



Three year research and activities plan  
**2011-2013**

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## Introduction

This is a document setting down the concrete programmes and projects to be conducted by Analytica with clear benchmarks for policy outputs. This Three Year Planning Document (herewith, the Planning Document) is the strategic document for the work of Analytica. It is established for a three year rolling period, with flexibility for annual reviews. It draws upon already established programmes and projects of Analytica and it reflects overall policy objectives. The priorities set out in this document serve as a picture of the work to be conducted by Analytica in 2011, 2012 and 2013.

The overall objective of Analytica programmes in the coming three years (January 2011-December 2013) is to contribute in the successful implementation of the reform agenda in the country and the European integration processes. The goal is keep on increasing the research capacity of Analytica in order to be able to establish itself even more in the areas of policy research and analysis capabilities.

Building on past and ongoing Analytica's programs and projects, Policy Research (to be reflected in various products) has been the core activity of Analytica since 2005 with the aim to prepare novel and fact-based research that will contribute to the reform processes in Macedonia and the wider region. In this context, Analytica's programme for the period 2011-2013 will continue to concentrate on three levels: vertical, horizontal, and cross cutting.

Vertical programmes look into the following areas:

1. EU Approximation and Integration Advocacy
2. Public Policy Analysis and Administration
3. Foreign and Security Policy
4. Energy and Infrastructure

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

- A. Junior, senior and adjunct fellows' positions in the organization.
- B. Rapid reaction forces.
- C. Fellowships/Internships.
- D. Conferences/ Workshops.
- E. Journal.
- F. Social media.
- G. Networks.

Cross cutting programmes are to consider projects aiming to advance the PR agenda and networking capabilities of Analytica. In 2010 three themes prevailed, Mapping of the security sector, Regulatory impact assessment and Energy Policy and the EU. The Mapping of the security sector will remain as a priority in 2011 as well, whereas, the energy policy research has a possibility to grow if several planned projects are realized. In addition to these, in the period that follows new projects are considered for each of the four core programmes, depending on the themes for research and the availability of donors.

## **I. Assessment of Analytica priorities and objectives**

### **Introduction**

Analytica, representing a new generation of think tanks in Macedonia with experience in academia, business and government, provides necessary support to the country's institutions and society for implementing the reforms in the process of joining the EU.

### **Objectives of programmes and projects**

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

### **Overview of past and ongoing projects of Analytica**

Analytica continues providing quality research on the issues ranging from security of the region, public administration and public policy, aquis related research, to energy and environment, but with a clear focus on European integration. The outputs include reports, briefs, conferences, website and social networks tools, etc. These outputs are going to continue being disseminated to media outlets (TVs, newspapers, journals, web pages) in order to make the audience aware. The target groups of these outputs include specific audience from local to national, to regional, European and international level through distribution to thousands of email addresses and mailing groups. In addition, specific efforts are made to reach out to academia and think tank world, nationally and internationally through making valuable and long-lasting networks with these organizations.

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

### **Research and Project strategy for the period 2011-2013**

Analytica's goal is producing, disseminating, and utilization of information and fact-bases research related to top policy priorities of the country. This is not to exclude the wider region of Southeast Europe and the international community through means of making information available to them as well as through establishing different forms of networks and cooperation.

The following section will present programme by programme the strategy of Analytica for the period of 2011-2013, including also benchmarks and expected impact from Analytica's policy efforts.

## II. Vertical programmes

Analytica is going to keep the format of the programmes that are functioning at the moment. It is concluded that these four programmes have produced enough merit and are highly important, thus making them an integral part of Analytica's objectives. Further down in the Planning Document the objectives and visions of each of these programmes will be presented in details.

### 1. Programme I – EU Approximation and Integration Advocacy

#### 1.1. Objectives

Since the independence in 1991 the European integration has kept its place as top domestic and foreign policy priority for all governments of Macedonia. The integration into the EU is a transformational source for Macedonia and the wider region of Southeast Europe. It is a major issue that shapes the reform agenda in the country and wider in the region. The process is – understandably - not a smooth one. It is rather unsurprising that the process is still facing significant challenges. The name dispute with Greece and the condition to solve it before the start of negotiation process will only increase its meaning in the years to come. The visa liberalization and the continued reforms on every chapter from the *acquis* do confirm the country's EU perspective. However the process is far from finished and the difficult tasks are yet to be implemented. In this context, Analytica with its activities such as analysis, reports, advocacy events will continue to provide full support to the process of European integration of the country. We firmly believe that new resources in the form of analysis can have enlightenment effect on the policy-makers, experts and others who are working on the issue of European integration and Western Balkans to apply new experiences - that can be useful in their work towards European integration of Macedonia and the other Western Balkans countries.

**Regional cooperation** is a key tool in fostering peace, democracy, respect for human rights and economic prosperity in order to achieve stability in the whole region of the Western Balkans. It is one of the central instruments for EU integration of the entire Western Balkans region, but one whose potential is hardly used, and as such, deserves the additional attention of our policy research. Over the last year the EU Approximation and Integration Advocacy Programme intensified the cooperation with other regional organisations, especially from Serbia. The estimation is that the EU does see this region as a unique place with all its independent parts and if the countries want their voice to be heard and matter more they have to reunite and work closer than ever. This is something that must be done on civil society's level as much as on state's level. We believe successful regional cooperation rests upon good cooperation among societies.

#### 1.2. Major areas of work

**REPORTS** Ending 'Ghettoisation' of the Western Balkans and Visa Liberalisation Prospects; Macedonia's lagging behind in efficient usage of EU Funds (IPA, the Framework Programmes) – Analytica's analysis are just two bright examples of the 14 analyses and briefs published within this programme in the last 3 years. The objective for the next three years is to improve the research capacity of the programme, continue with the up-to-date research, keep the focus on the EU integration process of Macedonia and the whole Western Balkans and support their efforts during this process. In this context, the programme will monitor the progress within each chapter of the *acquis* through continuous policy research and

analysis. In addition, the programme will try to cover the gap that exists with the lack of necessary tools providing necessary information, analysis and lobbying on Macedonia's path to full membership in EU. By providing information on the issues that are dominant in the process of European integration of Macedonia, the programme will seek to provide necessary support to the European integration of the country. The programme aims to assist in the process of starting the negotiations for joining the EU. Furthermore the programme will continue working on maintaining the public support for the European integration process in the country.

**PROJECTS** In the period from December 2009 until November 2010 Analytica under the EU Approximation and Integration Advocacy Programme implemented one project funded through the *Think and Link Regional Policy Programme* of the European Fund for the Balkans, King Baudouin Foundation, Robert Bosh Stiftung, Compagnia di San Paolo ERSTE Foundation. 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. Also it aimed 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.

The project was implemented in cooperation with the Energy and Infrastructure Programme and the goal is to continue this successful inter-programme cooperation where the resources of two programmes are combined together for the greater good of the organization.

The goal of the EU Approximation and Integration Advocacy Programme is to have continuous work on projects in the next three years that will go hand in hand with the research part. Strengthened cooperation with donor organizations and institutions such as European Fund for the Balkans, the Embassies in Skopje and the EU itself is of a highest priority.

**REGIONAL COOPERATION** was intensified in the past periods, particularly during 2010. Networking has become very important in the last period as connecting the civil societies of the Western Balkans begins to intensify. These new trends have been fully noted in the EU Approximation and Integration Advocacy Programme and therefore measures have been taken to first establish and then strengthen the cooperation with various organizations from the Western Balkans. There is a continuous good collaboration with the European Fund for the Balkans, as well as other organizations from Serbia and the region such as FRAKTAL and Union of European Federalists Serbia. The aim of the programme is to broaden the cooperation with organizations from the whole Western Balkans and put bigger emphasis on this type of cooperation as it is seen as highly important in the process of EU integration, through creating regional networks and consortiums in the next three years. This cooperation will range from organizing events through joint research to implementing big projects.

### 1.3. Type of activities to be undertaken

The EU Approximation and Integration Advocacy Programme is going to continue being implemented using different tools. Work will be done in principle as it was in the last three years through conferences, seminars, lectures, on the one hand, and analyses, newsletters, policy briefs on the other, as well as the dissemination of information and analyses through various Analytica outlets including its web site ([www.analyticamk.org](http://www.analyticamk.org)), Facebook and Twitter .

Regarding the Advocacy component of the programme, work will be done in principle through increased cooperation with the decision makers on local, regional and national level. Also the aim is to create a

communication strategy during 2011 in which the path for increased and improved cooperation with the media will be paved.

#### **1.4. Expected results and benchmarks**

The programme will continue to address the priorities of the country on its path to EU. Given the complexity of the EU approximation and the current name dispute with Greece, some results can be expected in medium term. Nevertheless, it is expected that the programme will help to better understand the priorities awaiting the country's actions in EU approximation in the period that follows.

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

Expected results include increasing the voice of the region in future regional cooperation structures and thus increased ownership by the region towards the new regional coordination structures. Furthermore it is expected that once the negotiations for joining the EU start, Analytica as a represent of the think tank community in Macedonia will do the effort through the EU Approximation and Integration Advocacy Programme to take an active part in the negotiation process.

## **2. Programme II – Public Policy and Administration**

The program provides analysis on public policies and public administration reforms activities, including decentralization process in Macedonia.

### **2.1. Objectives**

Public Administration Reform in Macedonia is receiving greater and greater attention in the current (social, political, and economic) developments in the country. It is perceived as the main pillar that instigates social and economic welfare for the citizens. However, despite the undertaken efforts, the country is still criticized for the high politicization rate, overstaffed and bloated administration, and low-quality service delivery, which altogether reflect clearly the inability of setting up a "citizen-centered" public sector. Consequently, the agenda of Analytica for the upcoming years is being set in accordance and dependence with these challenges so as to keep track of the reform and set up potential solutions to aforementioned public issues. Significant importance will be attached to the new Strategy on the Reform of Public Administration in Macedonia for the period 2010 - 2015, supposed to set the fundament for reshaping the current image of the public administration in Macedonia.

### **2.2. Major areas of work**

Identified setbacks and challenges in the reform of the public administration derive by default the areas which will be under the focus of the program's standardized policy products. In addition, the strategy on

the reform of the public administration in Macedonia will play a key role in setting the agenda of the program for the upcoming period.

Decentralization process in Macedonia will be once again brought to the attention of the work of Analytica, this time by treating issues like policy-making at local level, and fiscal decentralization along with the status of transfer of responsibilities from central to local level. Cooperation with the media, state institutions as well as local government units will be further fostered in order to have the products pushed across relevant people and institutions. Regional and international cooperation is recording a significant increase in the last period. A research regional project run by German Council on Foreign Relations enabled Analytica (along with seven participating think tank organizations from the Western Balkans) to present the research findings at the European Commission and at the European Parliament, thus soliciting our role and position in the regional as well as EU context. Fostering of the cooperation with regional and international actors further will be a forefront priority in the upcoming three-year period.

### **2.3. Type of activities to be undertaken**

Policy research represents the essence of activities of Analytica, manifested mainly as either policy reports or policy briefs. Among the issues to be covered in the policy products within the frame of this program include political interferences in the public administration system, the shift of coordination and monitoring of public administration reform from a government unit to a line ministry, civil service reform, human resources management in the public administration, effective public management tools, policy making process at both levels along with Regulatory Impact Assessment, evaluation of the decentralization process in Macedonia, complemented with analysis of its subcomponents fiscal decentralization and status of transfer of envisaged responsibilities from central to local level.

In order to achieve higher quality and visibility for the envisaged policy research, pre-publishing as well as post-publishing activities are going to be undertaken, complemented with media coverage. These events will aim at preserving and strengthening Analytica's image of an opinion-leader in the area of public administration reform; as well as setting bridges of better communication among the researchers, experts, relevant stakeholders and general audience.

### **2.4. Expected results and benchmarks**

The set of policy products published to date has certainly enabled Analytica to enter successfully into the "scene" of public policy in Macedonia. Contributing to the positive progress in the field of public administration reform with tangible output will still be a core benchmark of this program. The annual research plans for each year in the upcoming period will be compiled depending on the agenda of the general reform that is in progress. The implementation of the key reform document (the strategy 2010-2015) as well as decentralization process will be closely monitored in order to identify possible deviations.

Apart from this, our work will be directed toward acting as agenda-setter about issues that are lacking enough attention by the institutions but which are of crucial importance for the approximation of Macedonia's public administration with the EU standards.

It is, therefore, expected that the analyses produced within the frame of this program will play an important role in surpassing the obstacles which hinder the appropriate functioning of the overall system.



Having in regard the latest developments in the area of public administration reform, the Public Policy Analysis and Administration Program will definitely remain the priority program of Analytica in the upcoming three-year period.

### **3. Programme III – Foreign and Security Policy Programme**

#### **3.1. Objectives**

Analytica's Foreign and Security Policy Programme in the forthcoming period aims to address the challenges the country currently deals with as well as those that can be predictable from today's point of view. Without any doubts integration towards the European Union and membership in NATO will remain to represent Macedonia's main pillars of both its Foreign Policy and the Security Sector policies. Regional cooperation will also be listed as a high priority among all the countries of the Western Balkans including Macedonia. In this kind of extremely challenging setting Analytica will stream its work activities towards better security sector governance and the security aspects and implications of its closer relations and harmonization with the European Union and NATO structures.

#### **3.2. Major areas of work**

Assuming greater obligations as a result of the more intense security cooperation with NATO and the European Union deserves greater attention by the public, civil society and the experts. Macedonia's position regarding its alignment and integration with these two organizations is on two different levels. While being and acting as a de facto NATO member country, Macedonia has actively contributing in NATO led operations such as Afghanistan (ISAF). At the same time the country continues to implements, transform and modernize its army and defense sector in accordance with NATO standards being operationalized through the Membership Action Plans. On the other hand country's alignment with EU's different aspects of its Common Security and Defense Policy can be best described with Macedonia's lining up with most of its CSDP positions and the preparations for participation of the Macedonian Army within EU's Battle Groups in 2012. Currently Macedonia takes also participation in EU's CSDP mission Althea in Bosnia and Herzegovina. At the same time the cooperation within the UN peace support architecture remains tois limited.

Closer cooperation and adjustment of the country's policies to the ones of the listed international organizations implies substantive changes in the domestic security architecture.

At the same time the region of the Western Balkans as a result of countries' commitment and vision to join the European Union and establish close cooperation with NATO acts as a boosting power for transformative energy in a region where only 15 years ago one of Europe's biggest bloodshed was being witnessed. Greater cooperation in the security area is also in different segments: cross border activities, organized crime, sharing information etc.

All national security documents (strategy, white paper etc.) identify new forms of threats such as: cyber attacks, proliferation of WMDs, terrorism, climate change etc. as applicable to the country. Moreover NATO's New Strategic Concept dives into greater details on this issue and tasks member states to develop strategies and approaches how to deal with the new risks. Macedonia has not had any study examining the level of vulnerability at the same time applicability of these new threats on its soil.

### **3.3. Type of activities to be undertaken**

Most of the research activities of the program will be policy relevant and policy oriented, meaning that these will incorporate assessment, analysis and recommendations of policy relevant areas. Due to the nature of the projects and activities that the program's staff will be involved with in the forthcoming period Analytica's main findings and research will be communicated through larger scale publications (almanacs). Still, part of the research will be also communicated as part of the regular policy papers format. Organizing conferences and debates on questions important and close to the program will also be used as a form for greater visibility. Presenting research findings at national and international conferences will also be present. Program's staff is also encouraged to communicate their expertise through different media such as (newspapers/magazines/journals). Strengthening the quality of the research will be accomplished by using different research tools such as: peer review, focus groups, communicating the findings with stakeholders etc.

### **3.4. Expected results and benchmarks**

Analytica's Foreign and Security Policy program maintains a strong regional and international component. Working within the regional security consortium of seven think tanks dealing with security, will stay as a primary foundation for most of the activities. Namely the team will continue to implement the Mapping and Monitoring Security Sector Reform project up until the beginning of 2012, with a possibility of extension. Project's main areas of focus are to enhance the capacity and knowledge of the civil society in overseeing national security processes through the development of national Security Sector Reforms mapping indicators in the country. This project is lead by the Geneva based Democratic Control of Armed Forces (DCAF) and the Belgrade Center of Security Policy (BCSP).

In the light of the above mentioned cooperation starting in 2011 up until 2013 together with DCAF and the Norwegian Institute of International Affairs (NUPI) Analytica will be engaged into a project (Security Transition of the Western Balkans – From a conflict zone to security community?) developing a better understanding of the security transitions in the Western Balkans; the national as well as the regional dynamics. It will also answer the question whether the Western Balkans can be considered as a Security Community?

Close cooperation with our regional and international partners will be maintained throughout the next three years which should result in developing stronger bilateral cooperation hence enrich the quantity and quality of products.

Apart from the project based work with our partners Program's staff will be involved into doing their own research and analysis on topics highly relevant to the foreign and security dimensions of Macedonia.

## **4. Programme IV – Energy and Infrastructure**

### **4.1 Benchmarks**

Analytica's work as part of the Energy and Infrastructure Programme is oriented towards maintaining its highly valued benchmarks:

- Sustainability
- Innovation
- Visibility
- Openness for cooperation

#### 4.2 Objectives

In the upcoming years in Macedonia and the region it is to be expected an increased variety of energy sources and actors. Analytica will conduct a research emphasizing the necessity and utilization of prioritizing the energy and infrastructure sector, which has the capacity of enabling safe, low-priced and environmental friendly energy as well as sound and high quality infrastructure; will be engaged in inspecting the needs and gaps of the energy/ infrastructure market in Macedonia and the region as well all related issues; and will pace ahead in presenting innovative and sustainable solutions; and will present possibilities offered by the potential of establishment of the regional market through the Energy Community Treaty.

#### 4.3 Major areas of work

The energy and infrastructure market and their development in Macedonia and the region are in focus of Analytica's Energy and Infrastructure Programme. In addition, Analytica will work on identifying the key stakeholders; will deal with the ongoing and future developments, challenges and best practice examples in the energy and infrastructure area; and will concern itself with connecting its ideas regionally by bringing the experts and key actors in the field together.

In more detail, the Energy and Infrastructure Programme will focus particularly on the importance and the usefulness of the renewable resources in Macedonia and the region by presenting concrete showcases and examples; will be dealing with the progress of Macedonia and the region in fulfilling the relevant chapters in the European Commission's progress reports; will be following up the process of gasification of Macedonia and the region; and will be focusing on sub-themes as the question of environment and social impacts and the global warming problematic.

The topics which have been clearly defined and are to be analyzed in the next three years are:

- The challenge of using wind energy in Macedonia: What will wind energy bring?
- Scanning Macedonia's performance under chapter 21 (Trans-European Networks): A race with obstacles?
- Energy and environment as study subjects in Macedonia and the region: An underestimated subject or future challenge?
- Eco-homes in Macedonia and in the region: A distant future?
- Gasification of Macedonia: How well do the gas projects progress and their immediate impact
- Waste water electricity production
- Does Skopje need a tram or a subway?
- Energy security in focus: the fight for more energy – the Macedonian case
- Using photocells for heating the Children hospital in Skopje (together with the Helsinki Committee for Human Rights in Skopje)

The proposed topic could be taken into consideration for a project based research.

#### 4.4 Type of activities to be undertaken

Analytica operates with various tools of analysis and research. The products of Analytica – the policy paper, the policy brief and the newsletter - will be in pace with the new developments in the sector. Analytica's products are originally written in English and translated into Macedonian and Albanian. Furthermore, translations into German and Turkish could also be made.

The regional annual conference on energy, which has taken place since 2009, will become a tradition and will continue to bring experts, students, academics, SCOs, companies and key stakeholders together for exchanging ideas and making impact on the decision-makers. Furthermore, Analytica will be organizing seminars, lectures, round-tables, workshops and conferences for the purpose of disseminating ideas.

Moreover, Analytica will be taking part in projects and will be conducting a project based research. For this aim, Analytica will cooperate with its old partners as the European Fund for the Balkans and the Norwegian Embassy; however it will also be open for new partners as UNDP, the US Embassy, the Robert Bosch Foundation, the Friedrich Ebert Foundation, the Heinrich Böll Stiftung and other institutions which support projects within the scope of Analytica's Energy and Infrastructure Programme.

#### 4.5 Expected results

The aim of Analytica's work is refocusing the stakeholder's and the public attention on the energy and infrastructure problematic by underlining its importance and the profitability of investment in energy and infrastructure related projects. The participation of Macedonia in the regional energy and infrastructure networks will contribute to more economic growth, job creation and prosperity. Moreover, Analytica strives to identify and assess the current and upcoming developments in the energy and infrastructure sector in Macedonia and the region and by offering in-dept research-based recommendations aims at drafting new and innovative solutions for the pressing obstacles.

### III. Horizontal programmes

#### 1. Objectives

The overall goal of the horizontal activities is to enable the continuance and enlargement of the research capacities of Analytica in order to deliver further sustainable policy research and analysis. Analytica grew considerably in the last few years which brought more work and more human resources into the organization. Analytica will continue working on providing the necessary infrastructure for its policy researchers to construct, produce and manage their research and other activities country-wide, regionally, and internationally.

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

**A. Junior, senior and adjunct fellows' positions in the organization.** Analytica as of 2010 started introducing more research functions within its team. As the workload increased, so did the need for systematization of the positions within the organization. There are junior researchers, research fellows, senior researchers and adjunct research fellows and part time researchers. It is projected that in the following period Analytica will prepare the guidelines which will clarify clearly what are the responsibilities of each of these profiles and how it can be progressed from a junior to a senior position. An updated organizational chart including this information will become an integrated part of the staff

handbook. Each Research Fellow will also have a professional staff development chart in order to be known how much is being invested into their training.

**B. Rapid Reaction Forces mechanism.** Analytica will aim to renovate its “Rapid Reaction Forces” (RRF) concept in the period that follows to increase its share in the research being conducted. The RRF is a network consisting of a number of policy makers, specialists, experts, civil society representatives, and business leaders in Macedonia and wider in the region of Balkans). When need arises, there is a possibility for them to be contacted and to contribute to the work of Analytica in various areas under its research agenda. This hallmark approach allows Analytica to remain flexible and responsive to a changing national, regional and international circumstance, and changing trends in the areas of its expertise and experience. However there is a need for more visibility of these types of concepts, therefore putting its re-branding on Analytica’s agenda for the next three years’ period.

**C. Internships/Fellowships.** The internship programme will continue with its successful work in the period that follows. The goal of these internships is to provide policy research environment to the interested students and help them to become the successor generations of the work of Analytica and other think tanks in Macedonia and abroad. We believe that by doing so, they will acquire the capacity of doing analytical studies and research wherever they are engaged in their future career. Plan for more detailed activities of each intern will be developed in 2011 as a strategy for expanding the capacity of the internship programme.

**D. Conferences and Workshops.** Besides regular events, roundtable discussions and promotions, Analytica will continue organizing the annual conference/workshop on Energy with the aim to expand its experience in other areas as well. One example is the joint conference with Konrad Adenauer Stiftung scheduled for 2011 in the area of Common Security and Defense Policy of the EU. The participants to these conferences and workshops are going to be relevant experts, professors, CSO members, students, etc. from the country, region and wider. Printing of results of the conferences/workshops are planned in order to make the results accessible wider to public.

**E. Journal.** The widely available journal Analytical will continue being published twice a year. The context of journal will cover the issues which are relevant to the themes that each of the core programmes work on. The Journal is academic but also more practical and policy oriented, depending again on the topic picked for each volume. Analytical also has its own ISSN number.

**F. Social media.** Using social media platforms such as **Facebook** and **Twitter** became a necessity in order to keep the audience informed and up to date with information, at the same time establishing an interactive environment. In 2009 Analytica redesigned its website in order to become more user friendly and easier to navigate. Moreover the website offers the opportunity for integration with our account on Twitter and sharing buttons which allow instant upload of news and our products on the social networks. In the second half of 2009 we have introduced Analytica’s Facebook and Twitter accounts. Both seems to develop with a different pace and attract lots of attention. Analytica’s Facebook page currently counts as many as 515 followers. This impressive number portrays diversity of profiles: academics, politicians, cso’s activists, students, think tanks etc. We intent to use this platform in the forthcoming period as a source where we share instant and interactive content (text, photos, and videos) and promote our work. However being interactive means also two side communication and we believe that in the period to come we will manage to establish this sort of communication with our audience in the forms of comments and wall posts. Twitter on the other side is useful to interconnect content to our website which gives the overall website a more social and fresh outlook. In this context we will continue the

practice to keep all three platforms: website, twitter and facebook interconnected hence what has been posted on twitter will automatically show on the other two.

**G. Networks.** Analytica through its projects is part of several networks on regional level. This proved as a very successful form of cooperation and capacity building as well as for exchanging new project ideas, for transfer of know-how and advocacy. Analytica will continue with the strengthening of its relations with the partner organizations, but will also focus on developing new networks with other stakeholders like faculties, international organizations, institutions of different characters and others.

### **3. Expected results and benchmarks**

The below mentioned results are expected to be achieved through horizontal programme activities that are to have positive impacts on the achievements of Analytica and on the strengthening of Analytica's capacities as a well renowned think tank in the region:

- Continuing with the long term strategic planning, function-driven and resource-based management within Analytica;
- Building the Institutional capacity of Analytica with trainings, fellowships and other forms of personal and organizational build-up of the competences;
- Sound communication channels between Analytica and its main stakeholders (the governmental organs, international organizations, media, civil society organizations, citizens, municipalities, partners from the region and others) with a view to promote implementation of best practices and improve the advocacy for the policy solutions Analytica represents;
- Enhanced capacities of Analytica to successfully develop and establish new networks with different stakeholders within the country, the region and on wider EU level.

### **IV. Cross Cutting Programmes**

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