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# ANNUAL REPORT

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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**

### Board of Directors

Veli KRECI, PhD - President

Turker MIFTAR, MA - Executive Director

Sani DEMIRI, PhD - Founding member

### Daily Management

Sonja RISTESKA – Research and Management Coordinator

Nizamedin SHABAN – Administrative and Financial Officer

Muhsin GULER – Design and Web Officer

Emre MURTEZI – IT

### Research Fellows and other members of the team

Sonja RISTESKA– MA

Andreja BOGDANOVSKI – MA

Filip STOJKOVSKI – MA

Kaltrina SELIMI – MA candidate

Magdalena LEMBOVSKA – MA candidate

Ana STOJLOVSKA – PhD candidate

## 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.

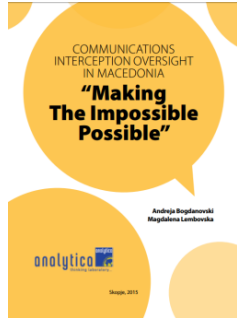
### ***Public Policy Analysis and Administration programme***



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 2015



#### **Communications interception oversight in Macedonia - making the impossible possible**

This policy study re-surfaces the question of communications interception in Macedonia through looking into the most pressing issues affecting how this special investigative measure is implemented and focusing primarily on its oversight. It starts by providing an insight into the legal acts outlining the grounds for employing this measure and illuminating some of the inconsistencies. The study also takes a closer look into the state institutions entitled to intercept communications such as the Ministry of Interior and Ministry of Defence, but also gives an overview into the Finance Police and the Customs, which as of 2012 received authorizations to intercept communications with the amendments of the Law on Communications Interceptions. The central component of this paper is the analysis of the state of oversight over the use of communications interception measures. For this purpose the policy study discusses the challenges that are primarily affecting the work of the Parliament in this segment but also it pioneers the idea for greater involvement of the Ombudsman in communications interception oversight in Macedonia.

#### **Handbook – How to report on security-related issues?**



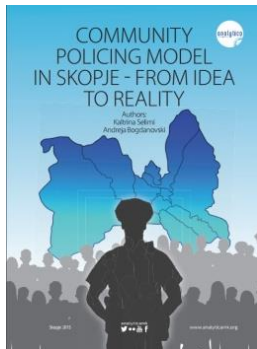
The Handbook starts by discussing different aspects of state centric and human security, encouraging the reader to think beyond the traditional concepts and focus on various security threats such as environmental or community security. The second section innovatively explains Macedonia's security architecture in order to provide timely and accurate information on its actors, creation of policies, chain of command etc. Furthermore, the Handbook provides guidance for collecting information for security related topics. In the form of practical tools on data collection, the third section contains useful techniques for conducting interviews, using the Free Access to Information Act and cooperation with civil society organizations. Given that working with classified information is a special feature of the security sector, the Handbook addresses possible dilemmas that journalists might have when faced with such obstacles. Speaking about working with sensitive information, there is also a special section providing guidelines on protecting personal data when reporting in media in line with the current legislation and journalism ethics and standards. The next section is dedicated to the role of the Parliament in the security sector with a special emphasis on its oversight function and key dates and deadlines to be followed by the media workers. The Handbook deals with international security and discusses the work of the main security relevant international organizations. The section also includes ideas and tips for writing articles.

## Macedonia's Preparations for Civilian Contribution to Peace Operations: the Next Big Thing After the Withdrawal From Afghanistan



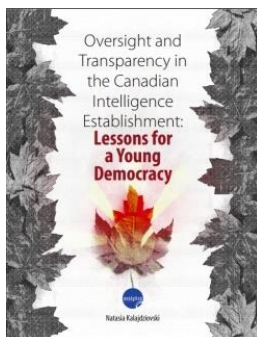
Civilian participation in peace operations remains on the radar of Macedonia's authorities and would largely benefit from external involvement in the form of provision of guidance both at strategic and operational levels. In times of austerity, blockade of EU and NATO processes and withdrawal from Afghanistan, putting an emphasis of civilian contributions to peace operations may be viewed as a natural continuation of Macedonia's input to international peace and security. This paper aims to assess the developments related to Macedonia's contribution to peace operations through civilian means by mapping its potential capacities and areas of expertise. It therefore outlines and recommends the development of civilian components for peace operations and post-conflict societies growing out of the experience that Macedonia has had in policing, crisis management and media training

## Community Policing Model in Skopje - from idea to reality



This policy paper evaluates the functionality of the community policing model in Macedonia's capital Skopje by analyzing the structure and the set-up of the community policing practiced in three municipalities: Aerodrom, Cair and Gjorce Petrov. Moreover, it incorporates views from the ground by relying on phone surveys, focus groups and personal interviews, answering the question to what extent community policing is developed in the city of Skopje. More specifically, it endeavors to determine the scale to which the community policing model is developed. This involves identifying aspects such as: whether the police have embraced new management procedures; introduced training structures for community oriented policing; adopted changes to the organizational structure of the police forces, and; to what extent police/community partnerships have been established. It also examines the methods and tools the police employ to approach the communities they serve.

## Oversight and Transparency in the Canadian Intelligence Establishment: Lessons for a Young Democracy



The aim of this report will be to examine the oversight mechanisms and transparency structures – strengths and weakness alike – of a well-established liberal democratic state in order to glean lessons applicable to a young democracy. In this effort, the Canadian security establishment will be employed as a comparative case, as it offers insight into a well-established and legislatively-grounded intelligence culture. The report will first give a brief organisational overview of the main intelligence actors in Canada; this will be followed by an outline of any oversight mechanisms and transparency structures in place, with a subsequent analysis of their effectiveness. Finally, the report will offer lessons and best practices which can best be applied to Macedonia.

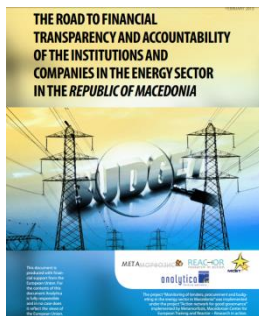


## Macedonia – back in the global spotlight



Macedonia finds itself at a crossroads once again. Internally it has experienced democracy backsliding, intensified with the blockage by Greece of Macedonia's Euro-Atlantic path. A country that was once at the front of the queue now is among the last. Precious time has been lost in trying to circumvent the Greek veto, but all attempts have failed, because there has been no real movement on resolving the name issue. On the international stage, Macedonia has lost sympathy and is now considered more of a headache than a shining example. This shows clearly how much the country needs international assistance in getting back on track with the important matter of Euro-Atlantic integration. Macedonia should, without delay, open accession negotiations with the EU, while negotiating the name dispute with Greece.

## The road to financial transparency and accountability of the institutions and companies in the energy sector in the Republic of Macedonia



The lack of vision for the development of the energy sector in a direction that will offer solutions for the contemporary challenges, as well as favoring the large and ecologically controversial energy development plans are part of the issues that concern the energy sectors in all the Balkan countries. There is also the problem with lack of transparency in spending of public finances in the energy sector. All the while, the civil society sector is very little involved in the development of the energy policies, and in the active participation in the decision making process, as well as the oversight of their implementation.

Precisely because of this, it is important to analyze the different aspects of the functioning of the energy sector, with paying particular attention on the budgeting processes and financing of the institutions that create the energy policies, the state companies that are part of the energy system, as well as the private actors that profit from the energy market, often from the money of the taxpayers. The energy sector as such is quite complex, with the fore mentioned state and private actors, all the way to the end customers and households as the largest consumers of energy in Macedonia.



## Analysis of the local energy efficiency programs in Macedonia – situation, challenges, solutions

The purpose of this analysis is to determine the state of the adoption and implementation of local energy efficiency programs and assess the measures according to ambitiousness as well as to present positive examples and challenges in order to prepare recommendations for the decision makers to improve the situation on the ground. The ultimate goal is to make a contribution to improve the quality of the energy efficiency programs of the municipalities

and thus to help with the implementation of the national targets and policies for renewables and energy efficiency. The paper has also been published by Akademik.

## ENERGY EFFICIENCY... JUST DO IT! Act now for warmer homes, local jobs and cleaner air!



The partners of the South East Europe Sustainable Energy Programme (SESEEP) are firmly concerned for the sustainable future of the region. As such, we see the importance of the region adopting the EU directives on energy efficiency and accepting to implement them in the most ambitious manner possible. Energy Efficiency is not only a piece of the larger energy strategy puzzle, but also serves as a concurrent action to achieve security of supply and economic development. We do not believe that the region should go for second best. We cannot accept the region falling farther and farther behind the European Union. Thus, we have prepared this report in advance of the adoption of the EED by the members of the Energy Community. It is our network's contention that this far-reaching directive must be implemented as ambitiously and as fully as possible and in a timely but realistic manner.



## Migration and Women Empowerment in the Western Balkan Countries

Analytica has prepared a policy brief summarizing the main study outcomes. The study aimed to investigate how migration acted as a catalyst for expanding the opportunities of women economically, socially and in interpersonal relations in the Western Balkan countries of Albania, Bosnia and Herzegovina and Macedonia. Women's perceptions about migration's influence in their roles within their families have been subject of investigation. The research questioned whether own migration or migration of (male) family members has any impact on the

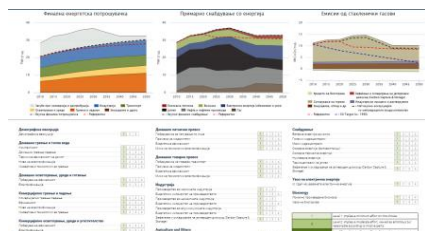
woman's empowerment in traditionally patriarchal societies of Albania, Bosnia-Herzegovina and Macedonia.

## Commentaries published in 2015

In order to give fresh ideas for contemporary issues, Analytica is publishing a monthly Commentary. In 2015 the following issues were addressed:

- **January 2015**  
Are we putting at risk yet another of our freedoms - The freedom of movement?
- **February 2015**  
Towards reforming the heat market in Macedonia: wishful thinking or future reality?
- **March 2015**  
Rubber bullets allowed in Macedonia - dangerous citizens or citizens in danger?
- **April 2015**  
Will Turkish stream be the one that will save Macedonia's energy future?
- **May 2015**  
Dealing with torture in Macedonia – did we fail?
- **June 2015**  
Macedonia- Russia's new playground in the Balkans
- **July 2015**  
10 Years of Energy Community – overview of Macedonia's reform process in the energy policy
- **August 2015**  
Macedonia in the midst of the Migrant Crisis
- **September 2015**  
No widespread support for religious extremists in Macedonia and the Balkans
- **October 2015**  
Chaos in energy. The latest developments in the energy sector in Macedonia
- **November 2015**  
Digital diplomacy-why does it matter?
- **December 2015**  
Foreign fighters - should we be afraid from their resocialization and reintegration?

## Other



As part of the SEE SEP project, in 2015 the 2050 Energy Calculator for the region of SEE was created. The EU 2050 Energy Roadmap envisages reducing greenhouse gas emissions by 80% from 1990 levels. This goal is important for the countries of SEE because of the necessary adjustments that need to be made as a part of the EU accession process, as well as obligations that come with the future membership and collective effort to prevent climate change. The 2050 SEE Carbon Calculator lets you create your own energy pathway and energy future for any of the given SEE countries. The calculator allows you to consider the choices and tradeoffs we face, as well as the steps we need to take in order to reach the future we want. It covers all parts of the economy in terms of energy production and consumption, as well as all greenhouse gas emissions released in the countries of South East Europe. It is based on collected scientific and engineering data that was subject to consultations with national, regional and international organizations, representatives of expert associations, academia, as well as relevant ministries and institutions from the SEE countries.



Another product was the video game Energy Model 2050 for South East Europe. This model shows that it is possible to have an energy future in line with EU goals, that is at the same time cost-effective. You can use the video game to play with the levers and to reach a scenario with 80% decrease of GHG emissions for every country of the region by 2050. Countries of the region (Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro and Serbia) are all available in the game, along with local languages and English translation. The model is based on My 2050 Calculator, energy model used by UK's Department of Energy and Climate Change (DECC).

## 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.

The project resulted in one study on Macedonian and English, one workshop and dissemination of the study to all relevant institutions and companies dealing with energy.

### *Energy efficiency in Macedonia at local level – the challenge of preparing energy efficiency programs*



Analytica was granted the project “Energy efficiency in Macedonia at local level – the challenge of preparing energy efficiency programs” supported by the Government of the Republic of Macedonia. The project aimed to analyze the process of preparation and implementation of municipalities’ energy efficiency programs and to offer research-based recommendations, in order to contribute to

their successful realization in Macedonia. The overall aim is contribution to successful implementation of the energy efficiency policies in Macedonia envisaged in the Energy efficiency strategy. The project was implemented in the territory of Macedonia in a period of 6 months. The methodology included desktop and field research. The main project result was a policy paper which was distributed to all municipalities in Macedonia. The policy paper’s goal was to analyze the state of preparation and implementation of the energy efficiency programs of the municipalities and prepare concrete recommendation to the relevant stakeholders.

### *Comparative analysis: TPPs vs RES and EE in terms of available jobs in Macedonia*



Sonja Risteska and Ana Stojilovska in 2015 worked on a study commissioned by Analytica’s partner Eko-svest, which dealt with the issue of jobs in the energy sector and is it better to work in thermal power plants or in the renewables sector? The main research question was whether there is such employment potential in new/replacement lignite power plants and new possible lignite mines in Macedonia as

the main proponents of this idea say or no? As well as the possibilities that energy efficiency and renewable energy sectors offer in terms of employment potential, while not depleting already scarce national resources and helping in achieving EU 2030 and 2050 targets. This has been an experience in some EU countries, but it should be tested whether it is true also of Macedonia. The research results will be published in 2016.



## 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 were researching the extent to which citizens in Macedonia's capital are involved in community policing. This was 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 were 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 developed 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 aimed to train journalism graduates who are interested in security related topics, providing them knowledge and expertise for covering security relevant topics. Target group were

journalism students in their final year of studies and recent graduates. They were trained over a period of seven months by Analytica's researchers and other experts. Besides classical methods of lecturing encompassing theoretical approach, there were 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 were encouraged to identify problems, to think independently and to propose topics to be covered on the online platform. In parallel to the trainings, Analytica launched a blog (<http://bezbednosnaanaliza.com>) as an online platform where participants were writing 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 should 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 was supported by the Geneva Centre for Democratic Control of the Armed Forces (DCAF).

### *Western Balkans Civilian Capacities in Peace Operations*

Analytica has started implementing a project on Macedonia's civilian capacities for peace operations. The first phase of the project included working on baseline studies of civilian capacities available for such operations in Albania, Bosnia and Herzegovina, Macedonia, Montenegro, and Serbia, including mapping the practical and political challenges and opportunities in their deployment.

The second phase of the project intends to strengthen the knowledge of relevant stakeholders in the respective governments of policy options going forward to realize the ambition of deploying civilians, and support capacity development of the states to roster, train and deploy civilian capacities. This will be done through the provision of policy options, background notes, and facilitation of input by other seasoned actors in this field.

This project is conducted together with the Belgrade Centre for Security Policy, the Center for Security Studies (Sarajevo), the Centre for Peace Studies (Zagreb) and the Norwegian Institute of International Affairs, supported by the Royal Norwegian Ministry of Foreign Affairs.

### *Assessment of Macedonia's efforts in countering violent extremism, view from civil society*



Analytica is pleased to announce that starting from September 2015 will be implementing the research project "Assessment of Macedonia's efforts in countering violent extremism, view from civil society". The duration of the project will be 12 months and it includes desktop and field research activities.

The overall goal of the project is to contribute to the Macedonian efforts in countering violent extremism by producing a policy study that would analyse country's progress in addressing the challenges stemming from the increased number of foreign fighters going to Syria and Iraq.



Support the national authorities and other stakeholders in planning and decision-making by providing in-depth analysis on trends, patterns and local specifics when it comes to Macedonian citizens fighting in Syria and Iraq.

### TRAIN Programme 2015



Analytica was for the third time, in 2015 selected to participate the TRAIN Programme (Think Tanks providing Research and Advice through Interaction and Networking) funded by the Federal Foreign Office (Stability Pact for South Eastern Europe) and run by the German Council on Foreign Relations (DGAP). The research was conducted by our security research fellow Kaltrina Selimi. She was work on the paper “Examination of External Oversight Mechanisms of Police Forces in Macedonia”. The aim of this policy paper is to examine the external oversight mechanisms of police forces, in light of Macedonia’s EU integration policies and the strengthening of democratic governmental policies, as it is of significant importance to further research how the lack of independent external oversight body affects the work of the police forces and whether further reforms are needed or what measures for improvement should be taken.

## EVENTS AND TEAM DEVELOPMENT ACTIVITIES

### Organised Events

#### Promotion of the policy study on "Community policing model in Skopje- from idea to reality"



On 25.11.2015 Analytica think tank organized event included a discussion panel where our security researcher Kaltrina Selimi presented the main findings of the research on the community policing model in Skopje by analyzing the structure and functioning of the concept of community policing in three municipalities in Skopje, in municipalities of Aerodrom, Cair and Gorce Petrov.

The discussion panel also included representatives from Sector of Internal Affairs Skopje Mr. Risto Jovanovski, a representative from the OSCE Mission in Skopje Mr. Thomas Harte and Mr. Stanoja Bogeov a representative from municipality of Gorce Petrov.

#### Energy modeling, climate change and the COP 21



On Tuesday, October 6, 2015 the Macedonian partner organizations in the SEE SEP project Analytica, Eko-svest and Front 21/42 held a conference at the EU InfoCentre in Skopje Macedonia titled: "Energy modeling, climate change and the COP 21". The event was a panel discussion where the three organizations presented the work on the Energy model in 2050 called Energy Calculator. The model was developed simultaneously in 7 countries of the SEE region

(Macedonia, BiH, Serbia, Montenegro, Kosovo, Albania, Croatia) and covers the supply and demand side of energy. At the conference it was presented: the process of filling the model with data and the final results on how Macedonia can lower its emissions up to 78% in 2050.

The presented Energy model is a tool for data input during the decision-making processes related to the energy sector and it gives recommendations regarding the sectors which were considered and analyzed at several levels. Furthermore in the second panel speakers were representatives of Macedonian and international institutions, the Academy of Arts and Sciences, the Ministry of Environment and Physical Planning and the United Nations Framework Convention on Climate Change. The discussed topics were connected to climate change and what is being done for the mitigation of its effects in Macedonia.

### Call for evidence



On 23.03.2015 at the British Embassy in Skopje, the Macedonian part of the SEE SEP Project: Analytica think tank, Eko-svest and Front 21/42 presented the model and the options for giving comments and suggestions to the Macedonian stakeholders, who after the event had the opportunity to give ideas about how to improve the modeling and the scenarios not only for Macedonia but for the other countries as well. 18 months ago CSOs from the region that are part of SEE SEP project, led by SEE Change Net, initiated a process of creating the South East Europe 2050 Energy Model. The first step in that process was the collection of data. After a year and a half of literature research, reviewing official data, and consulting with over 500 key stakeholders and relevant experts in the region, we were in a position to be able to launch what is known in expert terms as a “Call for Evidence”, during which we presented the core data that we have gathered from many sources. This was basically a consultation for data experts and we invited them to test, review and approve or suggest alternatives.

### Journalism trainings



In 2015 Analytica 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 covered wide range of security related issues starting from mapping Macedonia’s security sector to information warfare and international security. The trainings were held by our experience security research fellows Andreja Bogdanovski and Magdalena Lembovska. Additionally we aimed at providing special guest trainer on each training session which enhanced the quality of the content provided. Training sessions were held over a period of seven months and it was financially supported by the Geneva Centre for the Democratic Control of the Armed Forces (DCAF).

## Team members' advocacy and professional development activities

### NATO Liaison Office's visit



aspects of Security Sector Reform

Analytica's security researchers Andreja Bogdanovski and Magdalena Lembovska had the pleasure of meeting with Captain Rumen Radev, Chief of NATO Liaison Office in Skopje and representatives of Mission's Advisory Team. The purpose of the meeting was to promote Analytica's extensive research in the field of Security Sector Reforms which also corresponds with one of the roles of the mission in Macedonia, to provide advice on military

### White House Summit



senior officials from regional organizations and other multinational bodies, as well as representatives from the private sector from civil society.

Analytica's Security Research Fellow Andreja Bogdanovski participated at the White House Summit on Countering Violent Extremism between 16 – 20 February in Washington DC. The purpose of the Summit was to develop a multi-stakeholder action agenda to address the phenomenon of violent extremism. The summit included over 60 countries' representatives, as well as the High Representative and Vice President of the European Union Federica Mogherini, the U.N. Secretary-General Ban Ki-moon, and

On the last day of his visit Mr. Bogdanovski had meetings with representatives of the US Department of State and other representatives from the Western Balkans discussing current challenges when it comes to the issue of foreign fighters where he stressed the need for regionalising efforts in addressing such a common threat. Mr. Bogdanovski also had the chance to meet prominent think tanks representatives and security analysts at the Washington Institute for Near East Policies roundtable on rehabilitation and reintegration of foreign fighters such as Gilles de Kerchove, EU's Counterterrorism coordinator.

### Published by LAP



Economic Development and Research (CEDAR) - Bosnia and Herzegovina, has been published by

Analytica is glad to announce that the final product titled "Migration and Empowerment of Women in the Western Balkans" as part of the RRPP funded project "Impact of migration on women empowerment in Western Balkan countries" implemented by Analytica together with its partner organizations the Albanian Centre for Social-Economic Research (ACSER) – Albania (the project leader organization) and the Center for

Lambert Academic Publishing (LAP). The book is authored by Edlira Narazani from ACSER, Sanela Basic from CEDAR and Ana Stojilovska from Analytica.

The book provides an analysis of the effect of migration on the empowerment of women in traditionally patriarchal societies in three Western Balkan countries: Albania, Bosnia and Herzegovina and Macedonia. The study focuses on the household unit and examines the positions of women with and without migration experience in their families. Research findings suggest that the effect of migration on the empowerment of women in three selected dimensions (socio-cultural, economic and domestic decision making) depends crucially on the personal ability of each individual woman to consider the migration experience in light of the complex interface of socio-economic factors in both home and host countries

## Commenting liberalization's delay



Analytica has sent a reaction to the media regarding the requirement of the Energy Community Macedonia to rectify the failure to liberalize the electricity market. Analytica stated that it is problematic for Macedonia, in political and in economic aspect, not to fulfill the obligations towards the Energy Community. Macedonia has ratified the Energy Community Treaty back in 2006, thus the electricity market liberalization is not an unexpected result, but a goal towards which the country should have strived since the Treaty's ratification. The fear of the country that there might be increase of the electricity prices is justified only in the short term, while in the long term with the liberalization of the electricity market, it is expected that increased competition will lead to lower prices. Also, on the other hand, there are set of measures which the state could have and can undertake in order to balance the shock of increase of electricity prices – and that is implementing in full its energy strategies, which envisage more efficient production of electricity and heat, introduction of natural gas in the households, improving the heat supply, improving energy efficiency of buildings etc.

## Associate member of EUMED



Analytica is now registered as an Associate member of the EUMED (Euro-Mediterranean) Consortium of experts and professionals which is an initiative to bring together professionals and experts in various disciplines, to actively participate in EU funding programs and projects.

The objective of the consortium is to give the opportunity to independent consultants, freelancers and high-level experts in various fields, to jointly file applications for EU funding programs and grants and work on projects.

## Conference: Rising Radicalism in the Balkans: A Threat for All?



Analytica's Security Research Fellow Andreja Bogdanovski participated at USAK's conference on radicalism titled "Rising Radicalism in the Balkans: A Threat for All?" which took place at Ankara University on Thursday, May 21. The conference provided an excellent platform for discussing the various experiences countries from the Western Balkans have in responding to this challenge.

Andreja's main points focused on the regional achievements in dealing with the foreign fighters phenomenon but also highlighting the dangers of intertwining the response to the rising radicalism with ethno-nationalism which can be counterproductive for the entire region.

## Energy transition seminar



Ana Stojilovska gave a presentation titled "Macedonia and energy transition – situation, challenges and solutions" at the seminar "Energy transition and its impact in Macedonia" organized on 27. May 2015 in Skopje by the French Institute in Skopje, French Embassy and the German Embassy.

The seminar aimed at enabling exchange between French, German and Macedonian experts on the topic and to motivate stakeholders such as politicians, civil society representatives, economic actors, professionals to discuss on energy transition, the latter which is considered a transition from fossil fuels and nuclear energy into sustainable energy supply with renewables and energy efficiency. The panelists included experts from France, Germany, and domestic stakeholders from the civil, private and governmental sector; and the opening address was given by H.E. Laurence Auer, French Ambassador, H.E. Christine Althausen, German Ambassador and Vladimir Peshevski, Deputy Prime Minister for Economic Affairs. Ana Stojilovska in her presentation highlighted that Macedonia has not reached its 2013 goal for renewables and 2012 goal for energy efficiency.

## Follow-up: Civic strategy for preventing conflict of interest in the public administration



After completing 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, Analytica and other grantees as part of the Network continued with their activities in the area of transparency, corruption prevention and similar.



In this light, the 17 participating CSOs in the CSOs Watchdog Network to Prevent Spoils and Conflict of Interest in the Public Administration including Analytica lead by IDSCS, OI and MIM prepared a *Civic strategy for preventing conflict of interest in the public administration*. The Strategy is a document with guidelines which CSOs can use in their work in the area of preventing conflict of interest and anti-corruption policies. Its vision is to eradicate conflict of interest in Macedonia and its mission is to strengthen the role of the civil society in preventing conflict of interest and promotion of the merit system.

### Analytica at the Balkan Think Tank Convention



Analytica was part of the Balkan Think Tanks Convention 10-12 June in Ankara, Turkey. The event gathered representatives of think tanks specializing on political research from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, Kosovo, Macedonia, Montenegro, Romania, Serbia, Slovenia, and Turkey.

It included a two-day workshop on selected topics and one day of meetings with Turkish public institutions operating in the Balkans. Our research fellow Magdalena Lembovska provided a presentation at the panel titled “Challenges to the Stability of the Western Balkans: Key Regional Disputes”. The event was organized by the Foundation for Political, Economic and Social Research SETA.

### Lecture on surveillance



On 7<sup>th</sup> of June 2015 Magdalena Lembovska participated in the event “Surveillance 101” dedicated to the personal privacy and surveillance techniques. She provided a lecture on “Legal framework for surveillance in Macedonia”, focusing on the usage of special investigative measures and the risks of human rights infringements. Target group of the event were university and high school students. The event was conducted at the Iustinianus Primus Faculty of Law in

Skopje and organized by the Youth Educational Forum and hacklab KIKA.

### A fair, clean, efficient energy system in SEE and the neighborhood



During EU Sustainable Energy Week in Brussels, SEE SEP (more info on the project here: South East Europe Sustainable Energy Policy), organized the event “A fair, clean, efficient energy system in SEE and the neighborhood”, which was the official launch of the energy model Calculator 2050, which is the main product of the EU funded project. Research and management coordinator from Analytica, Sonja Zuber was representing the Macedonian organizations,

partners, in the regional network at this event.

The main idea was to discuss the importance of projecting clean energy pathways for Southeast Europe and to show that this is possible. The models show that by aligning the energy policies with the EU energy roadmap and closing all coal power plants and replacing them with renewable energy sources, the countries of South East Europe (SEE) can have a cleaner and cheaper energy system. The models also show that by implementing EU Energy Road Map goals, the countries would reduce their yearly energy consumption by 60%, instead of increasing it by 6% compared to the business as usual scenario. They would also increase energy efficiency in all sectors as well as prevent rising health costs and reduce dangers to the climate. The findings of the seven new energy models developed for the SEE region, based on open source data and above 500 stakeholder consultations, were launched on the 16th of June, and this event was co-hosted by the European Commission's Directorate-General for Neighbourhood and Enlargement Negotiations, as a part of EU Sustainable Energy Week.

### Analytica at GLOBSEC15



From 19-21 May, Analytica's Security Research Fellow Andreja Bogdanovski participated at the 10<sup>th</sup> GLOBSEC Security Conference in Bratislava, Slovakia. GLOBSEC represents one of the biggest and most important security related conferences in Europe. This year it managed to gather great number of heads of states, ministers and security experts including UK's Prime Minister David Cameron, US Senator John McCain, Carl Bildt, V4 Prime Ministers etc.

European security including Russia and Ukraine were in the heart of the discussions especially in the context of the hybrid warfare taking place in Ukraine. Other security relevant topics included increased flow of migrants, extremist violence etc. The conference is really timely taking into account the relevance of the topics discussed to the security situation in the Western Balkans. Macedonia's President Ivanov and Minister of Defence Jolevski also attended the conference.

### TRAIN Programme 2015 – Second workshop in Berlin



From 23.06-27.06 our Research Fellow Kaltrina Selimi attended the 2nd workshop in Berlin, Germany as part of the framework of TRAIN Program - Fostering Policy Dialogue in the Western Balkans.

The workshop gathered participants from Western Balkans organizations and provided the opportunity to have discussions with relevant actors from the German policy scene.



### Joint Strategic Foresight Workshop: The Future(s) of Public Administration in the Western Balkans



As an alumna of the TRAIN Programme (Think Tanks providing Research and Advice through Interaction and Networking), Magdalena Lembovska participated in the Joint Strategic Foresight Workshop: The Future(s) of Public Administration in the Western Balkans, 28 June – 1 July in Berlin, Germany. As a joint initiative of the European Fund for the Balkans, the Regional Academy for Democracy and the TRAIN Programme, the workshop brought together 30 policy makers, public officials and think tank analysts from the region who worked together to identify factors that are crucial to change and construct different scenarios on the future(s) of public administration. Drawing from their diverse professional backgrounds in policy-making, public administration and the nongovernmental sector, the participants of the workshop developed scenarios on public administration in the Western Balkans in 2025.

### Commenting Macedonia's INDC



From 30. November to 11. December 2015 in Paris took place the 21. Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21/CMP11). COP21 is of crucial importance, as it needs to achieve a new international agreement on the climate, applicable to all countries, with the aim of keeping global warming below 2°C. Macedonia as a party of the UN Framework Convention on Climate Change suggested its Intended Nationally Determined Contribution (INDC) which is a contribution to the global efforts for greenhouse gas emissions reduction. Sonja Risteska and Ana Stojilovska from Analytica together with Eko-svest and Front 21/42 commented Macedonia's INDC. The comments of Analytica, Eko-svest and Front 21/42 are based on the work from the SEE SEP project, include the sectors energy supply, transport and buildings, and advocate for increased use of renewables and energy efficiency leading to a low-carbon energy scenario.

### 15<sup>th</sup> Annual Young Faces Network Conference



Our research fellow Kaltrina Selimi took part in the 15th annual Young Faces Network conference on the subject of "Use and Abuse of Electronic Surveillance" held from 20 - 23 October in Kranj, Slovenia.

### Kaltrina Selimi and Andreja Bogdanovski at the Macedonian Parliament



on 7th of October 2015.

Our Security Research Fellows Kaltrina Selimi and Andreja Bogdanovski participated as outside experts in the joint parliamentary session of the Committee for oversight of the intelligence agencies in Macedonia and the Committee for oversight of the special investigative measure of communication surveillance by the MOI, Financial police, Customs Administration and the Ministry of Defense

During the session Mr. Bogdanovski addressed the committees by providing number of recommendations for the future work of the committees and stressed the importance of providing adequate resource and technical expertise for these committees.

### Towards more effective intelligence oversight



In the period between October 2015 – January 2016 Analytica was supporting DCAF's involvement with the two Intelligence Parliamentary Committees in the Macedonian Parliament for the purpose of making intelligence oversight effective. Three joint committee meetings (October, November, December) were attended by members and staff of both committees with several experts from Denmark, Norway, Slovenia and the UK. On 22 January DCAF representatives presented a Summary and Recommendations Report on intelligence oversight, internal control and accountability of security and intelligence services in the Republic of Macedonia.

Analytica's involvement in these activities is part of the Framework Project - Fostering Parliamentary Oversight of the Security Sector in the Western Balkans:

### Counterterrorism course



Analytica's Kaltrina Selimi and Andreja Bogdanovski participated at a Counterterrorism Course organised by the British Embassy in Skopje in cooperation with the Royal Military Academy Sandhurst. The main objectives of the week long course were to provide course participants with an introduction to the key principles of counterterrorism and their application in practice in the contemporary security environment. Other members of the course included representatives from the Border and Immigration, Police, Specialised military personal, Intelligence service personal, political advisors etc.

### *Future of Civil Society Involvement in Security Politics*



Andreja Bogdanovski talked about the future of Civil Society and Think Tank Involvement in Security Politics in Belgrade on 16 December. The event was organised by the Belgrade Centre for Security Policy on the occasion of marking BCSP's 18th anniversary.

The conference gathered Serbian decision-makers and representatives of international organisations, civil society, media and academia from Western Balkans and beyond to discuss the main challenges to future security policies in Europe and Serbia.

## Internship Programme



In 2015 Analytica continued its Internship Programme and hosted one intern from abroad.

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 2015 Analytica continued its work of significant media presence with its products, expertise, events, advocacy efforts, etc. 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://www.analyticamk.org/en/media1/media-coverage>

1. Andreja Bogdanovski comments on the European response after Charlie Hebdo attacks in Paris for Nova Makedonija daily;
2. Ana Stojilovska's interview for "KOD" on 18 January 2015 on Kanal 5;
3. Magdalena Lembovska's interview on intelligence oversight for Akademik MK 14.02.2015;
4. Andreja Bogdanovski's interview for KOD with Snezana Lupevska, talking about wiretapping scandal in Macedonia
5. Reference to Analytica's paper: "The road to financial transparency and accountability of the institutions and companies in the energy sector in the Republic of Macedonia" in the media;
6. Coverage of Call for evidence for South East Europe 2050 Energy Model for Macedonia on 23 March 2015;
7. Andreja Bogdanovski and Ana Stojilovska gave statement for Setimes about energy security
8. Ana Stojilovska's interview for "KOD" on 29 March 2015 on Telma;
9. Ana Stojilovska gave statement for local TV Svet, Sveti Nikole about "Risks of corruption in public private partnership in Macedonia" presented on 15 April 2015 in the municipality of Sveti Nikole;
10. Statement for Nova Makedonija about the possible ways of protecting Macedonia's skies;
11. Coverage of Analytica's reaction to the media about the delay of the electricity market liberalization in Macedonia;

12. Ana Stojilovska's statement about the delay of the electricity market liberalization in Macedonia for Telma TV;
13. Andreja Bogdanovski spoke on BBC World Service radio describing the initial developments in Kumanovo, Macedonia;
14. Andreja Bogdanovski on Al Jazeera's Stream;
15. Reference to Analytica's paper "Comparative analysis of the regional practices for parliamentary financial oversight of the intelligence services";
16. Coverage on the policy study "Communications interception oversight in Macedonia - Making the impossible possible";
17. Coverage of Ana Stojilovska's presentation at the seminar "Energy transition and its impact in Macedonia" on 27. May 2015 in Skopje;
18. Coverage of Analytica's press release on occasion of World Environment Day 2015 about urging the SEE governments to submit ambitious climate goals;
19. Andreja Bogdanovski's statement about this year's GLOBSEC Security Conference discussions in relation to the Western Balkans and Macedonia for Nova Makedonija daily;
20. Coverage of Analytica's press release about the final results of the SEE SEP project;
21. Coverage of the launch of the policy report "Analysis of the local energy efficiency programs in Macedonia – situation, challenges, solutions";
22. Andreja Bogdanovski: Greater diplomatic effort needed to tackle flow of migrants in Macedonia;
23. Andreja Bogdanovski giving a statement for Telma TV about Mol's anti ISIS police action "Cell" throughout Macedonia and the need for additional measures for tackling violent extremism;
24. Andreja Bogdanovski, Security Research Fellow comments on Macedonia's first anti-ISIS operation "Cell" for Nova Makedonija daily;
25. ISIS increased propaganda in the Balkans and how to confront it. Andreja Bogdanovski shares his opinion for Nova Makedonija;
26. Ana Stojilovska's statement for Nova Makedonija about the local energy efficiency programs;
27. Sonja Risteska's statement for Nova Makedonija regarding the Petition Energy for the long run and what Macedonia is doing to face its energy challenges;
28. Sonja Risteska talking about the Petition Energy for the long run on 24 Vesti, during the morning programme;
29. Macedonian media about the newest Report from the SEE SEP Project: Energy Efficiency... JUST DO IT! Act now for warmer homes, local jobs and cleaner air;
30. The media coverage of the event Energy modeling, climate change and the COP 21;
31. Our Security Researcher Filip Stojkovski on "Top Tema" on TV Telma.

# ANNUAL REPORT 2015

## FINANCIAL REPORT 2015

Name of the organisation: Association for policy research Analytica - Gostivar

Address: Mara Ugrinoska 2, Gostivar

### Balance of Expenditures and Revenues for the period 01.01.2015 - 31.12.2015

No.	Description	Amount in MKD denars
<b>I Expenditures</b>		
1	Spent materials	309,734.00 den.
2	Phone/internet	27,907.00 den.
3	Expenses for royalties	1,461,865.00 den.
4	Rent	236,032.00 den.
5	Costs for utilities	76,561.00 den.
6	Other services	623,595.00 den.
7	Salaries	689,162.00 den.
8	Bank services and commission	21,402.00 den.
9	Personal income tax	21,637.00 den.
<b>Total expenses</b>		<b>3,467,895.00 den.</b>
<b>II Revenues</b>		
14	Donations	3,089,702.00 den.
15	Interest rate	24.00 den.
<b>Total income</b>		<b>3,089,726.00 den.</b>
18	Balance of Revenues and Expenditures for 2015 (in-come-expenses)	- 378,169.00 den.
19	Transfer of surplus from previous years (year 2014)	1,491,584.00 den.
20	<b>Surplus of revenues for the next year 2016</b>	<b>1,113,415.00 den.</b>

Person responsible for the Balance Sheet

Signature: Nizamedin Saban

analyticamk



# ANNUAL REPORT



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