



PROGRAMME for 2007, 2008, 2009

Revised and updated

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B - PLANS for 2007, 2008, 2009

Introduction

This is a document setting down the concrete programmes and projects to be conducted by Analytica with clear benchmarks for policy outputs. This **Three Year Planning Document** (herewith, the **Planning Document**) is the strategic document for the work of Analytica. It is established for a three year rolling period, with flexibility for annual reviews. It draws upon already established programmes and projects of Analytica and it reflects overall policy objectives. The priorities set out in this document serve as a picture of the work to be conducted by Analytica in 2007, 2008 and 2009.

The overall objective of the Analytica programme in the coming three years (January 2007-December 2009) is to contribute in the successful implementation of the reform agenda and European integration processes in the country. The goal is increasing the research capacity of Analytica in order to be able to enhance its policy research and analysis capabilities.

Building on past and ongoing Analytica's programs and projects, **Policy Research** (to be reflected in various products) has been the core activity of Analytica since 2007 with the aim to prepare the country for European integration.

In this context, Analytica's programme for the period 2007-2009 will continue to concentrate on three levels: vertical, horizontal, and cross cutting.

Vertical programmes look into the following areas:

1. EU Approximation and Integration Advocacy
2. Policy Analysis and Administration
3. Foreign and Security Policy

4. Energy and Infrastructure
5. Agriculture, Rural Development and Environment

Horizontal programmes look into providing sustainability to the research and organizational capacity of Analytica through:

1. Lecture series
2. Rapid Reaction Forces mechanism
3. Fellowships/Internships
4. Conferences/Seminars, and
5. Journal

Cross cutting programmes are to consider projects aiming to advance the PR agenda of Analytica.

In 2007 we mainly focused on four topics from our vertical programmes (Decentralisation, EU approximation, Public Administration and Regional Cooperation). These are to remain as priorities for the year 2008. In addition to these, in 2008, we will launch the Energy and Infrastructure programme and the Foreign and Security Policy programme, and focus more closely on research topics in these areas. Additionally, Agriculture, Rural Development and Environment is set to be addressed as priority programme for 2009.

I. Assessment of Analytica priorities and objectives

1 – Introduction

Analytica, representing a new generation in Macedonia with experience in academia, business and government, provides necessary support to the reform agenda and overall process of European integration of the country.

2 - Objectives of programmes and projects

Analytica aims to produce policy relevant knowledge about policy options for the top policy priorities on the government agenda well in advance, which through dissemination and communication is made readily available for decision makers and the wider public for discussions of policy options. The aim is to raise sensitivity of both government and stakeholders of the policy options to be chosen for a particular policy area. Analyzing and identifying policy options, communicating recommendations to governmental decision makers, advances better understanding of socio-political problems facing the country.

3 - Overview of past and ongoing projects of Analytica

Analytica provides quality research on the issues ranging from foreign affairs, public administration, public policy, to energy and environment, but with a clear focus on European integration. The outputs include reports, briefs, memos, conferences, website tools, etc. These outputs are going to be disseminated to media outlets (TVs, newspapers, journals) in order to make the audience aware. The target groups of these outputs include specific audience from local to national, to regional, European and international level through distribution to thousands of email addresses and mailing groups. In addition, specific efforts are made to reach out to academia and think tank world, nationally and internationally.

Analytica with its policy research also pursues policy advocacy aiming to provide necessary support to the policy priorities on the reform agenda and overall process of European integration of the country. It provides strong policy analysis and research voice on the wider reform processes. It also channels the minority support in the achievement of the strategic goals of the country.

4 – Research and Project strategy for the period 2007-2009

Given government administrative reform agenda, Analytica's goal is producing, disseminating, and utilization of information related to top policy priorities of the government of the Republic of Macedonia. This is not to exclude other governments of the region of Southeast Europe and internationally through means of making information available to them as well.

The following section will present project by project the strategy for the period 2007-2009, including also benchmarks and expected impact from Analytica's policy efforts.

II. Vertical programmes

Following the need for more practical and more comprehensive division of vertical programmes, Analytica introduces several changes into the vertical programmes structure. Some of the programmes are merged into one, others are removed, modified or renamed and there are also newly launched vertical programmes.

1. Programme I – EU Approximation and Integration Advocacy

1.1. Objectives

European integration, a top domestic and foreign policy priority of Macedonia is reflected in the country's Strategy for European Integration of 2005 and in the Ohrid Framework Agreement of 2001. The integration into the EU is a transformational source for Macedonia and the wider region of Southeast Europe. It is a major issue that shapes the reform agenda in the country and wider in the region. The process is – understandably - not a smooth one. It is rather unsurprising that the process is facing significant challenges. The capacity of the central and local governments is limited from lack of necessary 'policy information'. Lack of necessary tools that will provide information and analysis for the overall European integration agenda and its sub-components continue to be major obstacles on the country's path to full membership in EU. In this context, Analytica intends to continue to provide necessary support to the process of European integration of the country.

Access to the relevant information, can provide both EU and Macedonian audience, with new information and tools that they can apply in the every day life and contribute to improved image of Macedonia. New resources can also help the policy-makers, experts and others who are working on the issue of European integration and western Balkans to master new knowledge that can be useful in their work towards European integration of Macedonia and the other Western Balkans countries.

Regional cooperation is a key tool in fostering peace, democracy, respect for human rights and economic prosperity in order to achieve stability in the whole region of the western Balkans. It is one of the central instruments for EU integration of the entire Western Balkans region, but one whose potential is hardly used, and as such, deserves the additional attention of our policy research.

1.2. Major areas of work

Given the candidate status of the country, this programme, through policy research on relevant topics, aims to support the country's efforts to come closer to the EU structures, In this context, the programme will include monitoring the European integration of Macedonia and monitoring and research on the rapprochement of the country towards the EU structures through continuous policy research and analysis. It will look into the assessment of the country's ability to assume the obligations of EU membership. The programme will monitor the country's efforts to follow the recommendations identified in the European and Accession Partnership documents of the European Commission and follow the country's efforts in adopting the *acquis communautaire*.

In addition, the programme will try to cover the gap that exists with the lack of necessary tools providing necessary information, analysis and lobbying on Macedonia's path to full membership in EU. By providing information on the issues that are dominant in the process of European integration of Macedonia, the programme will seek to provide necessary support to the European integration of the country. The programme aims to provide a single point of sources for the EU and Macedonia, with

particular focus to provide better image of it to EU audience. In this context special attention will be paid to the importance of the integration of Macedonia for overall peace and stability in the continent.

The programme directly addresses the objectives of the "Public information and communication strategy on the European integration process of the Republic of Macedonia" in having public support to the integration process of Macedonia in the EU by demonstrating to the wider publics of the EU member states that Macedonia and its citizens have accepted the importance and are ready for the accession in the EU.

As major restructuring is ongoing of the **regional cooperation** framework in the region, a need has arising to reflect upon the policies of the governments of the region towards the future framework of the regional cooperation.

1.3. Type of activities to be undertaken

EU approximation programme is to be implemented using a combination of tools. Work will be done in principle through conferences, seminars, lectures, on the one hand, and reports, newsletters, policy briefs on the other, as well as the dissemination of information and analysis through various Analytica outlets including its web site (www.analyticamk.org). We will focus on monitoring the action plans that Macedonian government regularly submits to the EU and we will analyze whether the authorities have fulfilled their plans. This analyses (monitoring will be publicized in our newsletter) and will be disseminated to the decision makers. From this action plan we will choose to monitor and analyse certain activities. Where appropriate, this will be supplemented by other outputs. The publications will be disseminated to a wider audience in the country, region and internationally, and Analytica website will be regularly updated and expanded.

Regarding the Advocacy component of the programme, work will be done in principle through the launch of special website labeled as EnlargeEU and email based newsletters. In this website we will inform about the reforms implementation in certain areas. Type of things the website is going to include: newsletter of monitoring the actions of the government with regard to EU priorities; necessary information on EU, Macedonia and overall European integration process; Legislation; Press Reports; Report and analyses; EU Enlargement briefings that will be distributed to the members of e-mail list of Analytica; Special section where visitors can lobby with standardized letters to the relevant policy makers of EU and of its member countries.

In the area of Regional cooperation we will provide analysis of the views of the governments of the region on the upcoming restructuring of the regional cooperation process. Proposed activities include assessment of the so far success of the Stability Pact and prospects for the upcoming Regional Co operation Council. We will try to cover the fields of trade facilitation, and look for review of possibilities for cross border cooperation and trade. Lecture series we also include issues relevant to regional cooperation.

1.4. Expected results and benchmarks

The programme will help to address the priorities of the country on its path to EU. Given the complexity of the EU approximation, results are expected in medium term. Nevertheless, it is expected that the programme helps to better understand the priorities awaiting the country's actions in EU approximation.

Considering the current European integration agenda of Macedonia, characterized by the efforts of national authorities to implement the priorities set by the EU, the implementation of the project will assist in the better preparation of the national authorities who will be in charge of managing the different segments and components of the European integration agenda. Taking into account the nature of the activities, the programme will contribute to the better representation of the reform efforts of the country in the various segments of the EU: its institutions, media, academia, think tanks, and wider public.

Expected results include increasing the voice of the region in future regional cooperation structures and thus increased ownership by the region towards the new regional coordination structures.

1.5 In 2008, this programme remains a priority area of Analytica's work. We will publish four policy reports and briefs tackling issues relevant to the EU integration process of Macedonia. We will upgrade the EnlargeEU newsletter to address and discuss policy issues relevant to EU integration efforts of the countries in the region. We will publish four reports and have a conference/lecture on regional cooperation in 2008. Also, one of our staff will write a column on this issue in a paper.

2. Programme II – Policy Analysis and Administration

The program covers public administration reforms process as well as the decentralization process Macedonia.

2.1. Objectives

Necessary legislation as well as policy and strategy documents in the case of **Macedonia for public administration reform** have already been developed and are being implemented. What is needed is making the government and other stakeholders to move beyond normative and formative part; towards exploring practical aspects of public administration reform.

Decentralization process, launched in 2005, although not completed yet, is transforming Macedonia's governance system. It is transforming the functioning of the municipalities and the system of cooperation between the central and local governments. It is providing stabilization, democratization and European integration of the country. In sum, it is changing the country. As a reflection of this process, Analytica will witness on the track record of the so far results of the decentralization process.

2.2. Major areas of work

Low level of information utilization on policy-making process shows a divide that exists between two communities: community of researchers and institutions (information houses) and the community of government (politics). Through this programme, Analytica aims to produce policy relevant knowledge about policy options for the top policy priorities on the government's public administration reform agenda well in advance, which through dissemination and communication will be made readily available for decision makers and to wider public for discussions of policy options. The aim is to raise sensitivity of both government and stakeholders of the policy options to be chosen for the governance reform. Public administration reform as such is very wide agenda and therefore the Government needs to move towards the prioritisation of the reform agenda items within the field.

Analytica looks into the issue of decentralization in order to promote the idea of local government development at the state level in order to make the government of the country to devolve responsibilities further into local level with the aim to tackle the structural problem of local development.

2.3. Type of activities to be undertaken

In the line of overall activities of Analytica, i.e. policy research, among activities to be undertaken in the programme includes producing policy issue papers, policy briefs and reports on public administration and governance reform. Among the issues to be covered include assessments on aligning budgets to policy priorities; review of the staffing needs of the government departments and units in line with acquis requirements; recommendations of improving coordination and policy alignment across ministries; and developing appropriate benchmarks to measure progress in the implementation of the public administration reform agenda.

Under Analytica's management, several sequenced local government activities are to be implemented paving the way for the consolidation of the decentralization process. This is to include mainly policy advice through relevant publications and events to the Ministry of Local Self-Government and other members of the Decentralization Working Group, coordinating the decentralization process in the country. The aim is to enhance voice of the think tank world in the process of the transfer of

competences. Priority is given to monitor the decentralization process in the different areas of competence.

2.4. Expected results and benchmarks

In addition to the specific results expected through policy research work, a core benchmark in this regard would be enhancing the understanding on the level of reforms needed for aligning the **public administration** with the requirements of the EU integration process. Already there are 2 Reports published and In 2008 Analytica will produce two new reports.

The **decentralization process** is far from complete. Tremendous tasks still lay ahead in providing for the appropriate legal framework, training of the relevant staff, ensuring appropriate (financial) oversight and ensuring the financial sustainability of the municipalities. Significant assessment and policy guidance seems warranted, a need to be covered by the work of the project. The research is expected to increase awareness for the operationalisation of the concept of local development in Macedonia; development of national strategy for local development that will include information on municipalities, resource base of the local economies, geographical location, investment climate, and other relevant information on the local economy or economies; and to establish a sustainable tool that will function as an index in continuously measuring the development of the municipalities that can be labeled as "local governance index".

2.5. In 2008, the Policy Analysis and Administration programme remains a priority for Analytica. As Public administration reform has been top priority for the 2007, the next 2008 will be mostly focused on the decentralization process. Thus, Analytica is planning to publish two reports and one brief on progress report on decentralization process. Also through press conferences and seminars, we will ensure the relevant audience to take into consideration our studies.

3. Programme III – Foreign and Security Policy

3.1. Objectives

The foreign and security policy programme encompasses the activities of Analytica which deal with contemporary security issues from a traditional and non-traditional standpoint and looks into the issue of governance as an emerging phenomenon in the relationship between governing institutions and citizens. Within this general frame, NATO integration as a top foreign policy of Macedonia, is an outstanding issue requiring immediate attention. For the last several years, Macedonia undertook numerous reforms in the security sector required for NATO membership. The integration into NATO security structures is a transformational source for Macedonia and the wider region of Southeast Europe. It is a major issue that shapes the reform agenda in the country. In this context, Analytica intends to provide necessary support to the process of NATO integration of the country, to follow and report on the progress of security sector reforms and challenges and new priorities on the foreign policy agenda.

3.2. Major areas of work

In general, this programme attempts to bridge differences between the concepts of security and governance and to examine the contemporary security and political challenges from the aspects of both concepts. The aim is to develop more effective, empirical, field-based strategies for major security and governance programs.

In particular, given that Macedonia is a member of the Partnership for Peace and expectations are that soon, in 2008, Macedonia will receive an invitation for NATO membership, Foreign and Security Policy programme aims to support the country's efforts to come closer to NATO structures through policy research. In this context, the programme will consist of monitoring the NATO integration efforts of Macedonia through continuous policy research and analysis.

3.3. Type of activities to be undertaken

Foreign and Security Policy programme is to be implemented using a combination of tools. Work will be done in principle through conferences, seminars, lectures, on the one hand, and reports, newsletters, policy briefs on the other, as well as the dissemination of information and analysis through various Analytica outlets including its web site (www.analyticamk.org). Where appropriate, this will be supplemented by other outputs. The publications will be disseminated to a wider audience in the country, region and internationally, and Analytica website will be regularly updated and expanded.

3.4. Expected results and benchmarks

The programme will help to address the priorities of the country regarding challenges of security sector reforms and governance and assist it on the path to NATO membership. Given the complexity of the issues, results are expected in medium term. Nevertheless, it is expected that the programme helps to better understand the challenges awaiting the country towards NATO membership.

3.5. In 2008, the Foreign and Security Policy programme will be launched as a new priority area for Analytica's research. We will focus on monitoring the action plan for NATO integration of Macedonia for 2008 (from which we will choose certain aspects) and we will analyse whether the authorities have fulfilled their plans. Moreover, we will closely follow the developments in the security sector – the progress regarding improved governance and regional cooperation in this sector. The analyses (four publications: reports and briefs) will be published disseminated to the decision makers. In 2008, we also plan to implement a NATO Science Committee supported international research conference on the topic of organized crime within state institutions.

4. Programme IV – Energy and Infrastructure

4.1. Objectives

Preliminary assessments show that Macedonia and wider the region of the western Balkans is expected in the coming years to rehabilitate the energy sector in order to improve the supply of electricity to homes and businesses. Throughout the region, the energy sector suffers from a history of under-investment and low standards of maintenance. District heating systems have suffered similar problems to the power sector with lack of maintenance in investment. The signature of the Energy Community Treaty for South East Europe in Athens in October 2005 marked an important milestone in the process of creating a regional energy market. Analytica aims to contribute to the improved operation and increased standards of work in the energy sector by providing timely and relevant policy research and analysis as well as recommendations that will contribute to the better policy choices in this sector.

4.2. Major areas of work

Analytica is to provide analysis to the energy needs of the country. It will provide comprehensive analysis of the relevant institutions, including independent energy regulators, separate electricity transmission, system and market operators, and to the policy makers in the Ministries in the country and wider in the region. It will also review possibilities offered by the potential of establishment of the regional market through the Energy Community Treaty.

4.3. Type of activities to be undertaken

Energy programme is to be implemented using a combination of tools. Work will continue to be done in principle through conferences, seminars, lectures, on the one hand, and reports, newsletters, policy briefs on the other, as well as the dissemination of information and analysis through various Analytica outlets.

4.4. Expected results and benchmarks

Providing assessment of real difficulties in the energy sector and policy recommendations for enhancement of the energy potential of the country and wider in the region will serve to the purposes of the facilitation of the trade and investment. With Analytica's reports and analyses we aim to increase the awareness of the policy-makers and the wider population about the importance of this sector, on

national and international level, as well as to contribute to the pool of policy options available for national and regional policy-makers.

4.5. In 2008, the Energy and Infrastructure programme will be launched as a new priority area of Analytica. We intend to publish general assessment of energy sector policy report and policy briefs on alternative energy sources for the region. We will also make our other outputs (such as, newsletters, journals, lectures etc.) more energy-sensitive and publish information related to the developments in this field.

5. Programme V – Agriculture, Rural Development and Environment

5.1 Objectives

Analytica decided to give the importance needed and deliberately concentrate on the subjects of rural development and environment which are crucial for socio-economic development, also one of the key sectors of Macedonia on the road to EU. Macedonia is a predominantly agricultural society and more attention needs to be paid to the challenges posed by the underdeveloped and underinvested agricultural and rural sectors, especially in view of EU membership aspirations.

Environment is quickly becoming the top priority on the agenda of many developed countries. Macedonia needs to develop a clear strategy and plan the steps on the road towards building a green environment.

5.2 Major Area of work

Analytica will focus on ongoing projects, will gather information, elucidates blurred areas and provide solutions to the problems encountered in these areas.

5.3. Type of activities to be undertaken

Analytica will contribute to the adoption of the legislation, supporting the institutions with necessary information for the implementation of the reforms and to back new developments in the agricultural sector that will increase the life standard of rural inhabitants considering the EU's Common Agricultural Policy.

5.4. Expected results and benchmarks

Agriculture, Rural Development and Environment program is expected to start in 2009, so 2008 will be preparatory phase. During 2008 Analytica will make efforts to strengthen human resources in this field and to provide all necessary conditions for the start of this programme.

III. Horizontal programmes

1. Objectives

The overall goal of the horizontal activities to be undertaken is increasing the research capacity of Analytica in order to be able to deliver sustainable policy research and analysis. The need for enhancing the research capacity is particularly important as there is considerable gap between the organizational resources of it on the one hand and the requirements implied by the growing demand for more work of it as a result of a growing importance of the reform agenda and the European integration process, on the other. The goal is to provide infrastructure for policy researchers of Analytica to construct, produce and manage country-wide and regionally, and internationally.

2. Major areas of work and type of activities to be undertaken

A. Lecture series: The objective of the series of lectures is to bring relevant authorities in this field and to provide the opportunity of discussing the issues of EU integration of Macedonia and Regional Co-operation in South-East Europe that serve as a national strategic objective of Macedonia in getting into

EU structures. Organizing such an event (series of lectures) will have positive effects in terms of making the public more knowledgeable and aware about the integration of the Republic of Macedonia in the EU structures and its role in Regional Co-operation in South-East Europe. Also, getting into NATO structures and providing guidance to Macedonia in its transition and improvement of democratization process are the aim of the lectures. Organizing such a process will lead to furthering of the efforts in improving the political, economic, and social environment in Macedonia. The process will bring different opinions about how to make the reforms fast in the relevant fields. The topics to be addressed throughout the lectures will include, depending on the profiles of lecturers, including issues of combating organized crime, human rights, security, public administration reform, governance and institution building, employment, environment and all other relevant issues that are very much related to the regional co-operation in South-East Europe and thus to the integration of Macedonia in EU and NATO structures. It is particularly important that relevant experts on regional co-operation and on EU and NATO will be invited with the aim of holding effective and workable lectures. It is expected that the participants know the region and its structures as well. This knowledge of the region by the lecturers will serve as a basis for forming "constructive" judgments, opinions, recommendations and predictions to the decision makers in the region. The lectures aim to bring selected group of individuals from the region and abroad when they visit the country. The participants will include: international experts, representatives of state institutions, international organizations, diplomatic missions, international research institutions and think-tanks, press/media, independent experts. The lectures are planned to take place once a month in average and will be open to public by invitation only. It is planned that these lectures are going to be published in the form of report via Internet on the website of Analytica (www.analyticamk.org) and with publication of printed report. Also, we plan to make available on the web life the lectures, so that every interested person can watch it anytime. The lectures will be posted on the website of Analytica regularly within the month in which the lectures are being held. At the end of the series of lectures, that is, at the end of the year the lectures will be printed in a book format and distributed to the wider audience.

B. Rapid Reaction Forces mechanism: Analytica operates with an innovative and flexible approach by using "Rapid Reaction Forces" (RRF) concept. Based on their areas of interest and past experience, each RRF is carefully structured to meet the requirements of a specific project. RRF are assigned key responsibilities to develop and operate short- and long-term research programs and projects. It is a network consisting of a number of policy makers, specialists, experts, NGO representatives, and business leaders in Macedonia and wider in the region of Balkans and they are grouped according to their experience and interests in various lots (including public administration, foreign policy, justice and home affairs, and others). When need arises, they are called in to contribute to the work of Analytica in various areas under its research agenda. The objective with RRF is to establish a durable network of individuals and organizations committed to assisting Macedonia in its way to EU. This hallmark approach allows Analytica to remain flexible and responsive to a changing national, regional and international circumstance, and changing trends in the areas of its expertise and experience.

C. Internships/Fellowships: Another activity that is being aimed to be implemented in the three-year period (2007-2009), as we have already done in 2006, to offer fellowships to young graduates and internships to students. The goal of these internships is to provide policy research environment to the interested students and help them to become the successor generations of the work of Analytica and other think tanks in Macedonia and abroad. We believe that by doing so, they will acquire the capacity of doing analytical studies and research wherever they are engaged in their future career.

For more details about Internship Program see the Annual Report 2006 and Annual Report 2007.

D. Conferences and Seminars: Besides regular events and local conferences, large international conferences have been agreed to be organized with funding to be provided by NATO Science Committee and Institute for Strategic Studies-Ljubljana on organized crime (planned to be held in February 2008). In addition, series of other conferences are planned to be held. The participants to

these conferences and lectures are going to be relevant experts in the region and wider and printing of results of the conferences/lectures are planned in order to make the results accessible wider to public.

E. Journal: The plan is to publish a widely available journal (twice a year). The context of journal will cover mostly the issue of EU integration and recent improvements in Macedonia. Journal will be subject to call for papers. Journal is not expected to be high academic but rather it is supposed to be more practical and policy oriented.

3. Expected results and benchmarks

Below mentioned results are expected to be achieved through horizontal programme activities that are to have a positive impact on the achievement of the goal of strengthening the research capacity of Analytica. The specific needs of having sustainable organization is expected to be better catered for in such an establishment:

- Building up a knowledge and capacity for long term strategic planning, function-driven and resource-based management within Analytica;
- Institutional capacity of 'Analytica' able to fulfill its roles and responsibilities in providing information and analysis for the reform agenda;
- Sound communication channels between 'Analytica' and its 'beneficiaries' (the governmental organization, international organizations, media, civil society organizations, citizens, municipalities, and others) with a view to promote implementation of best practices and improve the quality of the reform efforts;
- Enhanced capacities of 'Analytica' to successfully develop and implement policy research and advocacy work through full time research fellows and administrative staff dedicated to the achievement of goals set.

IV. Cross Cutting Programmes

The major cross cutting programme will be to provide timely, accurate, and useful information to the wider public that are congruent with the vision, mission, and goals of Analytica. The work is to be done to support and enhance the work of Analytica by disseminating the relevant information through the means of information. It is to achieve this through drafting briefing & information materials; maintaining the relevant sections of the website of Analytica; organizing press conferences, events, project launches; maintaining regular contact with local media and press; seeking platforms, partnerships and other innovative ways of communicating the work.