

ANNUAL REPORT 2010

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WHO ARE WE / *Mission and vision*

Analytica is a nonprofit 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 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.

WHO ARE WE / *Team*

Board of Directors

Sani DEMIRI, MA - President/Rotating President

Turker MIFTAR, MA - Executive Director

Veli KRECI, PhD - Founding Member

Daily Management

Sonja RISTESKA – Research and Management coordinator

Nizamedin SHABAN – Administrative and Financial officer

Muhsin GULER – Web master

Research Fellows

Cvete KONESKA – PhD candidate

Agim SELAMI – MA student

Sonja RISTESKA – MA

Andreja BOGDANOVSKI – MA candidate

Ana Stojilovska – MA

Natasha Hroneska – MA (Adjunct Research Fellow)

Ivan Stojanovski – MA candidate

WHO ARE WE / *Advisory Board*

Dennis BLEASE - Brigadier General, NATO, UK

Ivan KRASTEV - Program Director, Centre for Liberal Strategies, Bulgaria

Charles KUPCHAN - Senior Fellow, Council on Foreign Relations, USA

Ivo PAPARELLA – Professor, University of Dubrovnik, Croatia

Nadege RAGARU - Research Fellow, CNRS and CERI Science Po, France

İlter TURAN – Professor, Bilgi University, Turkey

Phil J. Murphy-Assistant Professor, Monterey Institute for International Studies, USA

WHO ARE WE / *Rapid Reaction Forces*

Rapid Reaction Forces (RRF) is a cross-sectional unit of Analytica that looks into urgent matters and issues that affect the politics, economy and society of Macedonia and the region of South-eastern Europe. The RRF is consisted of experts and researchers in various fields related to *Analytica's* research programmes. Members of the RRF unit assist *Analytica*, through their expertise, research and insights on a topic, whenever an issue emerges that requires immediate response and reaction.

(If you wish to join the RRF unit of *Analytica*, please contact us at: info@analyticamk.org).

WHO ARE WE / *Research Programmes*

Public Policy Analysis and Administration programme



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.

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 program attempts to bridge differences between the concepts of security

and governance and to examine the contemporary security and political challenges from the aspects of both concepts. The aim is to develop more effective, empirical, field-based strategies for major security and governance programs.

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 to be undertaken by the policy makers. 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



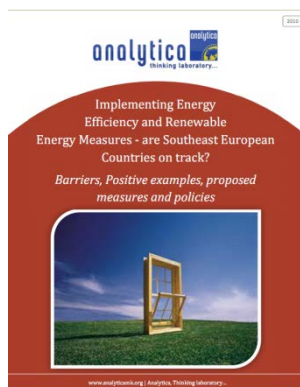
By signing the Energy Community Treaty, Macedonia and the contracting parties from the region have turned another page in energy history. The completion of the regional energy market has the capacity of solving the issues as under-investment in the energy and infrastructure sector, high import dependency, energy inefficiency, electricity prices not reflecting the real costs, environmentally unsafe energy and of limited access to energy. Analytica conducts a research emphasizing the necessity of prioritizing the energy and infrastructure sector. We emphasize the potentials of the regional energy market and work on identifying the key stakeholders. In our research we deal with the energy and infrastructure policies. By drafting innovative recommendations and presenting best practice examples, we contribute to the energy debate in the country and in the region,

proposing medium and long-term solutions for the ongoing challenges in the energy sector.

WHAT WE DO / Reports and Briefs

In 2010 Analytica has published 1 report and 2 briefs under the four different programmes. Additional 1 report and 2 briefs were published under the EFB funded project “Energy policy, EU and the Western Balkans: challenges of reforms and accession - Republic of Macedonia as a case study”.

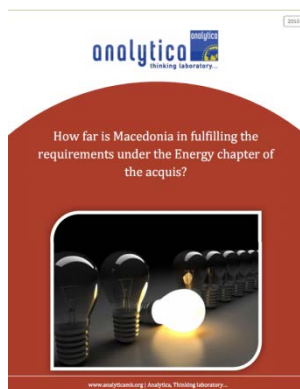
EU Approximation and Integration Advocacy Programme and Energy and Infrastructure Programme¹



Implementing Energy Efficiency and Renewable Energy Measures - are Southeast European Countries on track? Barriers, Positive examples, proposed measures and policies

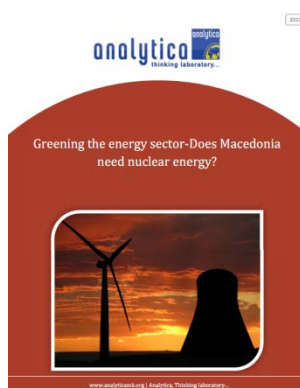
This report was a part of the EFB Project and offers analysis of implementation of energy efficiency and RES measures in two case study municipalities in Macedonia – Karposh and Strumica. Throughout their examples we can see the positive sides as well as the shortcomings of these processes, furthermore, examples of successful stories from the EU are presented and at the end several crucial recommendations are given not only to these two municipalities but generally to the entire local self-government in Macedonia.

¹* These reports were prepared as joint reports under the EFB funded project “Energy policy, EU and the Western Balkans: challenges of reforms and accession - Republic of Macedonia as a case study”.



How far is Macedonia in fulfilling the requirements under the Energy chapter of the acquis?

In this brief the debate about Macedonia's progress under the Energy chapter of the acquis is being analyzed, also for the needs of the EFB Project Think and Link. The brief is focused mainly on the EC Progress Reports from 2005 up to 2009, it is going through detailed comparison of each part of the chapter presenting how Macedonia has improved or worsened in the reform path. At the end several recommendations are stated for the country's authorities in the process of EU approximation.



Greening the energy sector-Does Macedonia need nuclear energy?

The second brief from the EFB Project focuses on the potential of using nuclear energy in Macedonia. It gives short introduction of the possibilities of this type of energy, it's positive and negative sides compared to the 'green' energy and at the end focuses on Macedonia and the potential of using nuclear power i.e. producing it. As with the previous papers, this brief too ends with recommendations to the Macedonian authorities about the possibilities of exploring the option of nuclear energy in the country and wider in the region of the Western Balkans.

Public Policy Analysis and Administration

Regulatory Impact Assessment (2)

Analytica's report on Regulatory Impact Assessment aims at giving a clearer picture on the overall RIA process putting particular focus on RIA developments in Macedonia. The report goes through the history of RIA, its introduction booming all around the world and concentrates predominantly on RIA introduction and implementation challenges that Macedonia's authorities are facing with. It emphasizes that Macedonia's authorities, although belatedly, are more and more becoming aware of RIA's role and importance in preparing solid legal framework...

Legal Insight into Macedonia's newly approved Law on Public Servants

Looking back and analyzing the flow of the reform process on the public administration in Macedonia there's a perception that this is a never-ending and quite complex process. All governments to date have never expressed any fatigue or dilemmas in relation to the reform. However, this willingness has not been all the time complemented with the right actions and strategies that would "incarnate" the idea of an ideal public administration system. The battle for power among political parties has many times undermined the general interest. Hence, the critical stand of

the international factor toward the development of the reform, being closely monitored by them.

Strengthening the role of RIA in the policy-making process in Macedonia



The aim of this policy brief is to address some of the most important aspects of the introduction and implementation of Regulatory Impact Assessment in Macedonia. In addition, it aims at carrying out a detailed analysis of the entire process and based on the conducted analysis to determine the achieved progress to date and identify concrete challenges that get in the way of the process. The analysis is followed by recommendations on how to eliminate identified setbacks. The report has been conducted with combination of interviews with key players for RIA in Macedonia, desktop research, and comparative analysis with other countries.

WHAT WE DO / Newsletters

In order to give fresh ideas for contemporary issues Analytica is publishing a monthly Newsletter. In 2010 the following issues were addressed in our Newsletter:

- January 2010 - Priorities of the Spanish Presidency of the EU and its reflections on Macedonia
- February 2010 IRENA - the global voice for renewable energy
- March 2010 The EU is risking a reversal in Macedonia
- April 2010 EARTH DAY - Time to reflect and take action
- May 2010 - The Bureaucratic Dinosaur (Not) Likely to Go Extinct Under the Macedonian Chairmanship of the Council of Europe
- June 2010 - Energy Efficiency and RES – Southeast Europe in focus
- July 2010 - The prospects for involvement in the proposed Danube Strategy for the countries of the Western Balkans

- August 2010 - Environmental brain-food made in Brussels
- September 2010 - The Hungarian Council Presidency of the European Union (January 2011 –June2011)
- October 2010 - Natural gas is conquering Macedonia
- November 2010 - Visa-Free Travel to the Schengen Zone
- December 2010 - Macedonia gets new credit line from International Monetary Fund

WHAT WE DO / E-journal

Analytical is a journal published by Analytica, which is focused on studying and analyzing the recent and ongoing socio-political and economic developments in the Western Balkans and the wider region. The journal includes contributions - articles, opinions, comments - that approach the subject area - countries of the Western Balkans -from various perspectives: political, IR, economic, historical, sociological, educational, etc. After four successful editions of ANALYTICAL in 2008 and 2009, Analytica is happy to announce the third volume of our E-Journal. Continuing with the good practice of targeting important and ongoing issues, the fifth edition of ANALYTICAL is dedicated to Public Administration Reforms.

Year2 – Volume3 No.1

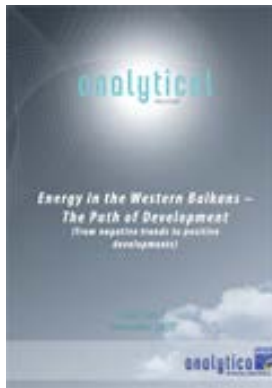
"Challenges, Implications and Achievements in the Public Administration Reform"



This issue of Analytical is aimed at the mentioned public administration reforms and related processes that have been implemented in the region of CEE since the very late 1980s. Although there is a big uncertainty linked to the results of all public administration reform efforts that have showed up in the CEE countries, related development in the recent twenty years provides an extraordinary research sphere. The authors of all involved articles deal with various issues from different perspectives however there is a clear “public administration reform” intersection.

Year2 – Volume3 No.2

"Energy in the Western Balkans – The Path of Development (from negative trends to positive developments)"



Continuing with the good practice of targeting important and ongoing issues, the latest edition of ANALYTICAL is dedicated to Energy Security in the Western Balkans. This edition of the Journal is also an integrative part of the project funded by the European Fund for the Balkans under their Think and Link Programme for 2009-2010. The project title is: Energy policy, EU and the Western Balkans: challenges of reforms and accession - Republic of Macedonia as a case study.

INSTITUTIONAL DEVELOPMENT / Internship Programme

In the course of 2010 Analytica continued to implement its well known Internship program. Eight young people have benefited from the program this year. All of them have been doing residential internship except for one, who did a non residential type of internship. The number of people coming from abroad and from Macedonia has been equal (4). The profile of Analytica's interns this year was diverse stretching from backgrounds in history, EU studies, and economics to security and law. Interns' research topics were mainly focused on EU's relations with the Western Balkans, conflict transformation in Macedonia, education decentralization, the OSCE's role in Macedonia as well as researching about the development of US Foreign Policy towards Macedonia.

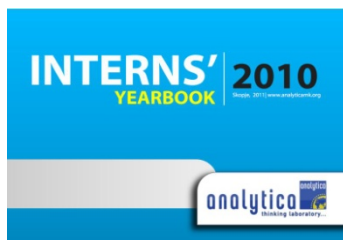
Analytica's residential interns are strongly encouraged to conduct field research while preparing their reports. During their three-month stay in Macedonia, residential interns use the opportunity to establish contact and familiarize themselves with Macedonian institutions. This year Analytica hosted interns from: Hungary, Belgium and the Netherlands as part of our residential program. In order to provide an opportunity for those not able to come to Macedonia but still eager to work with us, we also cooperated

with one non residential intern from the Republic of Moldova. Macedonian students also benefited from the internship opportunity this year.

Apart from research, Analytica's interns had the chance to discover Macedonia and the region, travel, establish contacts with Macedonian institutions and think-tanks. They also got a first-hand experience in working with think-tanks and most remained in touch with us.

More information about the internship program and the selection process can be found on the following link:

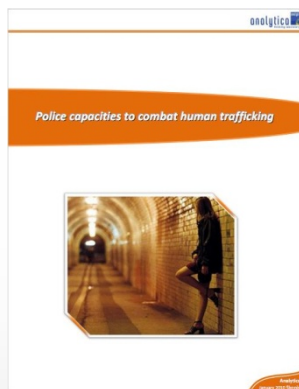
http://analyticamk.org/index.php?option=com_content&view=article&id=131&Itemid=170



Furthermore, Analytica is happy to announce the fifth edition of the Internship Yearbook. Topics such as: conflict transformation, EU and NATO integration, Security Sector reform, foreign policy and similar to these, remained to be the most attractive fields for research in 2010. Analytica's team is convinced that the research papers will provide the readers with additional and insightful knowledge on Macedonia and the topics that were important for the region in 2010.

INSTITUTIONAL DEVELOPMENT / Projects

Assessment of capacities to combat illicit trafficking of humans-related criminal activity: the case of Macedonia - NATO Reintegration Grant



In 2009 Analytica started a NATO funded project, examining the ongoing challenges of the human trafficking problem in Macedonia. The project successfully ended in 2010 by publishing the last policy brief looking into the police capacities to combat human trafficking.

This policy brief highlights the improved work of the police in combating the human trafficking issue. Moreover it points out four different areas that need to be strengthened in order to achieve more coherent approach in this field. De politicization and investing into better human capacities of the specialized personnel is considered to be the one having the central role to play for achieving more effective combat against human trafficking. This policy paper ends by listing set of recommendations which provide the reader with set of recommendations.

The whole set of policy briefs as part of this project can be found on the following link: http://analyticamk.org/index.php?option=com_content&view=article&id=141:nato-reintegration-grant&Itemid=133

Mapping and monitoring Security Sector Reform in the Western Balkans

The Royal Ministry of Foreign Affairs of Norway, Belgrade Centre for Security Policy (BCSP), the Democratic Control of Armed Forces (DCAF)



Analytica in cooperation with the Belgrade Centre for Security Policy (BCSP), the Democratic Control of Armed Forces (DCAF) and five other think tanks from the Western Balkans in 2010 continued with the implementation of the “Mapping and monitoring the security sector reforms in the Western Balkans” project.

The project aims:

- to foster the capacity and knowledge of the civil society in overseeing national security processes through the development of national SSR mapping and through monitoring projects in the Western Balkans;
- to promote cooperation between regional civil society actors and improve regional transparency of SSR processes in neighboring countries.

Planned for the three years 2009-2011, this project is funded by the Royal Ministry of Foreign Affairs of Norway. In 2010 Analytica worked on the following policy papers dealing with:

1. Legal state and Security Sector;
2. Control and Oversight by the Independent State Institutions of the Security Sector;
3. General Transparency of the Security Sector actors
4. Parliamentary Control and oversight of the Security Sector;
5. Representativeness of national minorities and women in the security sector structures;
6. Financial transparency of the security sector actors;
7. Executive control of the security sector actors and;
8. Judicial control of the security sector actors;

Analytica's researchers working on this project attended four workshops in Pristina, Durres, Kolasin and Zagreb in order to communicate their products with the colleagues from the region and get an additional expertise for developing better research products.

The six local partner organisations involved in the project are: the Centre for Democracy and Human Rights (CEDEM), Podgorica; the Centre for Security Studies (CSS) Sarajevo; the Institute for Democracy and Mediation (IDM), Tirana; the Institute for International Relations (IMO), Zagreb; and the Kosovo Centre for Security Studies (KCSS), Pristina and the Belgrade Centre for Security Policy (BCSP), Belgrade.

Energy policy, EU and the Western Balkans: challenges of reforms and accession -Republic of Macedonia as a case study

European Fund for the Balkans: "THINK AND LINK" - Regional Policy Programme



Throughout the year Analytica implemented the project funded through the *Think and Link Regional Policy Programme* of the European Fund for the Balkans. This project aimed to contribute to faster EU integration of the Western Balkans states and Macedonia in

particular, by providing policy options and recommendations to improve the quality of the policy-making process. The project aims to provide the link between good policy research and evidence-based policy-making by conducting in-depth qualitative policy research on the progress of EU approximation in a carefully selected policy field and preparing products and outputs which would be both user-friendly for all stakeholders and adhere to the highest methodological standards in policy research. Throughout the project, Analytica published 1 report, 2 briefs, 3 newsletters, 1 video, 1 journal edition, 1 conference proceedings, organized a student work-shop and a presentation of the results of the project. On the basis of this project 2 new project proposals were submitted.

Between the internal and external 'other': de-constructing Macedonian national identity

Analytica continues in 2011 with this project as a part of the Regional Research Promotion Program (**RRPP**) established with the aim to advance research in the social sciences in the Western Balkans countries Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro and Serbia. The project aims to examine the dynamics of national identity (re)construction in Macedonia. At the end the project will result with a study of the dynamics of construction and re-construction of Macedonian national identity in the last two decades, with an emphasis on the name-dispute with Greece and interethnic relations with Albanian minority.

Program on Entrepreneurship in cooperation with SEED



Thanks to a co-funding by the Swiss firm CSD and Youth 4 Development (a branch of DSC), Analytica in cooperation with the Swiss NGO "SEED" (www.seedlearn.org) is launching a new project on Micro-Entrepreneurship. The goal of the project is to involve 20 young men and women in starting new businesses as a way for social development. The program will be run throughout 2011.

Strengthening Intelligence Oversight in Transition States in an Era of Counter-Terrorism - Macedonia case study

In cooperation with the Democratic Control of Armed Forces (DCAF) from Geneva, Analytica in 2011 will work on preparing a policy study that aims to provide a critical overview of the legal and institutional framework for intelligence and intelligence oversight. Moreover, it will look into whether the intelligence and the security services are governed in a way that promotes accountability, transparency and respect for the rule of law and human rights. This policy study is part of DCAF's wider project aimed at strengthening the oversight of intelligence and security services in the Western Balkans.

Changing the habits – how to get to an energy efficient municipality

The Government of the Republic of Macedonia adopted a decision on the 7th of December 2010 for distributing funds from the budget for projects and activities of the civil society organisations. Analytica was one of the organisations which project was approved. The name of the project is: **Changing the habits – how to get to an energy efficient municipality**. The general objective is to contribute to the strengthening of the capacities of the municipalities in the decision-making and policy-making process, more specifically in the creation of policies in the energy sector. This objective goes in line with the objectives of Analytica for the development of democracy and the economic progress of the country. More details can be found on the following webpage: www.nvosorabotka.gov.mk. This project will be implemented in 2011.

Security Transitions in the Western Balkans - From Conflict Zone to Security Community?



The last decade has seen a positive change in regional and national politics in the Western Balkans: from a conflict-ridden region threatening the wider European peace and security area, the Western Balkans has witnessed increasing regional cooperation and efforts at joining Euro-Atlantic institutions. Is this a sustainable trend? Are these transitions likely to continue? What are the drivers and obstacles for these processes?

Analytica together with the Norwegian Institute of International Affairs (NUPI), the Belgrade Center for Security Policy (BCSP) and five other think tanks from the Western Balkans will examine these strategic priorities, by studying how the processes of democracy- and institution- building and regional cooperation contribute to the region's

transformation from a conflict zone towards a security community. The project is financed by the Norwegian Ministry of Foreign Affairs and lasts for three years.

Conference on the security developments in Macedonia and the wider region of the Western Balkans

Macedonian progress towards EU and NATO membership requires increased awareness and perception of the Macedonian public regarding the obligations that derive from country's membership in these two organisations. More specifically, once the country is part of these clubs it needs to align and take a proactive approach in questions related to (among other things) security, defence and foreign affairs. Macedonia already has a considerable experience in taking part of joint EU/NATO led operations and aligning itself to already agreed joint positions. Still, this kind of involvement requires better informed public, together with a more effective scrutiny by the bodies dealing with this subject.

In order to address this question Analytica together with the Konrad Adenauer Foundation Office from Skopje in 2011 will organize a conference that aims to increase the general knowledge and information about the current challenges and developments of these security structures together with the adjustments the country needs to do in order to fully participate in these policies as a fully fledged member state.

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INSTITUTIONAL DEVELOPMENT / Organised Events

Second Graduate Student Conference: *"Implementing Energy Efficiency through Renewable Energy Solutions - are Southeast European Countries on track?"*



On the 14th of June 2010, Analytica organized its Second EE and RES Conference at the Faculty of Electrical Engineering and Information Technologies in Skopje. This conference is part of a bigger project that Analytica is conducting called ***Energy policy, EU and the Western Balkans: challenges of reforms and accession - Republic of Macedonia as a case study*** financed by the European Fund for the Balkans in Belgrade, Serbia. The participants at the workshop were professors, PhD candidates, officials from the Energy Agency and the EU Mission in Skopje, professionals working in the field of energy, civil society organizations and post-graduate students from Macedonia, Serbia, Kosovo, Germany and other countries giving presentations on the topics of New Energy Efficiency Trends in the Western Balkans, Renewable Energy Technologies, Solar Energy Solutions and Regional Cooperation on EE and RES matters.

For more on this conference please follow this link

http://www.analyticamk.org/index.php?option=com_content&view=article&id=205:graduate-student-workshop-energy-and-climate-change&catid=50:eu-approximation-and-integration-advocacy-&Itemid=167

Round-table discussion "Strengthening the role of Regulatory Impact Assessment in the policy making process in Macedonia"

On 18th of November, 2010, Analytica organized a Roundtable discussion on the policy brief on "Strengthening the role of Regulatory Impact Assessment in the policy-making process in Macedonia". The policy brief is prepared under the framework of the TRAIN Program, organized by the German Council on Foreign Relations (DGAP) with funding from the German Foreign Office. The participants at the Roundtable were representatives of the

government, representatives of line ministries, as well as experts on public administration reform.



Analytica's retreat in Bansko, Bulgaria



The members of the Founding Council together with Analytica's staff had a retreat from the 18th until the 19th of December 2010 in Bansko Bulgaria. The plans for the following three years as well as the research and activities plans for the year 2011 were discussed together with the accomplishments of each programme for 2010. Furthermore, Analytica's members discussed and developed the Communication Strategy for 2011 prepared by Agim Selami and the Human Development guidelines for the organization prepared by Andreja Bogdanovski. The retreat was chaired by the Research and Management coordinator Sonja Risteska and Ana Stojilovska took Minutes of the Meeting. The retreat was concluded by Nizam Shaban and Turker Miftar who presented the management of Analytica's budget for the previous years, and the budget forecast for next year.

INSTITUTIONAL DEVELOPMENT / *Professional development*

NUPI Fellowship – Andreja Bogdanovski

In order to strengthen its capacities Analytica in cooperation with the Norwegian Institute for International Affairs (NUPI) and the Belgrade Centre for Security Policy (BCSP) have enabled to our Research Fellow Andreja Bogdanovski to spend month and a half residing

at NUPI's office in Oslo. His research stay there enabled him to acquire new and strengthen the existing research skills by working in one of Europe's biggest research institutes. Andreja spent his time working within the Department of Russian and Eurasian studies focusing on the efforts of the international community to manage the conflict areas in Georgia.

INSTITUTIONAL DEVELOPMENT / *Team members' activities*

17 March 2010 Conference - Experiences gained through regional cooperation of the Visegrad group countries in their Euro – Atlantic integration processes, Skopje, Macedonia

7-10 April 2010 Mapping and Monitoring Security Sector Reform in the Western Balkans workshop in Durres, Albania

22-24 April 2010 SEA Change Regional Meeting where a SEA Change platform for regional cooperation was developed/set up, Belgrade Serbia

5-6 May 2010 EU's peace support operations – Young Faces Network – Brussels Belgium

4 June 2010 Conference - The New NATO: Developing the New Strategic Concept, Skopje, Macedonia

20-24 June 2010 Mapping and Monitoring Security Sector Reform in the Western Balkans workshop in Zagreb, Croatia

25 – 27 May 2010 Communications Workshop, London, UK

24-26 June 2010 Inter-regional Workshop on Cross-Border Cooperation, Chisinau, Moldova

5-7 July 2010 Policy Paper writing workshop – Young Faces Network Ljubljana, Slovenia

26-30 September 2010 TRAIN Programme, Belgrade Seminar, Serbia

28-29 September 2010 EU Accession and Peace Building, Belgrade Serbia

12 October 2010 Conference - Regional political cooperation in Western Balkans on the Road to EU and NATO, Skopje, Macedonia

18 - 20 October 2010 Mapping and Monitoring Security Sector Reform in the Western Balkans workshop in Pristina, Kosovo

20-21 October 2010 Think and Link Seminar, Belgrade Serbia

26-27 October 2010 Western Balkans and NATO towards 2020, Belgrade, Serbia

18-19 November 2010 Politics and Economics of European Energy Security Workshop, Joint Research Center and the Institute for Energy, Amsterdam, the Netherlands

18-21 November 2010 Regional Training Workshop "Building Civil Society Capacities for Improved Security" organized by the Institute for Democracy and Mediation in Albania, Tirana, Albania

20-22 November 2010 TACSO Training on Advocacy, Bitola Macedonia

5-9 December 2010 TRAIN Program Closing Seminar in Brussels Belgium

14 - 17 December 2010 Mapping and Monitoring Security Sector Reform in the Western Balkans workshop in Kolasin, Montenegro

INSTITUTIONAL DEVELOPMENT / Media

Analytica's analysis on Regulatory Impact Assessment given for the daily newspaper Dnevnik.



До слични констатации стигнала и тинк-тенк организацијата „Аналитика“ од Скопје, која го анализира спроведувањето на РИА во Македонија. Истражувачот во програмата за јавна администрација Агим Селами вели дека „првичната перцепција е оти политичката волја за спроведување на РИА е на задоволително ниво, но дека реалната слика нема премногу допирни точки со првичниот впечаток“.

- Најголем проблем е непочитувањето на една од најважните компоненти на РИА - вклучување на што поширок круг заинтересирани во процесот на консултации за предложените законски и политички решенија. Давањето можност сите страни засегнати од регулативата да бидат активно вклучени во консултациите во што порана фаза ќе значи прекинување на сегашната практика на предлагање и усвојување закони „зад затворени врати“ - вели Селами.

On 20th of February 2010, Andreja Bogdanovski wrote a commentary on the EUobserver's web page about the risks of a reversal in Macedonia that the EU faces with the deadlock of the name dispute.



On the 21st of April 2010, Alsat-M had coverage about the think tank community in Macedonia and took Analytica as one of the successful examples. Sonja Risteska and Andreja Bogdanovski were interviewed in the office, and later on these interviews were shown on Alsat-M's morning programme. Agim Selami was a guest in the morning programme discussing current topics about the think tanks and their functioning in Macedonia.



Revenues and Expenditure in the year-Balance sheet of Revenues and
Expenditures in period **01.01. till 31.12.2010**

Number	Account group or account number	DESCRIPTION	In MKD denar Amount
I. EXPENSES			
1	Administration expenses		
1	400	Spent Materials	250.471,00
2	4010	Electricity	27.571,50
3	4011	Water	6.989,50
4	4012	Heating	24.226,50
5	41003	Phone	42.621,00
6	4420	Expenses for Representation	19.000,00
7	4497	Accountant services	28.320,00
TOTAL ADMINISTRATION EXPENSES			<u>399.199,50</u>
2	Personnel expenses		-
8	4190	Consulting services (Patentcentar)	1.235.777,00
9	4430	Personal Income Tax	1.111,00
10	4491	Expenses for employment	10.000,00
11	470	Salary's	659.800,00
TOTAL PERSONNEL EXPENSES			<u>1.906.688,00</u>
3	Other Expenses		
12	4430	Bank services	23.447,00
TOTAL OTHER EXPENSES			<u>23.447,00</u>
TOTAL EXPENSES			<u>2.329.334,50</u>
II Income			
13	7510	Income from donations Geneva Centre for the Democratic Control of Armed Forces (DCAF) European Fund for the Balkans (EFB) Foundation Open Society Institute (OSI-ZUG) Government of the Republic of Macedonia Regional Research Promotion in the Western Balkans (R.R.P.P)	3.502.764,00
14	7650	Income from interest	988,50
TOTAL INCOME for 2010			<u>3.503.752,50</u>
Realized Net Suficit (income - expenses)			<u>1.174.418,00</u>
Realized Net Suffice (income - expenses)			633.956,50
TOTAL SURPLUS			<u>1.808.374,50</u>