



Analytica Annual Report 2007

Analytica, Skopje
January 2008

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I. Research Activities in 2007 by thematic issues

1.1. Reports-executive summaries of all reports

Policy Analysis and Administration programme:

“Evaluation of Public Administration Reforms in Macedonia”: A brief general overview of the progress of PAR reforms in Macedonia and evaluation of PAR against the requirements and standards set by the EU in its legal instruments vis-à-vis Macedonia. The purpose of this overview is informative and aims to familiarize the reader with the current situation in Macedonia regarding PAR, as well as to set the theoretical and conceptual backgrounds for analyzing PAR related issues.

“Human Resources Management and Practices in Macedonian Civil Service”: The report offers a brief evaluation of human resources management practices in the Macedonian civil service. The report outlines the advantages and disadvantages of the current human resources system in the public administration proceeding with a summary of the assessment of human resources practices as implemented in some of the Macedonian public institutions. It sums up with several recommendations about how to improve the work and results of human resources units in the civil service in Macedonia.

EU Approximation and Integration Advocacy programme:

“EU Approximation in Macedonia: Progress in Science and Research and Information Society”: The purpose of this report is to critically examine and evaluate the progress Macedonia makes in EU approximation. This report investigates the progress Macedonia achieved in adopting and approximating its policies and legislation to EU standards in the areas of Science and Research and Information Society. To this end, this report maps the progress achieved with adopting the *Acquis* and implementing European Commission recommendations in these areas. Building on the research conducted, the report investigates the level and pace of approximation efforts of the Macedonian government, identifies problematic areas and suggests some improvements.

“Has regional cooperation led to the establishment of Balkania – Europe’s Southeastern dimension?”: This analysis, discussing regional cooperation in the western Balkans region, seeks the answer to the more important and recently rumoured question of the possibilities of establishing a Balkania in the South. The reports looks at regional initiatives focused on instant problem solving, rather than on launching a new long life quality for the region as a whole in economic and political sense. Realizing that regional cooperation phenomenon insofar has not produced any substantial results, the report proceeds to discussing an idea about Balkania – a new initiative for regional cooperation.

1.2 Policy Briefs-brief summary

EU Approximation and Integration Advocacy programme:

“Grassroots Europeanisation in the Western Balkans is just starting: Visa facilitation”: The brief comments on the visa facilitation process between the EU and the countries from the Western Balkans. Visa regimes are important for the Europeanisation and EU accession processes in the Western Balkans by determining first-hand experience of their citizens with the EU and revealing the level of grassroots Europeanisation of Western Balkans societies.

Foreign and Security Policy programme:

“A Threshold of European Aspirations. NATO Membership. 2008.”: The brief discusses Macedonian efforts towards joining NATO in view of the next NATO summit in Bucharest in 2008. The brief comments on the various levels of preparation and required for becoming a NATO member and follows Macedonian institutional and discursive efforts at joining the Atlantic community. It concludes with recommendation that both the Macedonian government and NATO should use the opportunity to further strengthen the stability and the quality of democracy in the region by integrating Macedonia into NATO.

1.3 Newsletter

Aiming to offer brief review of the actual political news from the country and the region, in April 2007, Analytica started publishing weekly newsletter “EnlargeEU”. The newsletter brings together the most important news from the region and follows the current situation in the Balkan countries as they relate to EU enlargement. For this purpose Analytica has so far produced and published 39 editions. It is our practice to disseminate an email with the information and link to the Newsletter to hundreds of email addresses. For all interested in the Analytica Newsletter there is a possibility to subscribe and to receive the Newsletter in the future. “EnlargeEU” Newsletter has become a considerable tool for Analytica’s promotion and increased visibility. (*Annex 1 – Sample of the newsletter*)

1.4. E Journal

Based on the last year annual plan Analytica started with preparation on e-Journal “ANALYTICAL”. Analytical will focus on studying and analyzing the recent and ongoing socio-political and economic developments in the Western Balkans and the wider region. The journal includes contributions – articles, opinions, comments - that approach the subject area – countries of the Western Balkans – from various perspectives: political, IR, economic, historical, sociological, educational, etc. In 2007, Analytica launched the web page of Analytical: www.analyticalmk.com, and announced Call for Papers for its first edition. The topic for the first issue, to come out in early 2008, is **The Western Balkans – part of the EU?** (*Annex 2- Call for Papers*)

1.5 Field research activities-interviews; institutions, experts...etc.

Field research is very important for Analytica, as a research institution aiming to produce high-quality research reports, policy briefs and analyses. In its research, Analytica combines theoretical knowledge and field research data to give a complete account and thorough analysis of the issue in focus.

In 2007, Analytica staff conducted field research in several institutions and organizations relevant to the areas of research. Major part of field research goes to expert and elite interviews, but archival search was also frequently used. For the purposes of the *Policy Analysis and Administration* and *EU Approximation and Integration Advocacy* programmes, interviews were conducted with experts and high-level civil servants in the General Secretariat of the Government, the Secretariat for European Affairs, the Civil Servants Agency, and several ministries and directorates of the government. Moreover, interviews and archive search were conducted with academic experts and institutions, as well as with international organizations and their staff. The various backgrounds of interviewees contribute to the plurality of opinions and ideas used in preparing Analytica's publications.

1.6 Papers published or delivered at international conferences and participation

Apart from publishing electronic version of reports on Analytica's web-site and electronic distribution of those, *Analytica* also relies on participation on international conferences to present its findings and discuss and share ideas with other researchers and organizations working on similar topics. In 2007, members of Analytica's staff attended:

- Brussels Forum, organised by German Marshall Fund, April 2007, Brussels, Belgium.
- Think Tank Fund meeting on capacity building to think tanks in Central and Eastern Europe, May 2007, Budapest, Hungary.
- 3rd Atlantic Association Balkan Conference for Young Political Leaders, June 2007, Belgrade, Serbia.
- *Publication*: "Macedonian Discourse on NATO" in *Western Balkans Security Observer*. No.5, (April-June 2007). pp.4-10.
- Wilton Park conference on European foreign and security policy, July 2007, Wilton Park, UK.
- Fighting Crime in the Backyard: EU Internal Security Policies in the Balkans, Young Researchers Workshop, 11 September 2007, Turin, Italy.
- Transfuse conference on "State Building", 20-23 September 2007, Berlin, Germany.
- International Conference on "Enlargement: The Next Steps", 11-12 October, Bratislava, organized by, Research Center of the Slovak Foreign Policy Association. Panelist on EU policies toward Western Balkans.
- HUMSEC Annual Conference, 4-6 October 2007, Sarajevo, Bosnia and Herzegovina.

- Advanced Regional Programme in Human Rights, Raoul Wallenberg Institute, University of Lund, October 8 – November 3, 2007, Lund, Sweden.
- Young Faces Network 2007-08, DCAF, 16-20 October, 2007, Geneva, Switzerland. (Paper presented: “Regional Identity: the Missing Element in Regional Security Cooperation in the Western Balkans”.)
- European Center for Peace and Development conference on Reconciliation and Human Security in the Balkans, 26-27 October 2007, Belgrade, Serbia.
- EU Integration: Regional Experience and Need for Local Ownership. Albanian Institute for International Studies, November 20, 2007, Tirana, Albania. (Papers presented: “On Regional Cooperation” and “EU Approximation in Macedonia: Information Society”.)
- EU Strategic Challenges, Meeting of Central European Think Tanks and Institutes, June 2007, Vienna, Austria 11. European Forum, General Theme: The EU a Global Actor-Ambition and Reality, November 23, 2007, Vienna, Austria.
- Public Administration: Protection and Quality of Public Services – International Trends. Conference of Koinoniko Polykentro. November 25-28, 2007. Athens, Greece. (Paper presented: “Evaluation of Public Administration Reforms in Macedonia”.)
- Greece, the Western Balkans and the European Union. Conference of Woodrow Wilson International Center for Scholars. November 29 – December 3, 2007, Thessalonica, Greece. (Paper presented: “New Enlargement Policy Tools: More Responsive, Democratic and Customized”.)

1.7 Internship program

In 2007, Analytica continued developing and strengthening its Internship Programme which proved to be very attractive programme for students, especially for international students. Applicants were selected for residential and non residential internships and worked on selected research topics under the supervision of appointed research fellows and internship coordinator at Analytica. Four full internship cycles took place in 2007, through which Analytica hosted 11 residential interns and accepted more than 20 non-residential ones.

Graduate and undergraduate students from the UK, Ireland, Spain, Poland, Romania, Sweden, France and Macedonia resided in Analytica’s office in Skopje. Their research topics included: EU integration criteria in minority protection, usage of EU funds, bilateral relations of Macedonia and EU member states, regional cultural cooperation, role of media in conflicts, freedom of expression in Macedonia, views on enlargement, etc. Apart from research, Analytica’s interns had the chance to discover Macedonia and the region, travel, establish contacts with Macedonian institutions and think-tanks. They also got a first-hand experience in working with think-tanks and most remained in touch with us.

Analytica’s residential interns are strongly encouraged to conduct field research while preparing their reports. During their three-month stay in Macedonia, residential interns use the opportunity to establish contact and familiarize themselves with Macedonian institutions. In 2007, majority of residential interns engaged in field research while in Macedonia, interviewing representatives from the Government and various ministries, political parties, international organization, local and national NGOs, EU Delegation officials, diplomats, etc.

Non-residential interns also made a significant contribution to Analytica’s work, especially in relation to Analytica’s research activities. Non-residential interns were given a list of topics from which they chose the topics of their reports. The list of topics, prepared by Analytica, contains themes relevant to our fields of research, and thus the work of the interns was incorporated in Analytica’s research endeavours. One of the policy briefs Analytica published in 2007 – on visa facilitation agreements – was prepared with the contribution of the residential and non-residential interns of the winter internship cycle.

Within the Internship programme, a new web-site for Analytica’s interns was launched in 2007. The web-site contains information on the Internship programme’s application process, deadlines, internship cycles, as well as comments from interns in past internship cycles. Potential internship applicants can find useful information about Analytica and our work, the purpose of the Internship programme as well as information about life in Skopje, Macedonia and the region. This web-site can be accessed at: www.analyticamk.org/interns

II Institutional growth

II.1 – Advisory Board

In 2007, Analytica completed the Advisory Board, which is comprised of international experts in areas related to Analytica’s work. The Advisory Board will assist Analytica in its primary mission – conducting high-quality policy research, while also provide assistance in a long term strategic planning processes and the overall effectiveness of organization. Below is the list of Analytica Advisory Board members:

Full Name	Position	Institution	Country
Dennis BLEASE	Brigadier General	NATO	UK
Ivan KRASDEV	Program Director	Centre for Liberal Strategies	Bulgaria
Charles KUPCHAN	Senior Fellow	Council on Foreign Relations	US
Ivo PAPARELLA	Professor	University of Dubrovnik	Croatia
Nadege RAGARU	Research Fellow	CNRS and CERI Science Po	France

II.2 Rapid Reaction Forces – RRF is a carefully structured mechanism which aim is to meet requirements of specific projects of Analytica. RRF is a network consisting of a number of policy makers, experts, NGO representatives, and business leaders in Macedonia and the wider region and they are grouped according to their experience and interests in several groups corresponding to Analytica’s programmes (including public administration, foreign policy, energy and environment and others). When need arises, they are called in to contribute to the work of Analytica in various areas from its research agenda. This year, within the RRF, Analytica has recruited experts in following areas: Trade and Investment, Energy and Environment.

II.3 Internal Trainings

Aiming to set up a practice of permanent ‘transfer of knowledge’, as well as to promote training and workshops as a tool for Human Resources

development, Analytica launched a series of Internal Trainings intended mainly for Analytica staff and management members who are interested and who want to share their knowledge and experience with others. The cycle started with Project Management workshop, and continued with Organizational Management workshop. The Research Methodology training curricula is already structured and it will be conducted at the beginning of 2008.

II.4 Lectures & Events

Following the plans for 2007, Analytica started the lecture series. The objective of the series of lectures is to bring relevant authorities in various fields, from politics, to economics and science and provide a forum for discussion of issues of general national and regional interest and relevance. This year, the cycle started with a lecture: **France in International politics**, by Mr. Dr. Christopher S. Chivvis – TAPIR Fellow, IFRI Paris. For more information on this and upcoming lectures, see:

II.5 Think Tank Network

In 2006 Analytica, together with six other think tanks from Macedonia initiated establishment of Think Tank Network of Macedonia. The network has already successfully organized an event - public debate on the Topic: *The Role of the Think Tanks in Policy-making in Macedonia*. Analytica is continuously supporting the network activities and is actively involved in Network future plans and activities. The Think Tank network works towards improving the visibility and impact of the think tank community in Macedonia and will also contribute to each think tank member promotion in the country and abroad. In 2007, the Network launched its own web page: www.thinktank.net.mk.

III Achievements of Analytica

Considering the specific nature of Analytica's products – research reports, briefs and analyses, it is difficult to directly assess the impact that Analytica has on the wider policy- and opinion- making community in Macedonia and abroad. Yet, there are several indicators showing that Analytica's impact is growing and Analytica is gradually building a reputation of a serious research and advocacy institution.

Analytica policy brief on visa facilitation in the Western Balkans was posted on the web-site of MARRI (Migration, Asylum, Refugees, Regional Initiative) as a useful source on visa facilitation process. Other reports have been discussed and cited by experts and academics on conferences and debates. Analytica was approached by international organizations for opinions on the progress of fiscal decentralization and recently Analytica was invited to participate in an expert working group in the area of public administration.

Specifically, Analytica's role in research area by providing balanced analysis of issues with strategic importance has been widely recognized by many stakeholders. Research fellows of Analytica continuously are invited to take part in international conferences discussing challenges facing the region and possible solutions to overcome those. Through this

participation, the impact of Anlytica's work has been widening. Analytica has become equal partner of networks of European Think Tanks.

NATO URGES FURTHER PROGRESS WITH REFORMS

- ☒ During her visit to Skopje, U.S Permanent Representative to NATO Victoria Nuland, restated the US position that Macedonia had made a "truly remarkable progress with reforms aimed to meet NATO standards" but she also noted that "when you are running the marathon you can not relax just before the end, but you have to sprint to the finish". During the meeting with Macedonian Prime Minister she emphasized the need of strengthening the rule of law, reforming the judiciary and the promotion of good relations with neighbours, especially referring to the name dispute with Greece. Previously Greece threatened to veto Macedonia's bids to join NATO and the EU unless Skopje reconsiders its stand on the name debate.[05/11/07, Setimes; 09/11/07, B92]

EU COMMISSION PRESENTED THE PROGRESS REPORT FOR MACEDONIA

- ☒ In the EU Commission annual assessment of countries candidates performance, Macedonia was not given a date for launch of EU accession negotiations. The Report praises the economic reforms in the country, but is critical of insufficient reforms in judiciary and public administration, the work of parliament and political pressure towards media. During his presentation of Progress report of candidate countries and potential candidate countries EU Enlargement Commissioner, Olli Rehn, emphasized that Macedonia "made significant progress in the fight against the corruption" and Macedonia moved forward meeting the economic criteria and towards establishing a functioning market economy. On the other hand, remarks were made towards unemployment that remained particularly high and the functioning of the market economy which is still hampered by institutional weaknesses. According to the Report the implementation of the Ohrid Framework Agreement continues to contribute to the consolidation of democracy and the rule of law and the dialogue between all parties in the

parliament needs to be conducted in peaceful and constructive manner. [06/11/07/Makfax]

BELGRADE SUGGESTS HONG – KONG MODEL FOR KOSOVO

- ☒ In its last proposal regarding the status of Kosovo, Serbia suggested Hong – Kong's status within China to be used as a model for the broad autonomy of the province? The former British colony, transferred to China in 1997, was given a high degree of autonomy for at least 50 years, under the so-called "one country, two systems" policy. The proposal came during the last round of direct talks on Monday (November 5). In his statement, Serbian Prime Minister Vojislav Kostunica said that Serbia "is offering the Kosovo Albanians more than any ethnic minority in any country has ever been offered". He also rejected a 14-point proposal submitted by the EU-Russia-United States troika that is sponsoring the talks, saying it implied relations between two independent states. Kosovo's ethnic Albanian leaders immediately rejected the proposal and send away the "inappropriate" idea. According to Kosovo negotiations team spokesman Skender Hyseni, "Hong Kong and Kosovo have nothing in common. It is a confusing proposal that cannot function in reality".[06/11/07, Setimes]

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Call for papers

Analytical now accepts submissions for the first issue. The topic of the first issue is:

The Western Balkans – part of the EU?

The contributions to the first issue are expected to address the subject of prospective EU membership of the Western Balkan states, as well as the EU experiences of Romania and Bulgaria that joined the EU in the last round of EU enlargement. Contributions could address the various aspects of EU accession efforts of the Western Balkan countries including but not limited to: political efforts to fulfill Copenhagen criteria and SAP requirements, public perceptions, public discourse and popular culture, efforts for economic integration and regional cooperation, foreign investments in the area, migration issues and migration policies, historical perspectives of European integration, etc.

Important Note:

The papers should be original and not previously published.

Format:

MS Word Document

Papers should be written in APA style (http://en.wikipedia.org/wiki/APA_style).

Times New Roman

Font size: 12

Line spacing: 1,5

No indentation

Standard MS Word margins

Limited to 2000 - 5000 words

Submission deadline is **January 31, 2008**.

Submit to: journal@analyticamk.org

For more information about *Analytica* see: <http://www.analyticamk.org/>

For more information about *Analytical* and the Call for Papers see:

<http://www.analyticalmk.com/>