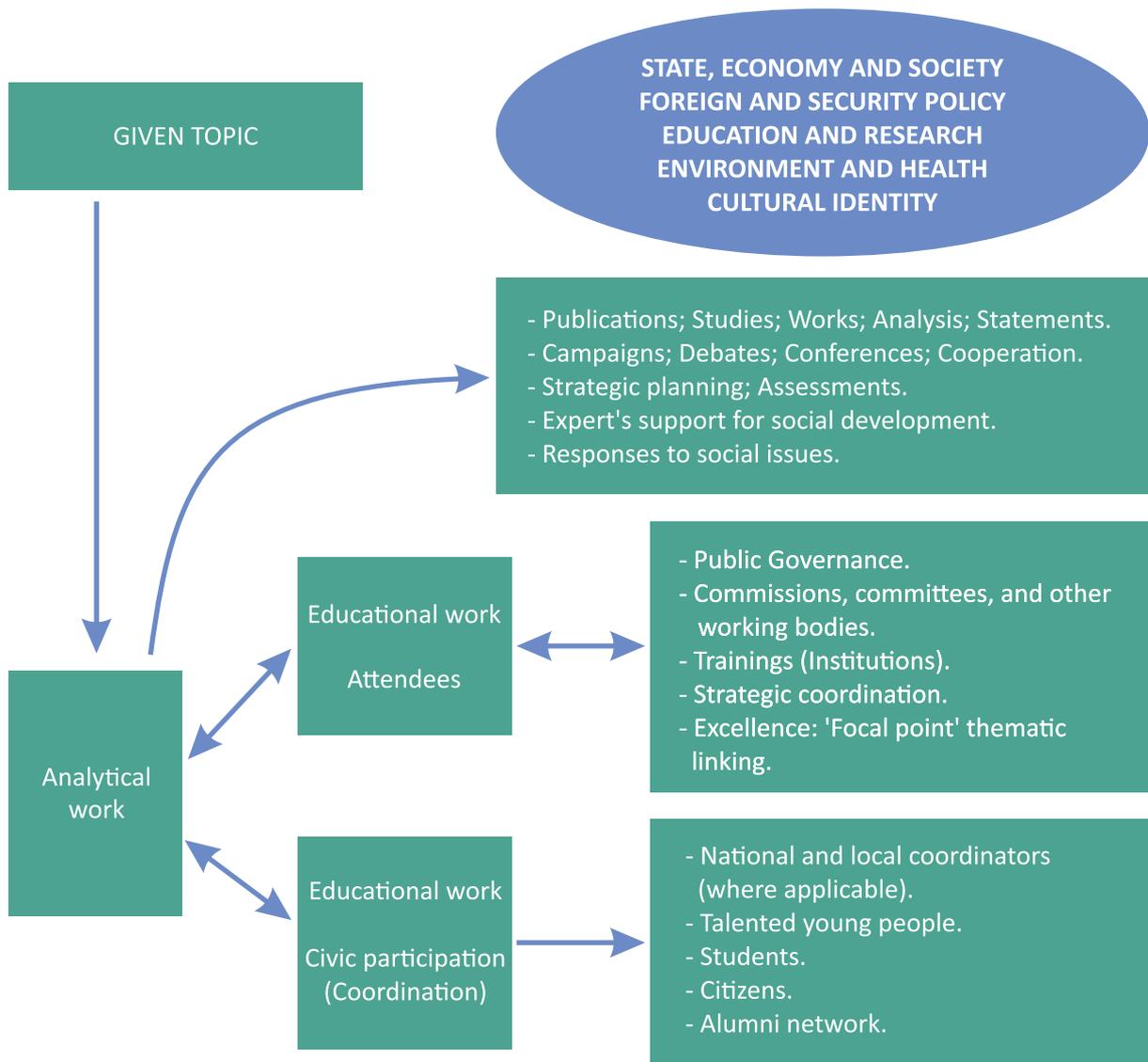
The CoE includes educational work, under which the leadership training programs will be implemented, provides support at all levels of learning, knowledge and progress-advancement, including support for developing the necessary skills for speciality excellence. The program contents relies on the highest standards of modern science and experience, providing highly profiled knowledge and best practices in developing leadership, social and emotional skills necessary for excellence. The intention is to achieve the competence of candidates, as an expression of best practices in solving various issues in all segments of our lives.

The CoE establishes analytical work (Think Tank) in order to coordinate strategic planning and assessment in all segments of society. The CoE will provide answers to all social questions and support to the overall social development in reports, studies, publications, analyses, as well, through campaigns, discussions, partnerships and conferences. In such way the CoE will provide information on current issues and events, so that it can be responsibly discussed and advocated at various occasions.

AREAS OF ACTIVITY

STATE, ECONOMY AND SOCIETY	EDUCATION AND RESEARCH	ENVIRONMENT AND HEALTH	FOREIGN AND SECURITY POLICY	CULTURAL IDENTITY
The rule of law	Educational work	Sustainable development and goals	Security Policy and Transatlantic Partnership (NATO)	Spiritual identity and heritage
Democracy	Analytical work (Think Tank)	Sustainable and participatory governance	European policy and integration	Multiculturalism
Economy	Euro-Atlantic integration	Climate change	Global change and challenges	Collective memory: Identity misunderstandings and cracks
Human rights, Gender and Gender equality	Free and independent media	Environmental protection and health	UN OSCE CoE	Religion and value orientations
Health	Science, technology, and innovation	Agriculture and forestry	Climate change and environmental policy	Debate culture
Public participation and strengthening of civil society	Digitalization	Waste management	Democracy and human rights	Populism and polarization
Local policies and initiatives	Political communication	Investment, Energy, and Industry	Regional cooperation and stability	Cultural identity: evolutions and transformations
Social issues	Cultural identity	Security - Peacebuilding and conflict resolution	International cooperation	Social issues and developments

Analytical work and strategic planning



EDUCATIONAL WORK

4.1 LEADERSHIP PROGRAM (mandatory)

Disciplines: Public policy, Law, Economics, Political science, Sociology.

Number of teaching hours: 36

4.2 EUROPEAN UNION IN THE BALKANS – INTEGRATION PROCESS

Disciplines: Public policy, Political science, Economics, Law

Number of teaching hours: 36

4.3 SUSTAINABLE DEVELOPMENT AND CLIMATE CHANGE

Disciplines: Public policy, Economics, International relations

Number of teaching hours: 36

4.4 HUMAN RIGHTS AND MONTENEGRIN DEVELOPMENT

Disciplines: Law, Economics, Political science

Number of teaching hours: 36

4.5 DIPLOMACY: THEORY AND PRACTICE, GLOBAL CHALLENGES

Disciplines: International Relations, Political Science

Number of teaching hours: 36

4.6 ECONOMIC DEVELOPMENT - PROCESSES, STRATEGY AND VISION

Disciplines: Economics

Number of teaching hours: 36

4.7 MEDIA AND POLITICS

Disciplines: Political Science, Sociology, Political Science

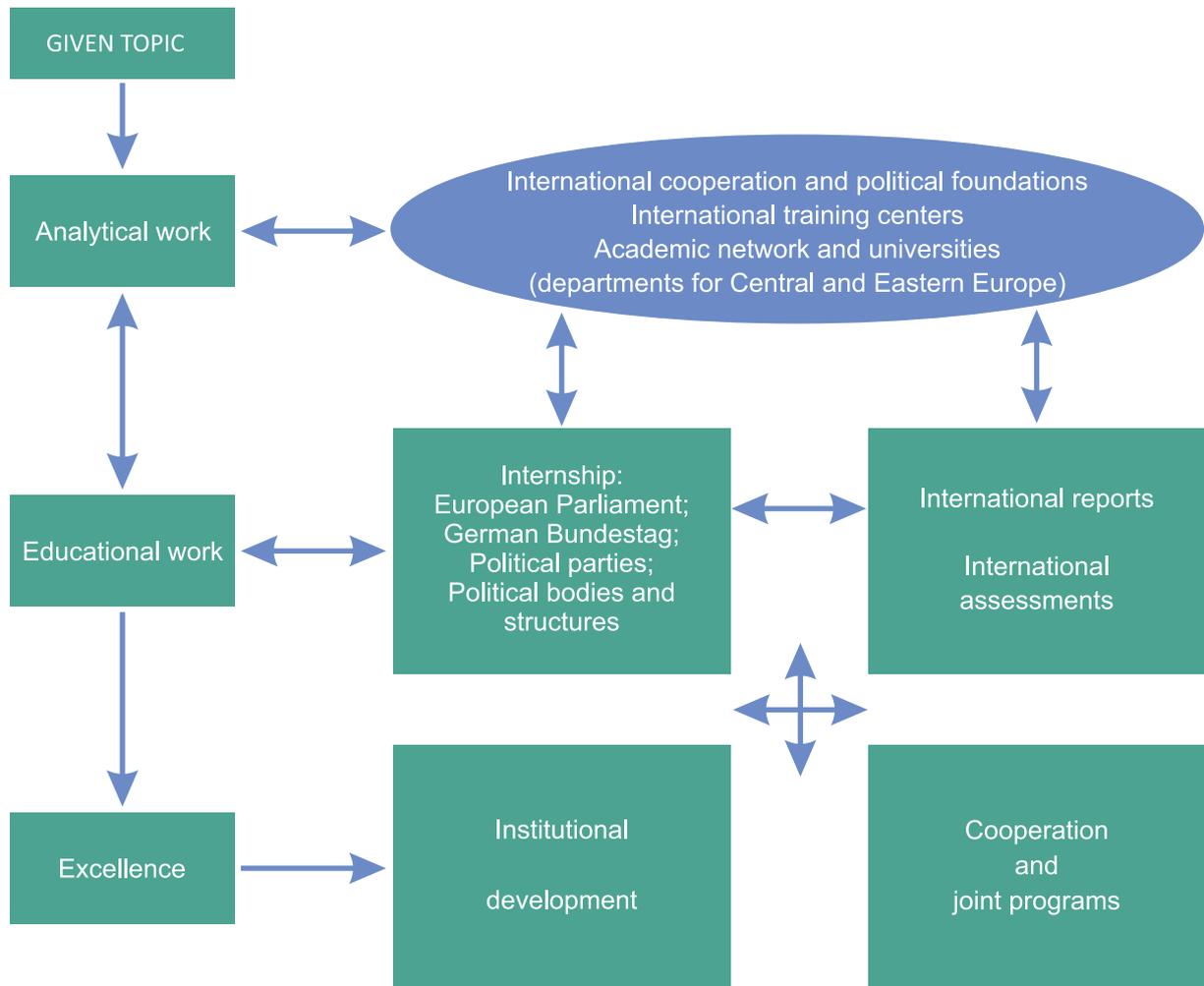
Number of teaching hours: 36

4.8 PUBLIC GOVERNANCE

Disciplines: Law, Public administration

Number of teaching hours: 36

Development of the Center's activities and impact



EDUCATIONAL PROGRAMS

LEADERSHIP PROGRAM (mandatory)

Disciplines: Public policy, Law, Economics, Political science, Sociology.

Number of teaching hours: 36

Course objective: The Leadership program is a key segment of the vision of excellence. The main goals are to mobilize talent and to raise leadership abilities and skills to the level of excellence. The intention is to improve management functions and increase effectiveness and efficiency in the implementation of the program, in all areas and spheres of life.

Course conditionality: The Leadership program consists of training and mentoring. The training program includes development of leadership, organizational and management skills of the candidate (see the course Summary). In addition to the Leadership program, the candidate is required to attend also one of the specific programs from the training list of the CoE and specialize in a particular area (maximum two areas). Capability and especially practical work and results in the seminar approach of participants in relation to the specific areas of the course will be evaluated. The candidate who is graded “excellent” shall be assigned to a mentor, as a prominent expert/representative with experience in the specific area (of candidate’s excellence). The mentor will continue further work with the candidate, directing activities and monitoring progress, providing advises, as well as providing career support to the candidate.

Course summary: In the interest of empowering the future success and response to the numerous challenges in society, the CoE promotes the Leadership program for the development of strong leaders in the implementation of social programs and changes, developing a culture of high performances, excellent knowledge and competences. Improving quality of life of all citizens and achieving the highest social values and the rule of law are commitments with no alternatives. Excellent knowledge, work, responsibility, and managerial excellence are the main attributes in this direction.

The Leadership program enables participants to understand, define and lead strategic planning, innovation and change within organizational structures, as well as to understand political trends and global challenges. All of this in context of the country strategies and the position of Montenegro. Participants will learn to analyze managerial and political success, to recognize the social and political context, institutional strength and weaknesses, as well as to consider the vision for future development. In particular, participants will learn the skills of

how to harmonize and achieve efficiency and effectiveness in the functioning, competencies and cultural behavior, to understand relevant stakeholders, communication, development and leading dialogue. Participants will also be able to learn: How to understand different influencing factors and ensure the best decisions; What are the skills of negotiation and advocacy; What is the working environment that leads to better performance of all actors, ethical excellence and result-oriented the functional structure as a whole; Operating modes of the digital world, its transformations and how to use it; How to create and define a project problem, set the solutions, guidelines, define realistic goals, manage and take responsibility in leadership; What are the models of effective reporting, relationships and synergies of teamwork; How to create and set goals and measure (monitor) the effectiveness, achieving performance and effective management; How to improve self-worth, motivation and leadership, as well as strengthen support and inspiration of others.

EUROPEAN UNION IN THE BALKANS – INTEGRATION PROCESS

Disciplines: Public policy, Political science, Economics, Law

Number of teaching hours: 36

Course objective: The course will provide the knowledge about the reforms of the Western Balkans integration process, as well as the necessary tools to understand changed methodology in the EU accession process. This interdisciplinary program will enable participants to effectively understand and improve the framework of Montenegro's representation in the negotiation process, through the objectives of public policy, rule of law, economics and political science. The aim is to familiarize participants with the revised European principles of negotiation, in order to improve political leadership, credibility and predictability of the Montenegro's accession process and the challenges of the required procedure.

Course summary: Montenegro's integration into the European Union is the most important foreign policy priority and the country's reform process. Our intention is to actively participate in challenges adopted by the methodology of negotiations, and to support the latest reform of the European integration process of the Western Balkans. With this program, we want to strengthen our potential and contribute to better dialogue, understanding, awareness and political leadership. Our goal is to improve knowledge for new proposals and ideas, as well as significantly to improve the efficiency and effectiveness of the integration process. The program includes a set of thematic units from the domain of public policy, law, economics and political science and includes analytical work and an approach in relation to the current status of negotiations and EU recommendations. We will analyze and monitor achieved progress and experience in negotiation, improve participant's knowledge of key principles and values and their application in the practice, also in the context of the current process of Montenegrin accession and negotiation (in all segments), teach them about/and developing planning, negotiating and advocacy skills and focus on concrete plans in finding the best solutions in order they can efficiently and effectively manage the process and develop an environment for improving Montenegro's progress on the European path. The program is based on concrete examples and analyses, with special attention given to the thematic units such as democracy and the rule of law, human rights, environmental protection, economy, media, security and regional cooperation and stability.

ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

3.1

SUSTAINABLE DEVELOPMENT AND CLIMATE CHANGE

Disciplines: Public policy, Economics, International relations

Number of teaching hours: 36

Course objective: The main objective of the course is learning and understanding the concept, reasons and challenges of sustainable development and climate action. The intention is to promote sustainable development and improve human resources, through the establishment of human resources network based on the knowledge and best standards and programs, which will be focused on solving specific problems in practice. The course program will explore the relationship between knowledge and current Montenegrin environmental policy and the situation on the ground. The seminar relies on the negotiating chapter 27, Environment and Climate change. An analytical approach based on science-based arguments will be developed and discussions will be encouraged in order to develop realistic models for solving the necessary challenges in the implementation of key benchmarks in the negotiation and Montenegrin development process.

Course summary: The program is structured in three topics. The first will include an understanding of the concept, reasons and challenges of sustainable development and learning about key environmental processes, with particular emphasis on the United Nations Sustainable Development Goals (SDGs) and the environment for Europe. It will be considered in the context of Montenegrin policies and opportunities (Chapter 27), defining institutional capacities, examples of how these processes work and the need to integrate environmental policies at all levels and in all sectoral areas. We will develop a discussion on the development of institutional reforms, on sustainable technologies and investments in the environment, the importance of a participatory approach and dialogue, sustainable resources, reduction of harmful effects on the environment, sustainable planning and management. The second topic of the seminar will provide learning on the United Nations Framework Convention on Climate Change

(UNFCCC) and the Paris Agreement. We will discuss the factors of inertia in the Montenegrin context for the establishment of realistic measures and adaptation activities on the construction of sustainable solutions in response to climate change, such as sustainable energy, low carbon emissions in various sectors etc. The third topic includes a seminar approach to the work, so on the basis of scientifically based possibilities, course participants will be asked to analyze and work on solving scenarios of problems in the implementation of Montenegrin policy in the field of environment and climate change.

Note: Following the same approach, training will be developed in all other segments of environmental policy vis-à-vis (Program 3.2) Waste management; (Program 3.3) Sustainability of forest management; (Program 3.4) Water commodities; (Program 3.5) Air protection, etc.

HUMAN RIGHTS AND MONTENEGRIN DEVELOPMENT

Disciplines: Law, Economics, Political science

Number of teaching hours: 36

Course objective: The course will explore the links between human rights and current Montenegrin development, including a review of relevant segments of the European integration process. Through a multidisciplinary focus in relation to law, economics and political science, the seminar will provide basic theoretical and practical knowledge focused on exercising human rights in development, but also in the context of interaction, which is correlated to that. Economic analysis in relation to the concept of human rights and challenges of poverty and inequality in society will be combined and analyzed. A link between the UN 2030 Agenda for Sustainable Development and the obligations of Montenegro will be established. Advocacy and representation skills, financial assistance opportunities and development strategies will also be learned. The key issues will be addressed through given scenarios in order to improve the practical knowledge and ability of participants to address major policy issues in the field.

Course Summary: Freedom and equality for all are the core values of our society, regardless of ethnicity, religion, political views, gender and / or sexual orientation. These values are universal and primary. The course is based on the presented political determinants and explores the interaction between human rights and development, pointing out the key issues that require improvement of the current situation on the ground in terms of further development, policy development and advocacy at all levels. Further profound participants understanding of human rights, mutual interaction between human rights and the development of Montenegrin society, with special emphasis on social and economic rights in order to understand the counterweight in the relation - poverty v. human dignity v. economic well-being, are the ultimate objectives of the course.

DIPLOMACY: THEORY AND PRACTICE, GLOBAL CHALLENGES

Disciplines: International Relations, Political Science

Number of teaching hours: 36

Course objective: The course explores the theory and practice of contemporary diplomacy in the context of global challenges and digital revolution, the regional, European and Mediterranean issues in relation to the orientation and position of Montenegro in current discourse. A wide range of areas and international relations will be explored, with a focus on diplomatic and professional training of participants, diplomatic actors, processes and policies in different contexts, in order to understand how diplomacy actually works. In addition to learning basic vocabulary, protocols and diplomatic methods that will provide course participants with specific knowledge and skills in the field of diplomacy and international relations, the course will also combine practical exercises and seminar discussion. The intention is for to develop a creative approach to solving complex and specific issues for all participants, which go beyond narrow fields of expertise, to use mastered techniques, skills and knowledge, as well as their own creativity in solving given scenarios.

Course summary: Starting from Montenegro's position in the Region, the role in the European integration process, as well as membership in the NATO, we are committed to stronger strategic action based on Euro-Atlantic values and strengthening Montenegro's external relations. To achieve this, we will work on improving strategic action, diplomatic and professional skills, preparing and training professionals for potential careers in various spheres of politics (Environment, Human rights, Rule of law, Public Governance). Our goal is to build qualified professionals to help the process of strengthening Montenegrin diplomacy, help our economy, motivate potential investors to invest in Montenegro and improve the status of our country, and of our citizens abroad. The program includes learning about diplomacy, its characteristics and importance, how diplomacy works and the instruments and tools for achieving diplomatic goals. The characteristics of diplomacy in various areas and scenarios will be discussed, in the security field, cyber security, conflict resolution, culture, economy, trade, environment, human rights, humanitarian crises, as well as the impact of new technologies on diplomacy. The transatlantic partnership and (re)linking programs will also be reviewed. In such deliberations, discussions and encouragement of the practical work of course participants will be developed, directing them

to new opportunities for cooperation, progress and stronger representation of Montenegrin interests in the context of current challenges. The emphasis will be placed on defining and minimizing potential risks, clearer representation and positioning of Montenegrin interests in the observed scenario. According to the given topic/scenario, each participant needs to design own analysis of Montenegrin diplomacy, and to present the perspective and role of Montenegrin interests in the international framework in accordance with the learned techniques, methods and instruments for achieving goals.

ECONOMIC DEVELOPMENT - PROCESSES, STRATEGY AND VISION

Disciplines: Economics

Number of teaching hours: 36

Course objective: The main objective of the course is to provide participants with a current theoretical and empirical basis on the processes, strategy and vision of Montenegrin economic development. Participants will learn about the current organization of the Montenegrin economy, as well as current processes and structural adjustment in order to understand the potential key drivers of potential change, in relation to local/national circumstances and trends in the world economy. Through a research approach, it will be insisted on analytical skills and the active role of course participants.

Course summary: The course analyzes the current processes of international integration and the position of Montenegro and neighboring countries in this regard. Key guidelines that generate the development potential of Montenegro, institutional framework, economic regulations and policy, tourism, energy and agricultural resources and potentials, digitalization, trade regime, capital transfer and improvement of the business environment will be presented. The interactions between the established economic structural environment and global economic opportunities and trends will be analyzed. In particular, the impact of the COVID 19 pandemic on the structure and flows of the global and regional economy, as well as on the impacts it has on the Montenegrin economy. Different scenarios, potential economic partnerships, new development strategies and new conditions of trade, economic and investment flows, the current performance of the Montenegrin economy to respond to current, developmental integration and economic challenges will also be analyzed.

MEDIA AND POLITICS

Disciplines: Political Science, Sociology, Political Science

Number of teaching hours: 36

Course objective: The course provides working knowledge about the importance and role of the media in contemporary politics. The main objective is understanding the role and functioning of this complex relationship, including the role of the media in the context of modern democracy and society. A descriptive, historical, comparative and analytical-synthetic methodological approach will be used. The deeper meaning of these relations, as well as the mutual connection (interaction) will be considered. It will be insisted on analytical approach and case study in order to learn on concrete examples how these relations work, on messages that are communicated and how it's affects political and social processes. Through synthesis of all analyzed aspects, the whole of the complexity of these relations, as well as the current context in Montenegrin society will be observed.

Course Summary: The media has a key role in building a democratic society. They represents a significant factor in political communication between government and the public, and it's makes an impact on the political and social processes. Moreover, media has a powerful influence on politics and a dominant role in creating beliefs and social reality. Often, it can contradict their basic role in placing credible and timely information. What is "objective" and what is the "truth"? Is there sensationalism, conditioned by profit, politics and / or ideology, and is there a dialogue on key issues on the Montenegrin media scene? How is the "public" perceived, and is civic awareness growing? How does the media collect, create and direct the information which places to the public? The social, economic and regulatory context in which the media exists will also be considered. How the media acts and influences the opinion and changes which brings to the public in this regard? The real role of the media in politics and its influence on the public as a source of information, as well as the relations that exist in such context will be analyzed. Analyzing cases and thematic considerations will be achieved through the observation of the complexity of these relations in relation to the historical, comparative and descriptive approaches by the methods of synthesis. This will also include opportunities in the Montenegrin media scene, respect for ethical rules in reporting and quality of information, and contribution to real values in Montenegrin democratic society.

PUBLIC GOVERNANCE

Disciplines: Law, Public administration

Number of teaching hours: 36 (Module 3)

Course objectives: Various seminars on (8.1) Inspection supervision, (8.2) Administrative-judicial procedures, (8.3) Labor law, (8.5) Civil service system and (8.6) Misdemeanor procedures are designed for public administration representatives, as well as for private sector with the aim for candidates to gain specific knowledge about the protection of their rights and public interest, and laws implementation in practice. The programs provides lessons about key instruments how to identify problems and weaknesses in relation to concrete cases in actual practice (for instance, private sector vis-à-vis inspectors), provides knowledge to all participants to understand procedures and laws implementation, to protect their rights, reduce financial losses or expenses due to inadequate and/or misapplication of the laws, and to achieve a fair and equal access to justice for all members of the society, including private sector.

Course Summary: Each seminar consists of two parts, of introductory-theoretical (compulsory) and practical, which is realized through scenarios. The first part of the program refers to necessary (theoretical) knowledge to participants about the key terms of the matter in subject (inspection supervision, administrative-judicial procedures, labor law, civil service system and misdemeanor procedures). The second, dominant part of the program refers to the laws application in practice, i.e. scenarios, when participants will learn through simulation of concrete cases in accordance with the laws (in subject), with special emphasis on key procedures and protection of interests of all parties in such relations, procedures and actions. Programs also includes different modules (Modules 1 and 2), up to the level of achieving specialist knowledge and skills (Module 3: 36 hours).

INITIAL VISION OF ACHIEVING FUNCTIONING OF THE CENTER

The CoE has its own Operational Team, which will work on the realization of tasks. The selected individuals will have responsibilities in their portfolio to take care of the CoE's affairs and activities. The basic selection criteria for the individuals are an active knowledge of at least one of the group of leading foreign languages (English, French, German, Spanish), to be closely specialized in one or two thematic areas, and to be able to produce 5 to 10 pages of clear, detailed and analytically usable material based on scientific arguments in real circumstances, and in a short period of time.

The assessment of the abilities and knowledge of all interested candidates will be evaluated based on their CVs and required essays, they will write in relation to the specific (given) topic, but not longer than three pages. Namely, the first page of the text should explain the theoretical framework (scientific basis and theory / theories of one's choice), the second page of the essay should explain the functionality of used scientific basis/ theory in practice, and the third page should be a conclusion and recommendations related to the given topic.

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Publisher: Faculty of Administrative and European Studies, Podgorica;

For the publisher: Đorđije Blažić; **Edition:** Projects, book 2;

Editor: Aleksandar Samardžić; **Online edition:** <http://www.fdes.me/>

CIP - Каталогизacija у публикацији
Национална библиотека Црне Горе, Цетиње

ISBN 978-9940-537-18-0
COBISS.CG-ID 17186820