



Strategic Plan 2023-2025



analytica

...thinking laboratory....



Contents

Highlights and Context for Civil Society in North Macedonia...	2
Analytica Organizational Focus	3
Overview of Past and Ongoing Projects of Analytica	4
SWOT Analysis.....	7
Vision, Mission and Organization Values	10
VERTICAL PROGRAMMES.....	11
I. Public Policy Analysis and Administration	11
II. EU Approximation and Integration Advocacy	15
III. Energy and Infrastructure	16
IV. Foreign and Security Policy	18
HORISONTAL PROGRAMMES AND CROSS-CUTTING THEMES	19
V. Migrations	20
1. Organizational structure and junior, senior and adjunct fellows' positions.....	21
4. GrowthPlan (GP) Options.....	21
5. Communication, Marketing and Promotion Strategy (CMPS) of the Analytica's results	23
Who will be target audience for Analytica?.....	24
What are the means for communication?	24
6. Risk Management System.....	24



Highlights and Context for Civil Society in North Macedonia...

In the past years Progress Report, European Delegation will point out that although some progress was made, civil society organisations (CSOs) have continued to express serious concerns about the difficult climate in which they operate. Main impediments were criticism by politicians and pro-government media, and a limited government commitment to dialogue. At the same time, political polarisation and divide can still be observed between CSOs supporting the government and those opposing it. However, starting from 2017 the national authorities started to involve civil society in policy-making and legislation in a more regular and effective manner.

However, in the upcoming planning period, EU has making seriously efforts to address these issues. EU Delegation is stressing that an empowered **civil society** is a crucial component of any democratic system, contributing to a more transparent, accountable, effective and legitimate governance, greater social cohesion and more open societies. The desired result to be achieved starting from 2023 to 2025, is **Stronger and more independent civil society**.

In this aspect, the implementation of the government Strategy for Cooperation with Civil Society and the establishment of CSOs council is ensured. The challenge will be to achieve a higher level of constructive interaction of government with civil society on all government policies; particular focus is needed in the areas of social reform, gender equality, and with regard to vulnerable groups, including the LGBTI community and minorities. The integrity, transparency and accountability of the civil society organisations need to be strengthened along with the capacity for self-regulation, representation and coordination. Particular efforts are required to optimise the funding flows and improve the financial sustainability in the CSO sector, as well as encouraging the corporate social responsibility. The participation of civil society in the programming and monitoring of the EU funds will be ensured.

Under IPA I, around EUR 77 million have been programmed for the above areas. The lessons learned from IPA I indicate that reforms in areas without hard EU *acquis* take longer and need stronger political support, commitment from all layers of the administration and an effective coordination of the various stakeholders involved. Assistance needs to be sequenced appropriately and the quality of project outputs needs to increase to achieve a greater impact.

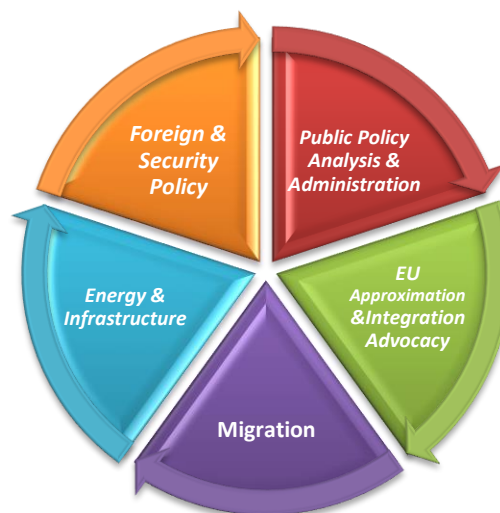
Support will be provided by EU, for the implementation of the Civil Society Strategy with a focus on ensuring the representation and participation of the civil society and enhancing the dialogue between the government and the civil society. In this aspect IPA will fund improvements in the legal and financial environment, capacity-building activities and optimisation of the coordination at sector level. Improving the access to public information and inclusion of CSOs in the formulation, implementation and monitoring of sector policies will be also in the focus of IPA. Civil society involvement must be ensured in the identification, planning, implementation and monitoring of the planned action in all sectors.

The lack of an enabling environment for civil society participation can be mitigated by supporting more participatory decision-making processes at country and local level, by setting up the participation of civil society on the EU-country political agenda and by building the advocacy and participation capacities of the CSOs.

Analytica Organizational Focus

Understanding the above given context, Analytica, renowned think tank, well established in the research and policy development for almost 18 years, is contributing in the successful implementation of the reform agenda in the country and the European integration processes. **The main organization goal is to keep on increasing the research capacity of the organization, 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 programmes 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. Considering previous successful work, the management board, wants to keep the pace and to continue with full speed forward to respond new development challenges and trends in civil society in the country and in region. In this context, Analytica's programme for the period 2017-2023 will continue to concentrate on three levels: vertical, horizontal, and cross cutting. The main (vertical) programme focus in Analytica is in several core areas as:



-  **Public Policy Analysis and Administration**
-  **EU Approximation and Integration Advocacy**
-  **Energy and Infrastructure**
-  **Foreign and Security Policy**
-  **Migration**

Some of the program areas as *Foreign and Security Policy* and *EU and Energy*, are unique in country and region, while *Public Policy Analysis and Administration* revived in 2016 and achieved very good results. Some areas as *Migration* is currently not active, but team express their readiness to re-open in combination with some other core sectors.

In horizontal and cross-cutting programmes, Analytica will be focused on organisational development, looks into providing sustainability to the research and organizational capacity of the team through the following horizontal themes:

- 1. Team of Analytica's researchers**
- 2. Strengthening professional capacities of the Analytica's researchers**
- 3. Organizational structure and junior, senior and adjunct fellows' positions**
- 4. Growth Plan Options**
- 5. Communication, Marketing and Promotion Strategy for the Analytica results**



6. Risk Management System

Overview of Past and Ongoing Projects of Analytica

2005-2007

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

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

- ✓ South East Europe Sustainable Energy Policy (SEE SEP)
- ✓ Comparative analysis: TPPs vs RES and EE in terms of available jobs in Macedonia
- ✓ Monitoring of tenders, procurement and budgeting in the energy sector in Macedonia
- ✓ RRPP: Impact of migration on women empowerment in Western Balkan countries
- ✓ Research on corruption in public-private partnership at local level
- ✓ Energy and security sector governance in Macedonia: how to improve its efficiency?
- ✓ Coordinated participation of civil society in the programming of IPA funds (PRAG - programming relevant for active citizens)
- ✓ RRPP: Migration and development in Albania and Macedonia: the effects of remittances on education and health of family members left behind
- ✓ Regional Project on Police Corruption
- ✓ Capacity building of civil society organizations

2007-2009

Analytica continued providing quality research on the issues ranging from security of the region, public administration and public policy, acquis related research, to energy and environment, but with a clear focus on European integration. The outputs mainly were reports, briefs, conferences, website and social networks tools, etc. These outputs were continue being disseminated to media outlets (TVs, newspapers, journals, web pages) in order to make the audience aware. The target groups of these outputs included 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 maintained 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 provided strong policy analysis and research voice on the wider



reform processes. It also channelled the minority support in the achievement of the strategic goals of the country with its multi-ethnic and multinational staff of researchers and interns.

- ✓ Entrepreneurship in Macedonia
- ✓ TRAIN Programme
- ✓ Energy policy, EU and the Western Balkans: Challenges of reforms and accession - Republic of Macedonia as a case study
- ✓ TIKA
- ✓ Balkan Trust from Democracy
- ✓ OSI – Capacity Building Grant
- ✓ European Fund for the Balkans – Think and Link Programme
- ✓ Assessment of capacities to combat illicit trafficking of humans-related criminal activity: the case of Macedonia

2009-2012

In reported period some of the projects that were completed with outstanding results were:

- ✚ Mapping and monitoring Security Sector Reform in the Western Balkans
- ✚ Strengthening Intelligence Oversight in Transition States - Macedonia case study (2012)
- ✚ Changing the habits – how to get to an energy efficient municipality
- ✚ Synergies for Energy Awareness Change
- ✚ Between the internal and external 'other': de-constructing Macedonian national identity
- ✚ School green action for better future
- ✚ Security Transitions in the Western Balkans - From Conflict Zone to Security Community? (2011-2014)
- ✚ Framework Project Fostering Parliamentary Oversight of the Security Sector in the Western Balkan (2012-2014)

2013-2016

- ✓ TRAIN Programme 2015
- ✓ Macedonia-Greece – Confidence Building Measures, view from civil-society (2016-2017)
- ✓ Western Balkans Civilian Capacities in Peace Operations (2016-2017)
- ✓ “Assessment of Macedonia’s efforts in countering violent extremism, view from civil society”
- ✓ Working towards resilient communities (2015-2016)
- ✓ Transport and energy sector's current standing in the country, how to accelerate the reform process (2015-2016)
- ✓ Mothers Schools Project (2016-2017)
- ✓ NDI - programme for legislative advocacy. Enabling private persons to sell electricity from renewable energy sources (Law on energy)
- ✓ Transparent and efficient state regulatory and oversight bodies (2016-2018)
- ✓ Working together for clear air
- ✓ WESTERN BALKANS PULSE FOR POLICE INTEGRITY AND TRUST (POINTPULSE) (2016)
- ✓ CSOs as equal partners in monitoring public finance
- ✓ Training Course on the Security Sector for the Media (2014-2015)
- ✓ Assessment of the community-policing model in Skopje (2014-2015)



- ✓ Analysis of the national policies and practices for dealing with illegal migration and asylum seekers (2014)
- ✓ Regional Security in the context of European Integration (2013)
- ✓ TRAIN Programme 2013

2017-2019

- ✓ Working towards resilient communities (2016-2017)
- ✓ Mothers Schools Project (2016-2017)
- ✓ WESTERN BALKANS PULSE FOR POLICE INTEGRITY AND TRUST (POINTPULSE) (2017)
- ✓ NDI - programme for legislative advocacy. Enabling private persons to sell electricity from renewable energy sources (Law on energy)
- ✓ Transport and energy sector's current standing in the country, how to accelerate the reform process (2016-2017)
- ✓ CSOs as equal partners in monitoring public finance (2016-2019)
- ✓ Transparency and accountability of public finances - view from civil society (2017-2018)
- ✓ Macedonia-Greece – Confidence Building Measures, view from civil-society (2016 2017 2018, 2019)
- ✓ Transparent and efficient state regulatory and oversight bodies (2016-2018)
- ✓ ACCELERATING PROGRESS ON EFFECTIVE TOBACCO TAX POLICIES IN LOW- AND MIDDLE-INCOME COUNTRIES (2018-2020)
- ✓ Strengthening gender balance in vocational secondary schools for young girls when choosing a future profession through education (2019)

2019 – 2023

- ✓ CSOs as equal partners in monitoring public finance (2016-2019)
- ✓ Macedonia-Greece – Confidence Building Measures, view from civil-society (2016 - 2021)
- ✓ ACCELERATING PROGRESS ON EFFECTIVE TOBACCO TAX POLICIES IN LOW- AND MIDDLE-INCOME COUNTRIES (2018-2024)
- ✓ Strengthening gender balance in vocational secondary schools for young girls when choosing a future profession through education (2019)
- ✓ Responding to the socio-economic effects of COVID-19 by supporting vulnerable groups of low-paid workers, workers who are part of the informal economy and temporary workers (2020-2021)
- ✓ Project: Covid-19 Budgetary Impact Analysis for Municipalities in North Macedonia (2020)
- ✓ ECONOMIC INTEGRATION OF THE WESTERN BALKAN - Regional Economic Cooperation and Common Regional Market (Mapping Progress) - Opportunity for North Macedonia to approach to the EU Internal Market" (2021-2022)
- ✓ DEVELOPMENT OF A CULTURE OF PEACE AND NON-VIOLENCE AS A BASIC VALUE IN THE EDUCATIONAL SYSTEM IN NORTH MACEDONIA
- ✓ WORKERS' PERCEPTIONS AND EXPERIENCES OF THE INFORMAL ECONOMY





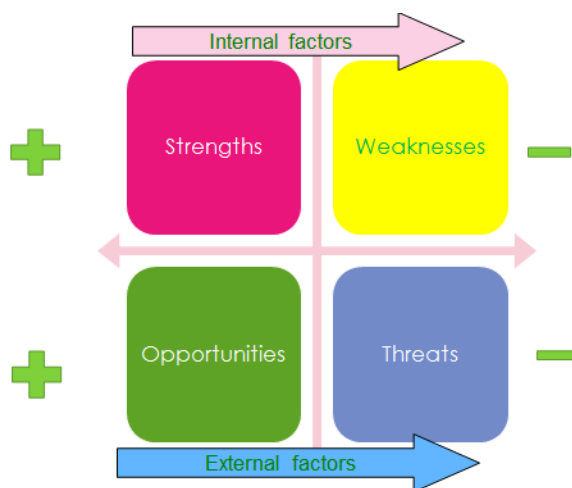
- ✓ STRENGTHENING REGIONAL ECONOMIC INTEGRATION - THE OPPORTUNITIES AND BENEFITS OF THE REGIONAL COMMON MARKET IN THE AGRICULTURE AND TOURISM SECTOR IN NORTH MACEDONIA (2022-2023)
- ✓ RAISING AWARENESS AGAINST DOMESTIC VIOLENCE" (2022)
- ✓ ENERGY POVERTY ON THE AGENDA (2023)

SWOT Analysis

SWOT analysis (strengths, weaknesses, opportunities and treats) is widely used instrument for examination of the collected data, with aim to develop competitive analysis that will be foundation for new Strategy.

From critical importance in new strategy development, the team considers, is analysis of the civil society environment on national and regional level. On other hand, competitive rigorous estimation of strengths and weaknesses that are present internally in the organization will be other side of the coin. With independent cross examination and matching of the given strengths, weaknesses with opportunities and threats, the Analytica team will draw the “roadmap” to the future period.

Utilizing the internal resources and responding with the best possible “strategy”, the team will direct the projects and programs in the direction that will promote on best possible manner the organizational values and resources. With this Analytica team is promoting one of the competitive advantages that have in the field of Foreign and Security Policy.



On the side of internal factors, the team analysed **Strengths**, answering the two main questions:

- ✓ What do we do well?
- ✓ What sets us apart?

Also were analysed internal **Weaknesses**, based on the following questions:

- ✓ Where are our deficiencies?
- ✓ What do we need to improve upon?

The team, supported with the independent consultant, who was facilitating the strategic planning workshop, identified external factors as **Opportunities**, answering mainly on the questions:

- ✓ Can we become better at our mission?
- ✓ Can we expand our ability to help?





Last analysis was done on **Threats**, based on the following questions:

- ✓ *What\Who could shut down or threaten our success*

The given SWOT analysis is examining all critical issues that are relevant for the organization and its future. The analysis additionally considers what are the NGO sectors trends in the country and in neighbouring region, what are the main multilateral and bilaterateral donors and what are their priorities etc...



Strengths	Weaknesses	Opportunities	Threats
• Having internal expert capacities • Highly educated staff • High quality of policy documents • Good reputation in front of donors • Non-partisan • Product oriented • Specific niche with security focus • Regional networking • Good contacts with Institutions and donors • Internal capacities for office management • Internal capacities for training • Internal capacities project management • Multi-ethnic team • Growing sector of public finance • Inter-sectorial team for Erasmus +	• National networking • Budget for Office manager • Slow response on daily based operational needs • Reorganization of sector security • More clear division of project activities • Time management • Intra-sector exchange of experience/ practices for institution approach • Orientation process of new staff members	• More donor funds for PFM • Diversification of new funding possibilities • Horizon 2020 • Consultancy for institutions • NATO entry = new funding possibilities • Project implementation • Analytica Alumni • Translation of projects • Growth of Security area/focus • New calls for PFM • New project ideas in PF(banking, financial education, municipalities) • Inter-sector cooperation on new project ideas(PF – migration) • Offering consultancy in sector financing on commercial basis • Growth in transport sector • Security program growth (with ARM) • Erasmus + calls	• Brain drain of good labour force outside the country that could be potentially engaged by Analytica • Unstable political situation • Unstable donor funding • Labeling of NGOs in the country • Political instability in Turkey • Potential erosion of experts from Analytica • Sustainability dependent of project funding

Vision, Mission and Organization Values

Analytica aims to produce relevant fact-based knowledge about policy options for the main priorities on the country, 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 other national and international stakeholders of the policy options to be chosen for a particular area of interest. Analyzing and identifying policy options, communicating recommendations to the decision makers, advances better understanding of socio-political problems facing the country

The Vision statement must be simple and clear and recognizable for the organization. It has focus on what your organization tries to do, then do it in a way that everyone can recognize their contribution to the goal. From the samples of the vision and mission of the successful organization, it is clear that we can extract critical elements to an effective vision statement, like:



✚ OPPORTUNITIES

- Answering the question where can we, with our limited human and financial resources, really make a difference?

✚ COMPETENCE

- More in direction what are we good at?
- What can we do better than everyone else?

✚ COMMITMENT

- In terms connected with organizational and people values, to give an answers on question what do we really believe in?

Based on past experience and new trends that have been analysed in the SWOT matrix, the team of Analytica developed following:

VISION

Macedonia, a member of Euro-Atlantic family, where Freedom, Democracy, Tolerance and Vibrant Civil Society are its core values!!!

MISSION

Thinking laboratory...

VALUES



In some cases a general set of values is the most appropriate way to guide the direction and breadth of future work. Values can be expressed in the form of guidelines, protocols or policy statements. For example, given set of values that are building organizational culture are presented below. In other strategic plans, we can often find a statement of 'organizational cultural values'. Where these values exist, it should be included in the values as they are likely to guide the development of the organization.

Analytica team defined following organizational values to be stamp in each of the Analytica programmes and activities.

-  **Solution Oriented**
-  **Critical Thinking**
-  **Multi-ethnic Character**
-  **Partnerships**
-  **Informed Citizens**



VERTICAL PROGRAMMES

I. Public Policy Analysis and Administration

BACKGROUND AND OBJECTIVES

As stated in the new EU Indicative Strategic Document for Macedonia 2017-2020, among the top priorities and key elements in the accession process are *Good governance and public administration reform (PAR)*. While certain improvements of the quality of the public services, the quality of policy formulation and implementation, and the credibility of the government's commitment have been achieved until 2014, the lasting political instability slowed down the reform process. Stronger and continuous efforts will be needed to ensure high standards in organisation, transparency, accountability, professionalism and performance of the administration. Full implementation of the principles of merit, and equitable representation still has to be ensured along with a common assessment framework for the performance of state officials. The delegation of responsibilities and obligations needs to be enhanced to improve the accountability, efficiency and effectiveness. The flow of information on the PAR to public needs to be significantly increased, notably on achieving the targets of the PAR Strategy.

The commitment of the country to address the Principles of Public Administration and the Better Regulation agenda needs to be strengthened along with the implementation of the new legislation





on administrative procedures, administrative disputes and appeal procedures, guaranteeing the protection of citizens' rights and interests.

There is also identified need to *modernise public financial management (PFM)* based on a well-designed, comprehensive reform programme, covering the needs in the relevant public finance sub-systems, including revenue collection, budget preparation and execution, public procurement, assets, cash and debt management, granting of concessions and state aid, public internal financial control and external audit. The preparation of mid-term budgetary framework and improved budget classification needs to be enhanced. Key challenge will be to increase the transparency of the PFM and ensure public information on the full budget cycle. The modernisation of the IT tools and the optimisation of the business processes remain a priority along with achieving interconnectivity and interoperability of the customs and tax IT systems with the EU systems and ensuring business continuity and disaster recovery facilities. There is also need to continue supporting the national structures that have been established to manage EU funds with the perspective of preparing for the Structural and Cohesion Funds upon accession. Greater political commitment and operational improvements are needed to facilitate the inter-institutional cooperation, implement the established procedures, and ensure timely implementation of the programmes.

The *development of democratic institutions*, including through the development of trust in the democratic process, also needs to continue, particularly in the view of the need to restore the political stability. The main challenge remains the opening of the decision-making and law-making process for citizen's participation.

The *administrative capacities of the authorities and bodies* to conduct reforms need to be strengthened. Efforts have been made by the country to ensure legislative alignment with the EU acquis in various sectors, since the country became EU candidate country in 2005. Commitment to full and proper implementation of the transposed legislation remains to be ensured, requiring proper staff competences, adequate equipment and other resources.

The increasing *gap between the capital and the regions* needs to be addressed appropriately through strengthening the citizens' participation, empowering the committees on equal opportunities, improving the efficiency, effectiveness and accountability of the municipal administrations, optimising the public finance management at local level.

THEMATIC RESEARCH AREAS

The Analytica's sub team for the Public Policy Analysis and Administration is proposing following thematic areas to be addressed in following two- year's period:

ACCELERATING PROGRESS ON EFFECTIVE TOBACCO TAX POLICIES IN LOW- AND MIDDLE- INCOME COUNTRIES – ongoing project (2018-2025) – activities:

- Capacity building of think tanks in selected countries / regions in order to provide support to governments and civil society on the basis of an evidence-based policy aimed at effective tobacco taxation policies.



- Support through the organization of workshops for senior representatives of decision makers in order to raise awareness and build technical capacities for tobacco taxation policies.
- Developing and disseminating resources (policy papers) for taxation of tobacco in order to build and share knowledge and raise the taxation profile of tobacco in tobacco control policy (by expanding the tobacco control platform, providing information and resource center).

DEVELOPMENT OF A CULTURE OF PEACE AND NON-VIOLENCE AS A BASIC VALUE IN THE EDUCATIONAL SYSTEM IN NORTH MACEDONIA (2023)

The main goal of the project is to develop a culture of peace and prevent violence as a basic value in the educational system in North Macedonia. Specific objectives of this project are (1) prevention of conflicts by accepting the differences between students on different grounds and building a culture of peace among young people, (2) establishing friendly relations between students of diverse ethnic, religion, gender and social backgrounds, and (3) sensitizing young girls to recognizing the forms of violence committed against them in schools, as well as outside the school's environment, therefore encouraging them to report and act in a safe way. The project will take place both in schools and through community-based training and outreach in order to reach out to a wider audience. In regards to the region, the project will take place in different municipalities so different backgrounds are incorporated in the project activities as well as results. Through these communities and via empowerment, the project will tackle a process of public awareness and deconstruction that enables one to acquire the ability to act on one's own life and on one's environment, community, or society; therefore providing a safe and inclusive learning environment.

STRENGTHENING REGIONAL ECONOMIC INTEGRATION - THE OPPORTUNITIES AND BENEFITS OF THE REGIONAL COMMON MARKET IN THE AGRICULTURE AND TOURISM SECTOR IN NORTH MACEDONIA (2022-2023)

Analytica in the coming period will analyze the opportunities and benefits of the regional common market in the sectors of agriculture and tourism in the Republic of North Macedonia. The aim of the project is to determine ways to strengthen regional cooperation, in the specified sectors, with the countries of the region. The expected long-term impact is to facilitate this process as part of the process of bringing North Macedonia closer to the EU internal market. The project is supported by the Open Society Foundation – Macedonia

Development of culture of cyber security in the educational system of North Macedonia - Strengthening capacity of young people and teachers to apply cyber security measures and develop effective school programs to prevent cyberbullying

The overall goal of the project is to strengthen capacity of young people and teachers about the application of cyber security measures and to develop effective school curricula for prevention of cyberbullying.

Long-term expected results: 1.Improved knowledge and skills of teachers from schools in the country for application of programs and content in the area of cyber security in schools by creating a network of teacher trainers and peer educators, 2.Reduction of the presence of cyber bullying among young



people and improvement of the existing curricula at all levels of education (primary and secondary) in order for them to respond to the latest challenges of the digital age, 3. Prepared one-year program for working with students on cyber security, submitted to each of the 5 schools for its further integration into the annual program 4. Strengthening the skills of 500 students for safe use of the Internet through peer education, 5. Improved cooperation and transfer of knowledge between educational institutions for creating policies in the field of cyber security and 6. Creation of education mobile application for Android containing cyber security education resources, designed for teachers and students

RAISING AWARENESS AGAINST DOMESTIC VIOLENCE

The goal is to exchange good practices for the development of new methods that will increase cooperation between institutions, decision-makers and civil society organizations, thus expanding the role of civil society in dealing with gender and family violence and preventing femicide as the most serious form of violence.

Energy poverty on the agenda

The activities emphasize the urgent importance of putting energy poverty on the agenda and for this purpose, in direct cooperation with energy poor people, a specific tool (toolkit) will be developed for decision makers with specific recommendations for reducing energy poverty in North Macedonia. This strengthens the role of Analytica not only in the decarbonization process, but also in creating a social just transition. The project aims to strengthen civil society for participation in decision-making in the area of energy poverty.

Possible projects in other areas (2023-2025), team proposed to be:

Cooperation with CSOs on Public Finances Management (PFM) including:

- Research for public finances issues
- Trainings with CSOs for public finances education
- Trainings with CSOs for monitoring of transparency of public finances
- Training with CSOs on financial literacy
- Workshops with CSOs regarding aforementioned issues

Cooperation with municipalities on Public Finances Management (PFM), with specific activities on:

- Research on public finances on local level and transparency
- Research on alternative sources of financing of municipalities
- Research on PPP as source of financing of municipalities
- Monitoring local government finances

Public private partnerships on local level – challenges and opportunities

Networking on national level with other CSOs on Public Finances Management (PFM)

Research on transparency of Banks related to clients





Research on alternative ways of financing Small and Medium Enterprises - SMEs (financial companies, business angels, private equity funds)

- Training on SMEs on alternative ways on financing
- Training on SMEs on basic financial literacy

Cooperation with vulnerable group of citizens, including:

- Training on citizens regarding basic financial literacy
- Training on citizens regarding basic public finance issues

Capacity building regarding advanced level of public finances, communication strategy, advocacy and other areas.

II. EU Approximation and Integration Advocacy

BACKGROUND AND OBJECTIVES

In the second thematic area the sub-team, have gave following background and set up the objectives in accordance with the EU IPA II programing cycle. The integration in to the EU is a transformational source for North Macedonia and the wider region of South east Europe. It is a major issue that shapes there form 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. In this context, Analytica with its activities and research in all programmes from all research fellows will continue to provide full support to the process of European integration of the country. As the mission and vision of the organization are closely connected to the entire form processes and the EU integration itself, this programme will serve as an umbrella that encompasses the other programmes under one goal: North Macedonia and the Western Balkans in the EU. As this will be the major event in the next years with the start of the negotiations in North Macedonia and Albania, Analytica will use the momentum to contribute to the successful transition from negotiation to an EU encompassed region.

THEMATIC RESEARCH AREAS

Proposed by the Analytica sub team for EU Approximation and Integration Advocacy, are following themes and activities:

Transposition of EU legislation

Monitoring the transposition of the EU legislation on national level (not project based)

Reforms from Chapter 14, 15 and 27

Closely following the development and the reform processes in three areas – Transport, Energy and Environment (not project based)

Monitoring of IPA funding in Macedonia



Part of the IPA 2 Mechanism, on monitoring the IPA 2 spending in North Macedonia (one past project, one current project (Transport and energy sector's current standing in the country, how to accelerate the reform process))

Strengthened regional networking - continuous operation of regional projects

One regional network on energy where we work on following EU's 20/20/20 and EU's 2050 policies as well as other EU legislation (SEE SEP, currently working on a new application)

Enhanced local connection - joint projects application with local partners

One project when the IPA 2 Mechanism was established titled Coordinated participation of civil society in the programming of IPA funds (PRAG - programming relevant for active citizens)

III. Energy and Infrastructure

BACKGROUND AND OBJECTIVES

Considering the upcoming EU priorities in country in sector Energy and Infrastructure, EU are pointing out that reduction of industrial pollution and industrial disaster risk, support will focus on the implementation of the Industrial Emissions Directive and the Seveso Directive. In the field of **energy**, EU support will be granted to the implementation of the strategies on energy efficiency and renewable energy.

The EU Delegation assistance, **inclimate action**, will be provided for the transposition and implementation of legislation, especially for the monitoring, reporting and verification of greenhouse gases (GHG) emissions, fluorinated gases, ozone-depleting substances, vehicle efficiency and fuel quality standards, and for carbon capture and storage. Support will also be given to **renewable energy** and low-emission technologies, to disaster risk reduction activities to facilitate the country's integration to the Union Civil Protection Mechanism, to implementing measures for sustainable use of natural resources, to climate and disaster resilience of investments, to industry compliance with environmental standards, and to the greening of the industry, including monitoring of environmental and health risk factors.

As next priority in infrastructure, EU is considering the establishment of an integrated transport system will boost economic growth and increase the competitiveness of companies through improving the mobility of people, goods and services, which creates added value and productivity gains, and expands economies of scale and scope. Efficient transport connections promote also social inclusion by connecting distant and disadvantaged communities and by offering a cheaper and more accessible transport network for the citizens. The transport sector in the country contributes by 3.5% to the GDP, which is lower than the EU average level (around 5%).¹ Hence, the optimisation of the transport system and network in the country has an important potential in terms of wealth creation.

¹https://europa.eu/european-union/topics/transport_en



The improvement of the railway infrastructure should furthermore contribute to a reduction in CO₂ emissions. Other types of efficient and sustainable transport which minimize emissions and consumption of resources and **energy** need also to be promoted through respective economic instruments. This approach can balance the negative consequence of transport on environment, particularly in the context of Paris agreement of December 2015.

With regard to the **legal and institutional environment**, some success has been achieved in attracting foreign direct investment; noticeable improvements have been made in the regulatory environment for starting and operating businesses. Some progress has been made on free movement of goods, labour, services and capital. Yet, key challenges remain, notably as regards registration of properties, *access to energy and infrastructure*, contract enforcement and protection of property rights, etc. The bankruptcy procedure needs to be improved.

SMEs also need to develop the necessary capacities to cope with market pressures from the EU and the region, including by stimulating innovation through take-up of information and communication technologies. Support for company expansion should be reinforced. Subsidised advisory services supported both financially and professionally, should become the main form of government support for SMEs. The voucher system of subsidised counselling services should be reinforced financially with extended areas of intervention (*innovative voucher, creative industry voucher, green voucher, energy efficiency voucher*).

THEMATIC RESEARCH AREAS

Analytica sub team is proposing for EU Approximation and Integration Advocacy, are following themes and activities:

Decarbonisation of the energy sector in North Macedonia

One of the goals is the promote through research and advocacy the decarbonisation of North Macedonia

Fighting Energy Poverty

Research done on this topic as well as several projects

Advocacy to the authorities to work on this issue and adopt a definition of the term

Sustainable green transport

Several project (***SEE SEP***, Transport and energy sector's current standing in the country, how to accelerate the reform process, dealing with research and advocacy on promoting green urban transport as well as following the transposition of the acquit in this area)

Monitoring of public finances in transport and energy, transparency and accountability in the operation

Working on research on transparency, corruption, accountability of the institutions in the energy sector as well as promoting good practices

Possibility to provide consulting services to municipalities particularly for measures for green transport





Needs to be developed whether through joint projects or as independent experts

Connecting with foreign consulting companies that are applying for tenders in North Macedonia within areas of energy and transport

Been part of several tender procedures but with no success will keep being open to these kinds of cooperation

Cross-program connectivity e.g. finances, tenders, etc... In transport and energy

Working together with the Public Policy Program on projects and research concerning public finances and transparency in spending tax payers' money on transport and energy infrastructure

IV. Foreign and Security Policy

BACKGROUND AND OBJECTIVES

From today's point of view it is undobtfull that **integration towards the European Union** will remain to represent Macedonia's main pillar of both its Foreign Policy and the Security Sector policies. It is agreed that Analytica's Foreign and Security Policy Programme in the forthcoming period aims to address the challenges the country currently deals with this theme as well as those that can be predictable from today's point of view.

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.

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.

Analytica in the following 3 year period will **remain on the same course** and will continue to promote good governance and democratic institutions that are transparent and accountable to the citizens. The program will be focused on providing independent analysis of the current policies and presenting various policy options for the relevant stakeholders and recommendations for improvement of the solutions, aiming to encourage public debate on important issues and better quality of the decisions made by the policy makers. The reforms in the security sectors actors will be main area of focus. Depending on the country's progress in its Euro-atlantic integrations the alignment with the EU acquis in the area of Judiciary and fundamental rights (Chapter 23) as well as Justice, Freedom and Security (Chapter 24) would be of importance.

THEMATIC RESEARCH AREAS

In the area of **Police Reform**, Analytica team will continue with following activities:

*Assess the possibility for establishing a **Cooperation with local municipalities on policing issues** especially in the segment of community policing.*





Data / Transparency. Continuation with the implementation of the project Transparent and efficient state regulatory and oversight bodies funded by the UK Embassy in Skopje. The main purpose of this project is enhanced public scrutiny through monitoring and publicizing the work of these two bodies in order to contribute to improvement of their performance, effectiveness, transparency and accountability.

Cyber. Assess the possibility for implementing projects in the area of cyber-defence and cyber security.

Development of culture of peace and prevention of violence in the educational system of north Macedonia

Intelligence Governance. Continuation with the excellent work Analytica has been doing in the last several years in the area of intelligence governance. More precisely these are the areas where the researchers should focus in finding research opportunities:

- Oversight and Control of the intelligence sector
- Capacity building – partnership with Government
- Support the work of the Parliament and the Parliamentary Oversight Committees
- Use of Special investigative measures

Security Sector Reform. If North Macedonia's EU accession process gets back on track there will be an opportunity for applying for funding and working on Chapters 23 and 24 which are directly related to the Security Sector Reform.

Foreign Policy. Analytica with the project on Confidence Building Measures between North Macedonia and Greece and in partnership with ELIAMEP from Athens restarted Analytica's activities within the Foreign Affairs segment.

Bilateral Security Cooperation with Kosovo. Assess the possibility for cooperation with think tanks from Kosovo on security cooperation between the two countries. This area should be further investigated.

Bilateral Security Cooperation with Bulgaria. Assess the possibility for cooperation with think tanks from Bulgaria on security cooperation between the two countries. This area should be further investigated.

Defence (NATO). North Macedonia as a NATO member will pose more arrear for working on projects related to impact on the country of the NATO accession.

One of the **opportunity** areas that the team can work on is international **Peace** operations. This is something that Analytica has an experience working in and capacities to continue working on.

HORIZONTAL PROGRAMMES AND CROSS-CUTTING THEMES



The overall objective of Analytica programmes in the coming two years (January 2024-December 2023) 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 programmes 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 North Macedonia and the wider region. In this context, Analytica's programme for the period 2023-2025 will continue to concentrate on three levels: vertical, horizontal, and cross cutting.

The sub-team for Public policy analysis and administration programme is currently consisted of 2 researchers who are well established in the related theme. Given the above scope of work that the team is proposing to be implemented in the upcoming 2 years period, it is clear that additional resources will be needed; therefore it is team recommendation to **expand the Team until 2025** with additional 3 new research positions. Additionally, the team is proposing in the next four years period to expand the sub-team of Energy Programme and Foreign policy and security programme with 2 researchers.

Cooperation with reputable scholars from North Macedonia. Preferably having a PhD background which would allow Analytica access to other grant schemes such as Horizon2020.

Accountability – internal and external control and working in the segment of enhancing internal and external oversight and control.

Continuous internship programme. Considering as one of the cross cutting issue for the entire Analytica team, it is highly recommended to continuously develop this program.

V. Migrations

The fifth theme of Analytica programme currently is not active but as the team agreed the theme is in donor and international organizations' focus. Therefore it was decided that this theme is not going to be closed but rather left on hold until some new ideas could rise with cross- sectorial engagement. Taking into account the recent migrant crisis and Analytica's experience in the segment of security sector provides the basis for Analytica's involvement in this area. There has been even a sporadic attempt to address this issue by producing several commentaries and op-eds on this topic.

Strengthening professional capacities of the Analytica's researchers

To strengthening professional capacities of the researchers is one of the primary activities in HRM. The team that is mainly working on research themes need continuously to acquire the knowledge and technical capacities to sustain the pace in the research area. In our experience, if it is needed to build sustainable capacity, it is important to define and set up capacity building practices & procedures and develop formal & informal training methods that meet the specific needs and organizational culture of the Analytica staff. It is important, therefore, that **the Analytica team**



supports the creation of a stable and professional working environment for the staff and establishes a **learning environment** into which new staff can be inducted easily and efficiently.

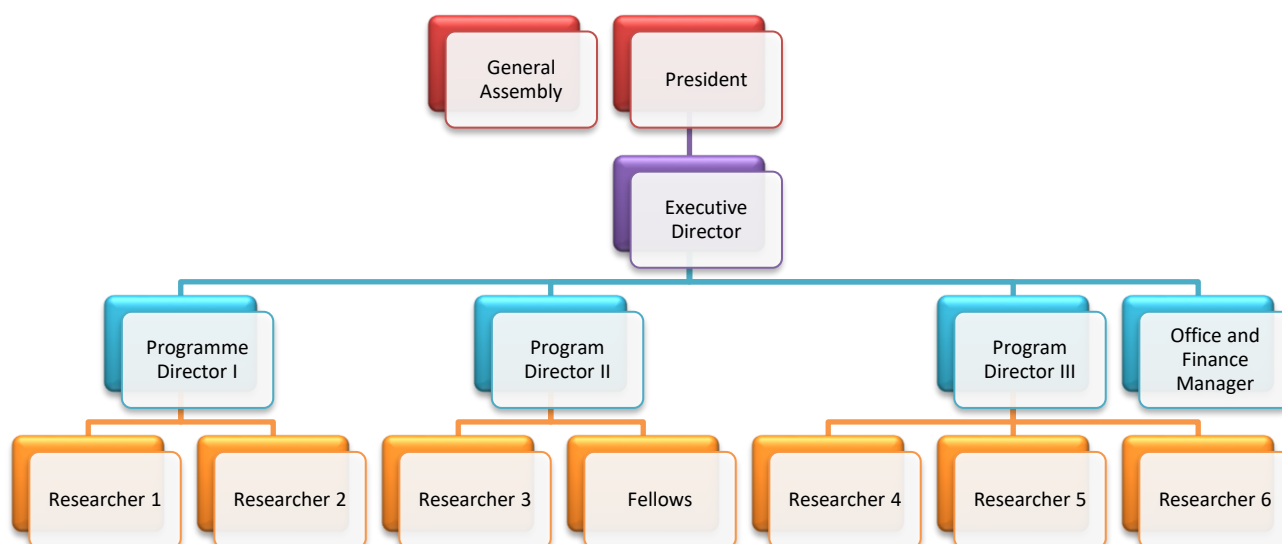
Trainings are the main tools for effective capacity building.

The training events mainly aim to upgrade the existing knowledge and skills of the participants. Here also will be considered conferences other public events organized by local or international donor or organizations. In the same direction, networking could be considered as one additional tool for capacity building process.



1. Organizational structure and junior, senior and adjunct fellows' positions

Proposed organizational structure:



However, depending on the specific HR needs the presented organizational structure, may be modified or changed.

4. GrowthPlan (GP) Options

In the below section is given some main points of the research study for NGOs growth and strategies developed by Eveline van Mil. These points are aimed to be guidance for development of Analytica Growth plan in the upcoming period.

The function of Non-Governmental Organisations is first and foremost to organise society and to create 'club goods'. Next to that, they operate at two interfaces:

(a) Between the state and civil society and

(b) Between the market and civil society.



The first interface is the most traditional. Again talking about NGOs roles and their dependency from state or companies we can follow the research study on NGO strategies conducted by Eveline van Mil. In the same study, Van Mil will point out that as NGOs operate more independently, their campaigns become less predictable for state/companies. Such campaigns are also almost always geared towards protest, debate and polarisation. In such campaigns, NGOs chiefly adopt a single-issue approach and focus almost exclusively on exposing the problems. If NGOs are more solution and product oriented (as suggested one of Analytica's core values), they will seek to operate as state/companies representative or endeavour to carry out a joint project with state/companies, there is a great likelihood that they will focus on relatively simple (single) issues. It is only when NGOs seek a 'mutually' dependent relation with state/companies that it is possible to carry out a more multi-dimensional approach in practice, by means of which problems and solutions can be linked with each other.

The mentioned study point out that one fifth of the NGOs assumes just a single role. More than 40% assume more than two roles. In particular organisations with a large number of members and a long history – show a propensity towards adopting more than four roles. This illustrates that these organisations have become increasingly more 'service oriented' towards their members, which sometimes brings them directly in competition with market parties That operates on a for-profit basis.

Among the roles assumed, the centre of gravity clearly lies with the more protest oriented Roles. The partnership NGO, however, is on the rise. The relative importance of non-governmental organisational form is more difficult to establish due to the illicit nature of these groups' activities. These campaigns, however, have increased in significance – specifically in the form of terrorist attacks, but less so in the form of animal liberation actions.

The strategy shows that NGOs adopt five generic strategies towards state/ corporations:

- 1. A bargaining strategy (complementary strategy of action and conversation- 48%)*
- 2. A dialectic 'push-pull' strategy (expressing criticism, while at the same time Trying to put realistic alternatives into the market – 16%)*
- 3. Direct cooperation with companies (bundling means, competencies, strengths and Experience – 20%)*
- 4. Bridging (brokering sometimes in combination with the supervisory role - 9%)*
- 5. Diversification (adopting a large number of roles to be flexible and effective in Dealing with very complex relations – 7 %)*

It is clear that an active bargaining strategy prevails. In particular Nature, consumer interest groups and labour rights groups have embraced this strategy. All these groups have extensive experience in these areas and often constitute part of the institutionalised bargaining setting in particular countries.

Future strategies for NGOs

In the same research project are asked the respondents to reveal their future strategies. Only marginal shifts in their chosen role vis-à-vis state/companies can be expected from NGOs. Almost half of all the NGOs anticipate that their role will not change at all, although they do anticipate that the intensity of their interaction with companies will increase. The importance of two roles is expected to increase slightly: partnerships and strategic stakeholder dialogues. NGOs are particularly interested in operational partnerships with firms. This illustrates their increasingly pragmatic orientation. The number of NGOs that considers (strategic) stakeholder dialogue an important tool of future interaction with firms increases slightly from one in eight to one in six.



Labour rights NGOs and environmental NGOs in particular are pursuing stakeholder dialogue. But the majority of NGOs do not yet want to focus on a dialogue that involves relative interdependency.

5. Communication, Marketing and Promotion Strategy (CMPS) of the Analytica's results

A Communications, Marketing and Promotion Strategy (CMPS) will guide the external and internal communications efforts of the organization. It helps Analytica strategically focus its communication and outreach efforts around a certain set of goals – usually the vision, mission and objectives of the organization. A CMPS strategy is necessary to help Analytica effectively promote its work in the public and donors' eyes. CMPS as a document should be a resource whenever a staff member wishes to seek guidance on how to communicate about Analytica. This is a strategy that should be regularly reviewed and updated based on organizational priorities, staff capacity, and program development.

CMPS strategy is suggesting that the promotion could be done in a number of ways. First, a communications plan assists the organization in tailoring its message towards specific audiences, and determining which outreach and marketing materials and mediums are best used to communicate with target groups. A CMPS also coordinates the creation and implementation of those materials. Finally, every good CMPS contains an evaluation rubric – a matrix used to assess what is working and what is not so you are constantly improving your communications efforts.

While a CMPS strategy can and should be written for an entire organization, Analytica can also develop communications plans for new projects, events, or anything else that relies on communicating with external stakeholders and audiences.

Analytica-wide communications strategy will also mean there is consistency in the way how a staff member communicates about their organization. Rather than the President and/or Project Manager referring to programs in different ways, a communications plan will help sync those messages so you do not confuse their audience. While a communications strategy is an essential part of any organization no matter its size, Analytica **must have a person** to lead this process in the long-run.

The communications strategy goals will:

- ✓ ***help Analytica achieve overall organizational objectives***
- ✓ ***engage effectively with stakeholders***
- ✓ ***demonstrate the success of Analytica work***
- ✓ ***Ensure people understand what Analytica do change behavior and perceptions where necessary.***



Who will be target audience for Analytica?

In order to communicate effectively, target audiences should be clearly identified in a manual. Audiences will include opinion formers and influential figures, as well as those beyond government and media who have a stake in the action, or are affected by it. In order to maximize the impact of communication strategy of Analytica:

- ✓ Activities need to be timely
- ✓ Information used must be accurate
- ✓ Activities should be coordinated closely with the stakeholders
- ✓ The right audience(s) should be targeted
- ✓ Messages should interest the target audience(s)
- ✓ Activities should be appropriate in terms of resources spent, timing and expected impact

What are the means for communication?

Communication tools suggested (media, advertising, events, social networks, etc.) might include:

- ✓ Press releases
- ✓ Press conferences
- ✓ Press visits
- ✓ Leaflets, brochures and newsletters
- ✓ Web sites
- ✓ Display panels
- ✓ Honoring plaques
- ✓ Banners
- ✓ Vehicles, supplies and equipment
- ✓ Promotional items
- ✓ Photographs
- ✓ Audiovisual productions
- ✓ Public events and visits
- ✓ Information campaigns



Thomas S. Coleman:
*Risk management is
 the art of using lessons
 from the past to
 mitigate misfortune
 and exploit future
 opportunities.*



6. Risk Management System

Risk management is the process of identifying, evaluating and controlling risks. The aim is not to eliminate all risks entirely (this would be very difficult and not cost effective), but rather to reduce the risk to a level that the charity is comfortable with (the risk appetite).

The risk management is for all those in not-for-profit organisations who are responsible for risk management – executive directors, managers, senior staff, and any other relevant officers. It provides a step-by-step approach to help you identify, assess, monitor and manage risk in your organisation.

Risk management aims firstly to anticipate risks. Then, in the case of negative risks, it aims to prevent them from eventuating or to minimize their impact if they do. In the case of positive risks, it aims to capitalise on opportunities that present themselves. This document is mainly concerned with managing negative risks. Because responding to risk is intended to help the organisation



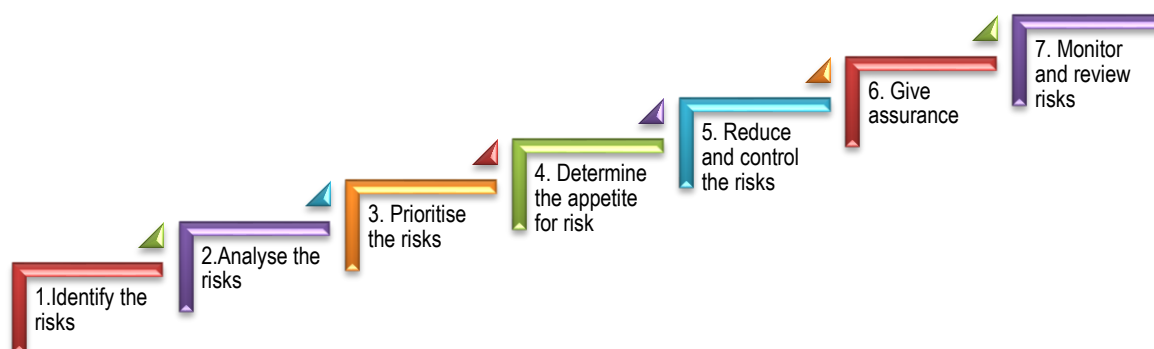
achieve its objectives, **risk management must be integral to strategic planning**, decision-making, and resource allocation. A risk management system encompasses many elements: a risk management policy, a risk management framework, and various risk management tools and processes.

There are risks specific to each and every project. What this means is that everyone in an organisation bears some responsibility for managing risk.

Potential risks that team of Analytica identified on the two-day' workshop are:

1. *Instable political situation in North Macedonia*
2. *The relationship of government to the NGO*
3. *The labelling of the NGO sector in the country*
4. *Possibility of 'brain drain' from the organization*
5. *Sustainability of the organization depends on the project financing.*

These seven steps are a tried-and-tested risk management process in Analytica. It's best to work through them with a group of people, including trustees and staff who understand the organization well.



It is recommended to establish Analytica's Risk Management Committee (or Board if the organisation does not have an Audit and Risk Committee) will oversee the Risk Management Policy and the organisation's exposure to risk. Oversight of the effectiveness of our risk management processes and activities will provide assurance to the Board and stakeholders and will support our commitment to continuous organisational improvement.

Analytica will monitor risks and treatment actions on an ongoing basis. Performance of the risk management system and outstanding risk treatment actions will be reported to the Risk Management Committee on a regular basis. Formal reviews of both the risk management system and the Risk Register will take place on an annual basis and the Board will assess the effectiveness of the Risk Management Policy annually.

Analytica will communicate and consult with its stakeholders (internal and external) on its approach to risk management.



Management Board

Association for policy research Analytica

President

Tamara Mijovic Spasova