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annual REPORT 2014

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WHO ARE WE

Mission and vision

Analytica is a non-profit independent institution dedicated to helping individuals and institutions with the aim to foster lasting improvement in the democracy and governance in Macedonia, the region of South Eastern Europe and wider in the European Union.

It is a unique institution - public policy research organization and a "think tank". It draws solutions to contemporary problems from the ideas, principles and traditions that make Macedonia such an important historical and geopolitical place. It is dedicated to promoting greater cooperation and understanding among the people in Macedonia, the region of South Eastern Europe and the EU.

Analytica does this by supporting individuals and institutions working on these issues, by convening leaders to discuss the most pressing themes, and by examining ways in which cooperation can address a variety of national, regional and European policy challenges.

Analytica benefits in its work from diversity at all levels of its operation. We are proud of our broad base of supporters among the various layers of our society starting from the citizens themselves. Analytica values those who understand and share its commitment to tolerance, dialogue, diversity and joint living and it believes that the way to achieving all this is through establishing permanent dialogue and embracing diversity.

Analytica's value is rooted in the local tradition of philanthropy in Macedonia and elsewhere in Europe. Its most important niche is that it channelizes and institutionalizes this philanthropic tradition for the promotion and achievement of the strategic goals of Macedonia and other countries in the region in the integration to the Euro-Atlantic structures and in the promotion of the European citizenship in the Western Balkans.

Analytica believes that ideas have consequences, but that those ideas must be promoted aggressively. So, it constantly tries to find ways to support those ideas. Its vision is to build a Macedonia and South Eastern Europe within the EU where freedom, the sense of joint belonging, opportunity, prosperity and civil society flourish.

Team

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Ilter TURAN – Professor, Bilgi University, Turkey

Research Programmes

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. Building on the extensive work of the Analytica community on this issue, the security and foreign policy 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 programmes.

EU approximation and Integration Advocacy programme



Integration into EU structures is a transformational source for Macedonia and in the wider context of Southeast Europe as well as it is a major issue that shapes the reform agenda in the Western Balkan countries. The process of EU approximation entails numerous in-depth reforms of various sectors such as the economy, youth, administration, the judiciary as well as legislative harmonization. Analytica intends to contribute to the overall success of the EU approximation process by providing necessary tools, recommendations, analyses and concrete steps such as active lobbying for the integration home and abroad and taking up active role in promoting European citizenship in the country. 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 the European integration of Macedonia and other countries of the Western Balkans. Access to relevant information can provide both the EU and the Macedonian audience with new information and tools which can be applied in everyday life and contribute to an improved image of Macedonia.

Energy and Infrastructure programme



By signing the Energy Community Treaty, Macedonia and the contracting parties from the region have turned another page in energy history. The new energy reforms demand investments in the energy sector, increasing energy efficiency and renewable sources of energy. Analytica closely follows and analyses the developments of the regional, national and local energy policies. By conducting policy research, we draft medium and long-term recommendations for

the challenges in the energy sector to the respective stakeholders, contribute to energy implementation and initiate energy debate in the country and the region.

Migration



Analytica added a new programme in 2012 called Migration. Migration is one of the major challenges facing the world in the twenty-first century. This phenomenon plays a key role in the natural movement of the population and is gaining impetus in the country and the region. International migration is a growing phenomenon which could make a positive contribution to the development of both the migrant sending and receiving economies. Macedonia is characterized as a migration area, with intensive internal migration, but lately the process of international migration is also increased. The most common reasons for such movements are economical. Economic consequences of migrations and remittances are hardly recognized.

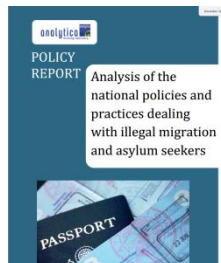
Public Policy Analysis and Administration programme



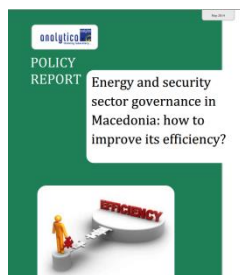
It produces analysis and reports that enhance policy and administrative capacities by providing effective solutions to policy issues and challenges in the area of public administration reform. Building up on the basis of previous research in related areas (decentralization and EU integration) and prompted by the importance of the process of public administration reform for good governance, Analytica conducts research, identifies problems and devises solutions for better policy-making process and public administration.

WHAT WE DO

Policy Documents published in 2014

Analysis of the national policies and practices dealing with illegal migration and asylum seekers

The aim of this policy paper is to illuminate the relevant factors that enable illegal migration through the territory of Macedonia as well as to examine the policies and practices by the national authorities to deal with the issue. This paper examines the trends of illegal migration in the period 2009-2012, including data – when available - from the first months of 2013. It gives an account of the legal and institutional set up aimed at dealing with illegal migration and highlights the main challenges that national authorities are facing when using already established mechanisms at their disposal. Furthermore, the paper sheds light on the main factors that cause and enable illegal migration (push and pull factors) and link it with asylum seekers and criminal offenses, such as smuggling of migrants.

Energy and security sector governance in Macedonia: how to improve its efficiency?

The aim of the policy paper is to analyze the Macedonian energy and security sector governance by focusing the institutions' efficiency for the purpose of preparing policy recommendations for improving the challenges by drawing lessons from positive Slovak examples. This paper is important since it will focus on two „closed“ sectors in Macedonia, with the overall aim of contributing to better application of the good governance principles such as efficiency of institutions as well as strengthened rule of law in the two sectors in Macedonia. It

focuses on the concept of efficiency as a component of good governance; whereas efficiency is defined as making best use of resources at institutions' disposal. The analysis went in three tracks: human resources, financial resources and the process of policy making. The paper has also been published in a SBPPF Policy Papers Joint Publication 2014.

The state of energy (in)security in Macedonia

Since energy security is of crucial national security importance, it is necessary to analyze in more detail its state in Macedonia and to identify the main issues hampering an improved energy security situation. Therefore, this policy analysis borrows from the International Energy Agency (IEA) four dimensions of short-term energy security (although slightly modified in the paper to meet the Macedonian situation): External risks – risks associated with disruption of energy imports, External resilience - ability to respond to disruptions of energy imports

by substituting with other suppliers and supply routes; Domestic risks - risks arising in connection with domestic production and transformation of energy; Domestic resilience -domestic ability to respond to disruptions in energy supply such as fuel stocks. These aspects are however combined with matters of

Macedonia has offered a limited contribution to UNIFIL since 2007, with one staff officer in charge of collecting information from both sectors East and West based in the mission's Joint Operational Centre in Naqoura. As such, Macedonia lags behind its neighbors in the Western Balkans in terms of contributions of uniformed personnel to UN missions.

We did criminalize it – now what? Western Balkans response to the foreign fighters threat



Lately more and more signs of worry come as a result of the considerable number of foreign fighters present on the Syrian battlefields. The Balkans and the EU are no exception to this and it is believed that few hundred fighters coming from the Western Balkans have joined the anti Assad rebellions. The main question therefore is what is the risk connected with the foreign fighters when returning home? This policy brief focuses on the actual situation with the foreign fighters and the measures that are put in place by the governments in the Western Balkans with focus on Macedonia.

The text borrows from the relevant experiences of Germany, UK and Belgium in addressing this question. Therefore it looks for possible solutions in employing greater resources into prevention and rehabilitation programs through engagement of civil society and local communities. The policy brief ends with set of recommendations directed to the authorities in Macedonia.

Risks of corruption in public private partnership in Macedonia (available only in Macedonian)



The paper aims to check the concluded agreements on public private partnership of the local authorities in terms of corruptive behavior as well as to map gaps in the Law on concessions and public private partnership and its implementation which could allow corruption. The overall aim is contributing towards an improved implementation of the Law on concessions and public private partnership and towards the fight against corruption at local level. The paper encompassed three municipalities and concluded that the procedure the Law on concessions and public private partnership envisages, reduces the risk

of corruption and that a single reference to corruption was in a case of implementing an agreement on public private partnership, also described as personal and small, which refers to the subtleness of the form in which a corruption would eventually appear. The paper has also been published by Akademik.

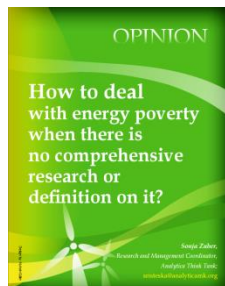
Winners and Losers - Who benefits from high-level corruption in the South East Europe energy sector?



Energy is already one of the biggest segments in the economies of South East Europe (SEE) and is set to grow even bigger if the ambitious plans of the region's governments are realised. The states party to the Energy Community Treaty plan about EUR 28.8 billion in energy investments from 2012 to 2020 in the Western Balkans. Managing these investments will be an existential challenge for the SEE states. Their economies need secure sources of power, and their population needs that power to be clean. Historically, projects on this scale have often been

marked by corruption, which has driven reputable investors away and raised costs. It has also meant reduced opportunities for sustainable energy development, by wasting resources, distorting markets, diverting public interest towards private interests, biasing decision making against rational-sustainability criteria and in favour of vested interests. The case studies in this report are drawn from publicly available material, and several have been investigated or litigated. They do not represent the full scale or scope of energy sector corruption in each country, in part because it is only once a state begins to reform in earnest that the size of the problem becomes visible.

How to deal with energy poverty when there is no comprehensive research or definition on it?



As the Western Balkan countries are far from solving the issue of energy poor households due to inability, high poverty, corruption or simply no sense for the gravity of the problem it is important to keep pressing and keep advocating for greater visibility of this issue. The first problem which must be solved is a comprehensive and thorough research of what energy poverty represents and who is energy poor in each country; followed by making and adopting of an official definition of first, energy poverty and second, vulnerable customers which are affected by it; and at the end creating and implementing measures which would tackle energy poverty and assist households in getting out of it. It is estimated that between 50 and 125 million people in the EU (around 10 - 25 %) are facing energy poverty. The situation is even worse in Eastern European countries: 30% or more of households are facing energy poverty. EU is trying to develop solutions to tackle this problem, but it is still working on several issues, such as establishing on a country level a definition of energy poverty, setting up of regular monitoring of the breadth and depth of the problem and creating clear policies with regard to the fight against energy poverty.

Commentaries published in 2014

In order to give fresh ideas for contemporary issues, Analytica is publishing a monthly Commentary. In 2014 the following issues were addressed:

- **January 2014**
Is it time to prepare a "response strategy" for Macedonian nationals fighting in Syria?
- **February 2014**

Fracking in the Balkans – possibility or wishful thinking?

- **March 2014**

Co-generation through the lenses of the International Energy Agency – bold but achievable policies

- **April 2014**

Crimean crisis, a chance for Macedonia?

- **May 2014**

Private security companies – friends or foes?

- **June 2014**

What do civil society organizations go through to get to information from the state institutions in Macedonia and how the lack of data affects all research?

- **July 2014**

Bosnia and Macedonia in trap of peace agreement

- **August 2014**

Washington's and Brussels' call for winning hearts and minds across the Western Balkans

- **September 2014**

Outlook into the future – is 100% renewables reachable due to existing domestic potential or supporting policies? Lessons from Iceland

- **October 2014**

Overseeing interception of communications – did we just hit the wrong button?

- **November 2014**

Times are a-changing

- **December 2014**

No South Stream? Innovative options for being energy independent

PROJECTS

South East Europe Sustainable Energy Policy (SEE SEP)



South East Europe
Sustainable Energy
Policy

Starting from 15th of January 2013, Analytica as a partner joined 16 other organisations from the region of South-Eastern Europe in a regional partnership called South East Europe Sustainable Energy Policy or SEE SEP

for the purposes of conducting a 2+2 years project granted by the European Commission through its Partnership Programmes for Civil Society Organisations.

Objectives of the action: to enhance the collaborative capacity of CSO networks and empower citizens to engage in fact based dialogue with key decisions makers to influence policy and practice for a more sustainable energy system in South East Europe, aligned with key EU Policies and Directives. Specific objectives: i) to increase the CSO networks efforts to go “beyond protest” by utilising, in conjunction with European Partners & Associates, “best practice” analytic tools for energy modelling and scenario building for a costed alternative low carbon energy sector; ii) to increase the transparency and credibility of the SEE CSO energy network, in cooperation with International Partners & Associates, through the development of targeted public advocacy campaigns; iii) to improve and professionalise the level of shadow monitoring & reporting in relation to key energy sector challenges, including energy poverty, corruption, environmental damage and poor application of EU laws and directives.

Stakeholders: The following stakeholders will be affected by the action: citizens of SEE, Governments and energy providers, the European Commission, international financial institutions, CSOs.

Expected results are: i) increased awareness and acceptance amongst all decision makers regarding “best practice” solutions for a more sustainable energy policies in SEE, which is better aligned to EC Policies and Directives; ii) improved public support for and faith in CSOs to articulate clearly and coherently needs and concerns of the „silent majority“ in relation to key challenges in the energy sector in SEE; iii) public more easily able to grasp the impact of policy decisions on their lives and key decision makers guided to actions which will lead to a fairer, less corrupt, cleaner and safer energy system in SEE.

Monitoring of tenders, procurement and budgeting in the energy sector in Macedonia

From October 2014 until February 2015 Analytica was working on a developing a mechanism to ensure financial accountability of the institutions in the field of energy policy (Ministry of economy, ELEM, MEPSO, the Energy Regulatory Commission) as a platform to influence the design and implementation of future budgets, tenders and public procurement. In the longer term, the results of the project are expected to encourage democratic reforms for greater financial accountability and transparency in the energy sector and the involvement of other actors who have a role of supervision and control (Parliament, the media, other civil society organizations). This project is re-granted through the Action network for good governance (Акциска мрежа за добро владеење) which is a network of three

Macedonian organisations: Metamorfozis, MCET and Reaktor. The main donor is the European Commission through its Civil Society Facility (CSF) Program.

Objectives of the project:

- Publishing a shadow report on the process of budgeting and tendering procedures for public procurement in the energy sector in the Republic Macedonia.
- Advocacy in order to improve the management of funds by the institutions in this sector.
- Improving public policy debates that will lead to an increase in the number and quality of participants debating budgetary issues in the energy sector, especially considering the liberalization of the energy market that needs to happen on January 1, 2015.

Main activities of the project are: 1). Monitoring the budgeting process of ELEM, MEPSO, etc., tendering and public procurement by the Ministry of Economy, as well as the companies, oversight on these processes done by the Energy Regulatory Commission and the Commission for Protection of Competition (planning, approval, execution, review) as well as the State Audit Office; 2). Writing a shadow report after the completion of monitoring and analysis; 3). Organizing two events, one for media one for experts where there will be discussions on the presented results.

Energy and security sector governance in Macedonia: how to improve its efficiency?



Analytica was granted the project called „*Energy and security sector governance in Macedonia: how to improve its efficiency?*“ funded under the Slovak and Balkan Public Policy Fund Programme with the support of Slovak Aid, implemented by Pontis Foundation and the Balkan Civil Society Development Network (BCSDN). The project will be implemented in a

period of 5 months.

Analytica as part of this project will prepare a policy paper called „*Energy and security sector governance in Macedonia: how to improve its efficiency?*“ which aims to analyze the energy and security sector governance in Macedonia by focusing on the sectors’ institutions’ efficiency in order to draft recommendations for its improvement by drawing lessons from positive Slovak examples.

The energy and security sector governance in Macedonia, which is defined as a process of decision-making and the process by which decisions are implemented or not implemented in the respective areas, have been subjected to reforming due to the Macedonia’s determination to join EU and NATO. However, due to these sectors’ closedness and resistance to reform processes, there has been lack of efficiency in their performance as well as many identified bottlenecks in the sectors’ governance structure, stepping out in negative regard when compared to other sectors. This concept of efficiency means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal.

Thus, this research aims to analyze the energy and security sector governance in Macedonia by focusing on the sectors' institutions' efficiency in order to draft recommendations for its improvement by drawing lessons from positive Slovak examples, a newer EU and NATO member and former communist country which has noted good development in the mentioned two sectors. The project's overall aim is contributing to better application of the good governance principles in the two sectors in Macedonia.

The project's motivation lies in need for constant assessment of the closed energy and security sectors in Macedonia, and that both areas have been with years in the main research focus of Analytica. Main activities as part of this project include desktop and field research both in Macedonia and Slovakia, preparing the policy paper, its promotion and dissemination.

Framework Project Fostering Parliamentary Oversight of the Security Sector in the Western Balkan



Analytica, starting from September 2012, will be DCAF's (Geneva Centre for Democratic Control of the Armed Forces from Switzerland) associated partner for projects to foster parliamentary oversight in the region. The project aims to support national parliaments from the Western Balkans region in fulfilling their constitutional role as legislative, representative, and oversight bodies in the field of security and defence. This project is a regional one, and will be also conducted in Montenegro, Bosnia and

Herzegovina and Kosovo. The duration of the entire regional project will be 3 years. The Framework Project is funded by a grant from the Norwegian Ministry of Foreign Affairs.

Assessment of the community-policing model in Skopje

Between June 2014 and May 2015 Analytica's security fellows will be researching the extent to which citizens in Macedonia's capital are involved in community policing. This would be a first independent research focusing on the role that individuals play in contributing to the more general safety in the communities they live in. For this purpose three municipalities in Skopje will be selected and research activities including opinion polling, focus groups and interviews with officials will be conducted.

Even though introduced a decade ago community policing still does not mean a lot to the younger generations while the more mature identify it with the old Yugoslav policing models. Consequently there is a perception that the instruments available for greater citizens' involvement in local policing are not utilised enough. For this reason this policy paper will feature sound analysis and number of recommendations that should improve the overall participation in local policing.

The project is supported by the Geneva Centre for Democratic Control of the Armed Forces (DCAF).

Training Course on the Security Sector for the Media

Analytica was granted the project “Training Course on the Security Sector for the Media” with an aim to support and develop more informed and balanced reporting on Macedonia’s security sector through a series of awareness-raising and capacity-building activities. For this purpose we envisage developing a specially designed security handbook for journalists innovatively explaining Macedonia’s security architecture in order to provide timely and accurate information on its actors, creation of policies, chain of command etc.

Secondly, we aim at training journalism graduates who are interested in security related topics, providing them knowledge and expertise for covering security relevant topics. Target group are journalism students in their final year of studies and recent graduates. They will be trained over a period of seven months by Analytica’s researchers and other experts. Besides classical methods of lecturing encompassing theoretical approach, there will be also interactive discussions, practical exercises (individual and group work), case-study approach, writing short articles on given topic, reading and analyzing articles that are already published etc. Trainees will be encouraged to identify problems, to think independently and to propose topics to be covered on the online platform. In parallel to the trainings, Analytica will launch a blog (<http://bezbednosnaanaliza.com>) as an online platform where participants will write media articles related with security and over time should evolve into a unique virtual place for posting news stories on topics that affect the security of the regular citizen of Macedonia as well as getting information about international security phenomena. The blog would enrich Macedonia’s media space and have long positive effect towards information sharing and keeping the public up to date with relevant information.

The project is supported by the Geneva Centre for Democratic Control of the Armed Forces (DCAF).

Coordinated participation of civil society in the programming of IPA funds (PRAG - programming relevant for active citizens)

Analytica together with Zenit, Institute for European Policy, Eko-Svest as project coordinators, Front 21/42, Macedonian Center for European Training and with the support of Reaktor and Center for Civil Communications won the project Coordinated participation of civil society in the programming of IPA funds (PRAG - programming relevant for active citizens) funded by USAID. In the following months the informal network will implement the project which objectives are: Strengthening the civil society and promoting their contribution to the IPA 2014-2020 programming period; Strengthening civil society participation in the preparation of the National Strategy Document (NSD); Establishing formal structure with elected representatives from civil society to implement the principle of partnership with the central governmental institutions in Macedonia.

Expected results of the project: 1.1 . CSOs understand the programming of EU funds and are willing to engage in future processes of programming of the IPA II in Macedonia; 1.2 . Civil society organizations provide substantive comments on the NSD to ensure the sustainable development of Macedonia; 2.1 . CSOs have elected their representatives (in each sector according to the sectors listed in the Strategic Document for Macedonia for IPA 2014-2020); 2.2. A network of over 100 civil society organizations and their representatives will actively inform the Government and the public for their views and intentions for future participation in the programming of IPA II; 2.3. Will put pressure on the Government to include the legitimately elected representatives of CSOs in a structure that provides information and active participation of civil society in the programming of IPA II. Main activities include: Providing access to the proposed National Strategy Document in Macedonian and Albanian; Organizing consultative workshops for civil society; Setting links between civil society, government and the European Commission; Advocacy and information.

Research on corruption in public-private partnership at local level



Analytica was granted the project “*Research on corruption in public-private partnership at local level*” supported by the Institute for Democracy “Societas Civilis” Skopje (IDSCS), the Ohrid Institute for Economic Strategies and International Relations (OI) and the Macedonian Institute for Media (MIM), implemented in the framework of the project “CSOs Watchdog Network to Prevent Spoils and Conflict of Interest in the Public Administration”, funded by the EU through the IPA Civil Society Facility.

The project aims to analyze the signed public-private partnership agreements involving stakeholders at local level in Macedonia according the Law on concessions and public-private partnership in order to check for possible practices of corruption, possible breach of the rules and regulations for implementing public-private partnership at local level and discovering possible loopholes in the respective legislation and in its implementation which could allow corruption.

The matter of corruption at local level in Macedonia is not sufficiently researched, although it exists in many areas; and addressing it is important for the strengthening of good governance. It is especially important to continuously research cases with high risk of corruption such as some sectors closed for cooperation as the energy and security sectors, agreements involving large sums and similar. The concluded agreements under the Law on concessions and public-private partnership involving local authorities often include large sums, thus there is a need for analyzing them regarding possible corruptive practices.

The main project result will be a policy paper containing concrete recommendations for the relevant stakeholders. The goal is to determine presence or absence of corruption, and of breach of the rules and regulations for implementing public-private partnership at local level, as well as drawing lessons in order to prevent future corruptive activities. The research will be conducted on the territory of several municipalities in Macedonia. The methodology will include desktop and field research. The project will

be implemented in a period of 3 months. The policy paper will be promoted in a public event to all relevant stakeholders.

The project's long term goal is to contribute to the improved implementation of the Law on concessions and public-private partnership and to the fight against corruption at local level in Macedonia.

RRPP: Impact of migration on women empowerment in Western Balkan countries



Analytica together with its partner organisations the Albanian Centre for Social-Economic Research (ACSER) – Albania (the project leader organisation) and the Center for Economic Development and Research (CEDAR) - Bosnia and Herzegovina were granted the project *Impact of migration on women empowerment in Western Balkan countries*. This project is funded by the Regional Research Promotion Programme for the Western Balkans (RRPP) of the Swiss Agency for Development and Cooperation.

Summary of the project: The Western Balkan countries have extensive migration experience, which was historically initiated as a male phenomenon, meaning that men have started to migrate leaving their wives and children behind. Also, it is commonly known that as Balkan countries, Macedonia, Albania and Bosnia and Herzegovina share the strong patriarchal traditions or “intra-household relations” which are often constructed on a patriarchal basis that impinge on the rights of women. In other words, gender stereotypes and traditional mentalities help to preserve a structural gender gap in all economic, political and social areas. On the other hand, women empowerment is supposed to be one of the pathways through which migration may impact development and growth. Yet, this impact of migration on gender roles has not received the necessary attention.

This project will intend to investigate whether migration has any impact on the women empowerment in traditionally patriarchal countries as Albania, BiH and Macedonia, that is if women in migrant's households have a say in decision-making. The main part of the methodology consists in collecting and analysing new quantitative and qualitative evidence related to individual, households and community characteristics in order to capture the role of migration on women empowerment and assist the development of gender and human related policies.

The project outputs are: 1- survey databases; 2 – organisation of visibility events to ensure promotion of the project results; 3- two working papers and one policy paper; and 4 - book publication on the “Social-demographic impact of migration in Western Balkans - putting together all the working papers and articles produced by ACSER, CEDAR and ANALYTICA in the framework of the RRPP projects.

The successful implementation of this project will have a substantial policy impact in Albania, BiH and Macedonia and also in the wider region of the Western Balkans. Primarily, the outcome of the study will provide material for richer and more inclusive policy debates on important issues relating to women empowerment, migration policies and economic development.

EVENTS AND TEAM DEVELOPMENT ACTIVITIES

Organised Events

Public debate “Dealing with illegal migration and asylum seekers – Macedonia as a transit country”

On 28th of January Analytica organized a public debate titled “Dealing with illegal migration and asylum seekers – Macedonia as a transit country” in the premises of the EU info center in Skopje. The public debate served as a launching event for the policy report “Analysis of national policies and practices for dealing with illegal migration and asylum seekers”. The overall objective of the event was to present

the research conducted and to offer participants an opportunity to discuss the emerging phenomenon of illegal migrants from the African countries and the Middle East transiting through the Western Balkans, to assess the national solutions dealing with this issue and to provide recommendations for improvement of the Government policies in the field of migration and asylum. The event brought together representatives of state institutions, international organizations, academia and the civil society.

Promotional event for the report „Energy and security sector governance in Macedonia: how to improve its efficiency?“

On 30th of May Analytica organized an event for promotion of the policy paper called „Energy and security sector governance in Macedonia: how to improve its efficiency?“. The research aimed to analyze the energy and security sector governance in Macedonia by focusing on the energy and security sector institutions’ efficiency in order to draft recommendations for its improvement by drawing lessons from positive Slovak examples, a newer EU and NATO

member and former communist country which has noted good development in the mentioned two sectors. The project’s overall aim is contributing to better application of the good governance principles in the two sectors in Macedonia. The project was funded under the Slovak and Balkan Public Policy Fund Programme with the support of Slovak Aid, implemented by Pontis Foundation and the Balkan Civil Society Development Network (BCSDN). At the event, Analytica’s researchers Magdalena Lembovska and Ana Stojilovska presented the main findings, while the opening speech was given by the Deputy Ambassador of the Slovak Republic in Macedonia Patricia Dudova. The event was attended by members of the civil society, embassies and state institutions.

Energy forum 2014

On 11 June 2014 in Skopje took place for the second time an Energy forum which was jointly organized by the U.S. Embassy in Skopje and Analytica. The forum aimed to be a platform for exchange between diplomats, government officials, businesses, the international community and civil society on the topics of energy security, gasification, energy policies and cooperation relative to Macedonia and the Balkan region from geopolitical, economic, and policy perspectives.

The idea behind this forum was continuing the dialogue on the topic of energy in Macedonia and the region, as it is a topic of great interest to many different entities, and is one which directly affects the lives of everyone in the region. The forum was organized in four panels and two presentations which covered topics as energy security - associated corporate and political risk; European energy policy, Russia and the Balkans; source diversification - pipelines and liquefied natural gas; and regionalization and cooperation - Macedonia's direction.

The U.S. Ambassador H.E. Paul D. Wohlers, the Head of the EU Delegation in Skopje Ambassador H.E. Aivo Orav, U.S. Embassy Deputy Chief of Political and Economic Affairs Ryan Stoner and Analytica's Research and Management Coordinator Sonja Zuber opened the forum. In the forum participated representatives from the diplomatic community as the Ukrainian Embassy, Bulgarian Embassy, Embassy of Kosovo, from the business sector MEPSO, Makpetrol, Strumica Gas, EVN Macedonia, Macedonian Energy Resources, Energy Delivery Systems, Gazprom Export Macedonia, government representatives as the Deputy Minister of Economy Hristijan Delev, representatives from the international community as the Energy Community Secretariat, EU Delegation in Skopje, donors such as USAID, the civil society, members of the academic community, consultants, professionals and experts in the energy area.

At the forum the necessity of energy source diversification, further regional energy market integration, continuous energy market liberalization and intensified regional cooperation and exchange in the energy domain was stressed. Furthermore, the need of construction of local gas infrastructure, implementation of the EU third energy package, reform of the heat market, continuous work regarding connecting to various regional gas pipelines, considering also gas supply options such as liquefied or compressed natural gas, as well as the importance of sustainable development were underlined. This forum contributed to the clarification of different stakeholders' interests in regards to energy and offered a better understanding of the geopolitical and economic frameworks within which energy interests operate in Macedonia and the Balkans. The conference conclusions will be available for further information.

Conference on energy security

On 5 November 2014 in Skopje took place the conference *Energy security in the Western Balkans – policies and challenges* which Analytica jointly organized with Konrad Adenauer Foundation. The aim of the conference is to be a platform for discussing energy security from policy and geopolitical perspective relative to the Western Balkan region and to raise energy security challenges as well as the domestic readiness to address them. The idea behind this conference is to be an open forum for exchanging on the matter of energy security in

the Western Balkans including the input of various stakeholders. Present at the conference were representatives from the Energy Regulatory Commission, EVN Macedonia, from the academia, the civil sector and diplomacy from Macedonia and abroad. Main topics of discussion included the role of geopolitics in energy security and the domestic readiness to respond to energy security challenges. At the conference the significant influence of geopolitics on energy security was emphasized, Macedonia's vulnerability to electricity shortages was stressed, and as the utilization of natural gas in Macedonia increases, the risks of future gas cut-offs for the overall energy supply of Macedonia was discussed. As part of the conference the policy analysis authored by Andreja Bogdanovski and Ana Stojilovska titled *"The state of energy (in)security in Macedonia"* was promoted. The paper analyzes the state of energy security in Macedonia and identifies the main issues which hamper an improved state of energy security. The conference conclusions and conference proceedings will be available for further information.

Promotional event for the policy brief "Risks of corruption in public private partnership in Macedonia"

On 20 November 2014 in the municipality of Bitola took place the promotion of the policy analysis *Risks of corruption in public private partnership in Macedonia* organized by Analytica. The aim of the event was to start a discussion on the risks of corruption in the area of public private partnership at local level in Macedonia. The event took place in the municipality of Bitola since this municipality was assessed to be a good example in conducting the procedure on issuing public private partnership agreement as well as undertaking preventive measures against

corruption in the process. At the event the representative of the municipality of Bitola, Slobodan Boncanoski, presented the experience of Bitola in the area. The municipality of Bitola has granted one public private partnership agreement and has other projects on public private partnership in preparation, all which take into consideration the procedures on fight against corruption. Aleksandar Talimdjioski, representative of the CSOs *Watchdog Network to Prevent Spoils and Conflict of Interest in the Public Administration* mentioned the idea behind the network, which is to enhance the role and

contribution of civil society in good governance and the process of EU integration. Ana Stojilovska from Analytica talked about the policy analysis she authored *Risks of corruption in public private partnership in Macedonia*, which aim is to check the concluded agreements on public private partnership of the local authorities in terms of corruptive behavior as well as to map gaps in the Law on concessions and public private partnership and its implementation which could allow corruption.

Team members' advocacy and professional development activities

Analytica's Security Research Fellow Andreja Bogdanovski participated at the 85th NATO Parliamentary Assembly ROSE-ROTH Seminar in Sarajevo from 18-20 March



Analytica's Security Research Fellow Andreja Bogdanovski participated at the 85th NATO Parliamentary Assembly ROSE-ROTH Seminar in Sarajevo. He addressed the audience on the panel "Prospects for EU and NATO Enlargement in the Western Balkans" talking about public support with focus on Macedonia. He spoke about the high level of support for EU and NATO integrations in Macedonia while at the same time illuminating an increase of Euro-Atlantic scepticism pushed through state influenced media. He attributed this development as a result of the stalemated EU & NATO integrations. He then spoke about the internal developments within the EU itself and how these also impact the views from the Western Balkans on the Union. The possibility for In/Out referendum in the UK, rise of euro scepticism, enlargement fatigue, attitudes towards migrants and the increasing support for far right political parties were all mentioned

Participation of civil society in the IPA Programming 2014-2020



Having in mind the importance of EU funds in Macedonia, Eco-sense and partner organizations Analytica, Front 21/42, MCET, EPI, Reactor, Association Zenith, supported by the Center for Civil Communications, USAID and FOSM conducted a two-day workshop for civil society organizations on IPA 2014-2020. The workshop was held from February 27 to 28 in Ohrid where there were discussions about the National Strategy Paper (NSP), Macedonia's IPA programming from 2014 to 2020

at national level as well as regional level (cross-border cooperation). The idea was to gather the opinions of CSOs for improvement of this process. The first day was about the activities related to IPA funds in Macedonia and the dialogue Government - civil sector regarding IPA. The other half of the first day and the second day were about the selection of representatives from the civil society and creating a mechanism for consultation between government institutions and civil society. Sonja Zuber with Ana Stojilovska were responsible for the Sector Transport.

An Energy Community for the Future – Conference at the European Parliament

Meeting with Ms. Michaela Matuella from the Cabinet of Commissioner Stefan Fule, Enlargement and European Neighborhood Policy



Sonja Zuber from Analytica as part of the SEE SEP Network on the 20th of March 2014 attended the conference *An Energy community for the future* at the European Parliament in Brussels. At the same place gathered politicians, ministers, experts, public servants, CSO representatives from all over Europe to discuss the future of the Energy Community of South-east Europe. The biggest focus was Ukraine and the changes that will happen to the Energy Community (EnCom) structure in the future.

Sonja Zuber was also present at a meeting at the European Commission. A smaller group of 6 reps from civil society discussed lot of issues concerning energy and the Balkans with Ms. Michaela Matuella, member of Stefan Fule's Cabinet. The issues ranged from the briefing from EnCom Conference, vocalizing the importance of having CSOs permanently present in the EnCom structure, as well as each country's individual concerns regarding energy. For example in the Macedonian case were mentioned: the exclusion of the energy sector from the new IPA Programming Period 2014-2020 and how it is vital to have it included, especially for the local communities; and the plans to build two hydropower plants in the highly-protected National park Mavrovo.

Conference Countering Violent Extremism and Radicalization that Lead to Terrorism



Andreja Bogdanovski participated on a two-day conference (25, 26 June) on Countering Violent Extremism and Radicalization that Lead to Terrorism, organised by the OSCE and the Macedonian Ministry of Interior. He addressed the audience by highlighting the main trends with the foreign fighters in Syria and more importantly the challenges that our societies face upon their return. He highlighted that the efforts of the authorities in the Western Balkans are focused primarily on legislative changes which criminalise

participation in the conflict in Syria as well as arrests related to recruitment of fighters. Very little however can be seen when it comes to preventive measures as well as reintegration programmes, something which is needed in order to have a holistic approach to this question.

Meeting with the Ambassador of the Slovak Republic

Research Fellows Magdalena Lembovska and Ana Stojilovska met

with the Ambassador of the Slovak Republic in Macedonia H.E. Martin Bezák. The meeting took place on 9th of June in the premises of the Embassy of the Slovak Republic in Macedonia. They discussed Analytica's recently published paper on sharing good practices from the Slovak case in regards to good governance in the energy and security sector. In addition, they discussed the opportunities for

cooperation between the Visegrad Group and the Western Balkans countries.

Analytica's Researchers part of the Fahamu Refugee Programme

need.

Security Research Fellows Andreja Bogdanovski and Magdalena Lembovska have decided to provide free of charge expertise and legal aid for the Fahamu Refugee Programme helping refugees from Macedonia find substantive protection. We would be acting as Country of Origin Information experts providing objective information on the conditions that led a refugee to flee Macedonia. It is our way of giving back to those in

Presentation at the workshop "Energy security as part of the mosaic of national and international security" organized by the Ministry of Defense

Magdalena Lembovska provided presentation on the role of civil society in energy security at the workshop "Energy security as part of the mosaic of national and international security" on 26 September 2014 in Skopje. The workshop was organized by the Ministry of Defense of the Republic of Macedonia and the Military Academy "General Mihailo Apostolski" - Skopje.

The workshop was intended for employees within state institutions that hold managerial positions and the audience included 40 representatives of various ministries, Center for crisis management, Intelligence Agency, Directorate for Protection and Rescue, EVN Macedonia and Balkan Energy Group.

Ms Lembovska's presentation focused on the cooperation between the civil society and the energy and security sectors' state institutions.

Analytica sent suggestions to the Program for Work of the Government of the Republic of Macedonia for 2015

Analytica continues with its practice to send suggestions each year for the following year's Program for Work of the Government of Macedonia. For the second time, Analytica's researchers Magdalena

Lembovska, Andreja Bogdanovski and Ana Stojilovska prepared suggestions to the Program for Work of the Government for 2015 in the areas of energy and security. The suggestions are based on Analytica's research and project results in these areas conducted in 2013 and 2014. The suggested reforms go in direction of tackling energy poverty, improved cooperation between the security and energy sectors and the civil society, improved efficiency of the security and energy sectors, support for local gasification projects, improved parliamentary financial oversight of intelligence services, better tackling illegal migration and asylum seekers, better preparations for civilian contribution to peace operations, as well as how to respond to the foreign fighters treat.

Journalism Trainings



In December 2014 Analytica has started with trainings on security sector for media students and young journalists from Macedonia. Six students have been selected from number of applicants to attend monthly trainings on security issues coverage. The trainings cover wide range of security related issues starting from mapping Macedonia's security sector to information warfare and international security. The trainings are held by our experience security research fellows Andreja Bogdanovski and Magdalena Lembovska. Additionally we aim providing special guest trainer on each training session which would enhance the quality of the content provided. Training sessions will be held over a period of seven months and it is financially supported by the Geneva Centre for the Democratic Control of the Armed Forces (DCAF). Additionally Analytica will also launch in 2015 an online platform where participants will write media articles related with security and over time should evolve into a unique virtual place for posting news stories on topics that affect the security of the regular citizen of Macedonia as well as getting information about international security phenomena.

Internship Programme



In 2014 Analytica continued its Internship Programme and hosted four interns from Macedonia and abroad, all of which were residential. They had diverse background: human rights, European Studies, Biology etc. Their work consisted in assisting the research fellows in implementation of the ongoing projects, gathering data, preparing policy papers, providing logistical and administrative work and similar.

Analytica's Internship Programme has modified its focus in order to address Analytica's needs and enable the research interns' greater integration into Analytica's day-to-day work. The Internship Programme's duration is from three till six months and focuses predominately on project related work. During the internship, Analytica's research interns have the possibility to gain practical skills while working in a think tank, to be trained in preparing policy papers as well as to contribute to Analytica's work.

MEDIA COVERAGE

In 2014 Analytica continued its work of increased media presence with its events and products. Furthermore it contributed with interviews as well as promotion of its activities and policy documents. All the links to what Analytica's members said in the media can be found here <http://analyticamk.org/en/media1/media-coverage>

- Ana Stojilovska's interview for Macedonian Radio, Radio Skopje on 10. January 2014
- Public debate "Dealing with illegal migration and asylum seekers - Macedonia as a transit country"
- Media coverage on the latest report of the SEE SEP project on corruption in the energy sector in South East Europe
- Energy forum 2014 by US Embassy Skopje and Analytica, 11 June 2014, Skopje, Macedonia
- Sonja Zuber gave statement for Telma TV regarding the data on pollution caused by Makstil
- Andreja Bogdanovski talking about current political & security developments in Macedonia for Faktor.mk news portal
- Andreja Bogdanovski gave interview for Kanal5 news about the challenges with foreign fighters from Syria
- Andreja Bogdanovski's interview for Republika political weekly magazine, where he talks about foreign fighters dilemma
- Andreja Bogdanovski giving a statement about NATO Wales Summit outcomes on ISIS fighters and the possible impact on Macedonia
- Ana Stojilovska's interview for Zaman - Albanian edition N.103 and Turkish edition 12-18. August 2014
- Magdalena Lembovska gave statement for the online magazine Inbox 7 regarding the NATO Summit 2014

- Magdalena Lembovska gave statement for Alfa TV News regarding the asylum seekers in Macedonia.
- Coverage of Ana Stojilovska's participation in the Public discussion of the Deputy Prime Minister for European Affairs with the civil sector for the EC progress report 2014
- Sonja Zuber's statement regarding corruption in the energy sector (in Macedonian)
- Reference to Analytica's paper "The challenge of achieving sustainable renewable energy policy in Macedonia" and Analytica's handbook "Changing the habits - how to get an energy efficient municipality"
- Reference to Analytica's paper "The story of the Macedonian heat market - how to reform it" in Ekosvest's paper "Energy possibilities for Macedonia"
- Ana Stojilovska's statement about the implications from incompatibility of the Macedonian - Russian agreement about South Stream with EU law for IPA funds for BIRN/ Balkan Insight
- Conference: "Energy security in the Western Balkans - policies and challenges" by KAS and Analytica on 5 November 2014 in Skopje
- Promotional event for the policy brief "Risks of corruption in public private partnership in Macedonia" on 20 November 2014 in Bitola
- Andreja Bogdanovski for Nova Makedonija

FINANCIAL REPORT 2014

Name of the organisation: Association for Policy Research Analytica - Gostivar

Address: Mara Ugrinowska 2, Gostivar

Balance of Expenditures and Revenues for the period 01.01.2014 - 31.12.2014

No.	Description	Amount in MKD denars
I Expenditures		
1	Spent materials	70,109.00 den.
2	Phone/internet	26,924.00 den.
3	Expenses for royalties	1,951,321.00 den.
4	Rent	212,250.00 den.
5	Costs for utilities	71,463.00 den.
6	Other services	457,942.00 den.
7	Salaries	292,756.00 den.
8	Bank services and commission	24,867.00 den.
9	Personal income tax	17,878.00 den.
Total expenses		3,125,510.00 den.

II Revenues		
14	Donations	3,359,410.00 den.
15	Interest rate	107.00 den.
Total income		3,359,517.00 den.

18	Balance of Revenues and Expenditures for 2014 (in-come-expenses)	234,007.00 den.
19	Transfer of surplus from previous years (year 2013)	1,280,978.00 den.
20	Surplus of revenues for the next year 2015	1,514,985.00 den.

Person responsible for the Balance Sheet

Signature: Nizamedin Saban

WHAT WE DO
WHO ARE WE

Research
Programmes
PROJECTS

MISSION AND VISION
TEAM

ANNUAL REPORT 2014



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