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FINANCIAL REPORT 2025

WHO ARE WE

Mission and vision

For two decades, Analytica Think Tank has been at the forefront of evidence-based policymaking in North Macedonia. Founded in 2005 as an independent civil society initiative, Analytica has grown into a respected and influential policy research organization, contributing to key national and regional debates and shaping reforms in areas of public interest.

Throughout its 20-year journey, Analytica has remained committed to one core principle: that sustainable and effective policies must be grounded in credible evidence, informed dialogue, and inclusive participation. By combining rigorous research with practical policy engagement, the organization has continuously worked to address complex societal challenges and support decision-making processes that improve people's lives.

Analytica's work spans a wide range of policy areas—including public finance, tobacco control and public health, energy, youth engagement, digital security, and multiculturalism—reflecting its multidisciplinary approach and responsiveness to emerging issues. Its research has contributed to strengthening public debate, informing institutional reforms, and raising awareness on critical topics at both national and regional levels.

At the heart of Analytica's mission is the commitment to foster cooperation between institutions, civil society, and citizens. The organization serves as a platform for dialogue, bringing together policymakers, experts, and communities to co-create solutions that are both practical and impactful. Through capacity building, advocacy, and knowledge sharing, Analytica empowers stakeholders—particularly young people—to actively participate in shaping a more transparent, accountable, and inclusive society.

Operating within a strong European perspective, Analytica supports reform processes, regional cooperation, and alignment with EU standards, while promoting democratic values and good governance across South Eastern Europe. Its work contributes to building resilient institutions and advancing a shared vision of a region characterized by opportunity, prosperity, and active civic engagement.

As it marks 20 years of impact, Analytica reaffirms its commitment to independence, integrity, and excellence. In a time of evolving challenges and increasing complexity, the organization continues to bridge research and policy—delivering knowledge that informs decisions, drives reform, and creates lasting change.

Team

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Research Programmes

Public Policy Analysis and Administration Programme

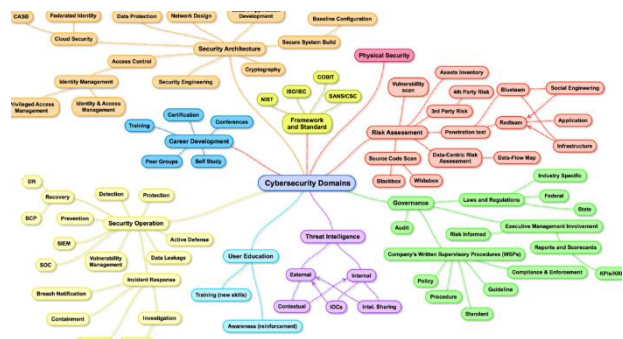


It produces analyses and reports that enhance policy and administrative capacities by providing effective solutions to policy issues and challenges in the area of public administration reform. Building up based on previous research in related areas (decentralization and EU integration) and prompted by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

policy-making processes and public administration.

Foreign and Security Policy Programme

Encompasses the activities of Analytica which deal with contemporary security issues from a traditional and non-traditional standpoint and looks into the issue of governance as an emerging phenomenon in the relationship between governing institutions and citizens. Building on the extensive work of the Analytica community on this issue, the security and foreign policy programme attempts to bridge differences between the concepts of security and governance and to examine the contemporary security and political challenges from the aspects of both concepts. The aim is to develop more effective, empirical, field-based strategies for major security and governance programmes.



EU Approximation and Integration Advocacy Programme



Integration into EU structures is a transformational source for North Macedonia and in the wider context of Southeast Europe as well as it is a major issue that shapes the reform agenda in the Western Balkan countries. The process of EU approximation entails numerous in-depth reforms of various sectors such as the economy, youth, administration, the judiciary as well as legislative harmonization. Analytica intends to contribute to the overall success of the EU

approximation process by providing necessary tools, recommendations, analyses, and concrete

steps such as active lobbying for integration home and abroad and taking up an active role in promoting European citizenship in the country. New resources can also help the policy-makers, experts, and others who are working on the issue of European integration and the Western Balkans to master new knowledge that can be useful in their work towards the European integration of North Macedonia and other countries of the Western Balkans. Access to relevant information can provide both the EU and the North Macedonian audience with new information and tools which can be applied in everyday life and contribute to an improved image of North Macedonia.

Energy and Infrastructure Programme



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

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

Empowering Youth Programme

This program equips young people with the knowledge, skills, and confidence to tackle critical issues facing their generation. We explore topics like gender equality, cybersecurity, bullying (including cyberbullying), and multiculturalism, fostering a generation of inclusive and responsible leaders. Through workshops, discussions, and engaging activities, participants will develop: Critical thinking skills to analyze complex issues; Problem-solving abilities to find innovative solutions; Communication and collaboration skills to work effectively with others;



Digital literacy to navigate the online world safely and responsibly; An understanding of diversity and inclusion to build a more just and equitable society. This program empowers young people to become active participants in shaping their future and creating positive change in their communities.

WHAT WE DO

POLICY DOCUMENTS PUBLISHED IN 2025

CIGARETTE AFFORDABILITY IN NORTH MACEDONIA ECONOMICS FOR HEALTH WORKING PAPER SERIES

**Cigarette Affordability in North Macedonia***Economics for Health Working Paper Series*

Authors: Tamara Mijovic Spasova¹, Bojana Mijovic Hristovska¹,
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Paper No. 26/2/1

February 2026

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The working paper examines trends in cigarette affordability using retail price data and household survey data. The authors consider minutes of labor required to purchase a pack of cigarettes, relative income price (RIP), and the ratio of income growth to cigarette price growth to assess affordability. From 2014 to 2023, the minutes of work required to purchase a cigarette pack increased from 26.8 to 37.5. The findings

suggest that cigarettes still remain highly affordable with real income growth outpacing price increases. In 2021, in particular, GDP per capita and wages grew substantially faster than cigarette prices, despite excise adjustments. On the other hand, a 10% reduction in affordability would decrease consumption by 7.9%, 5.9%, and 6.4% in low-, middle-, and high-income groups, respectively. Analyzing the macro level data similarly finds a long-run affordability elasticity of -0.62. The working paper concludes with recommendations for policy makers to implement substantial and regular cigarette tax increases to effectively reduce affordability and consumption.

PROTECTION OF WATER AND BIODIVERSITY – ANALYSIS AND RECOMMENDATIONS FOR THE SUSTAINABLE DEVELOPMENT OF THE TRESKA RIVER

Treska River, one of our most significant natural assets, faces serious environmental challenges. This study reveals significant bacteriological pollution, inadequate wastewater management, and an urgent need for measures to protect biodiversity. Key Findings: high bacteriological pollution – a health risk for the local population, essential modernization of the wastewater treatment infrastructure, need for enhanced monitoring of water resources and importance of public awareness and activism for ecosystem preservation. The study offers concrete recommendations for improving water quality and the sustainable management of natural resources. Its results will be of immense benefit to both institutions and the general public. Only through cooperation between institutions and citizens can we preserve the Treska River for future generations.

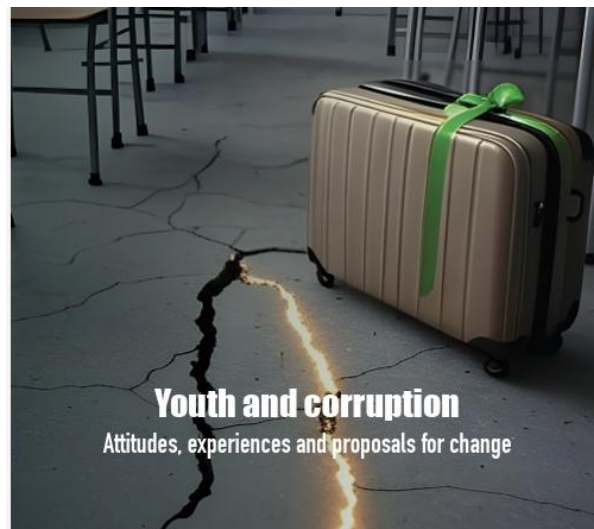
PROTECTION OF WATER AND BIODIVERSITY

ANALYSIS AND RECOMMENDATIONS FOR SUSTAINABLE DEVELOPMENT OF THE TRESKA RIVER

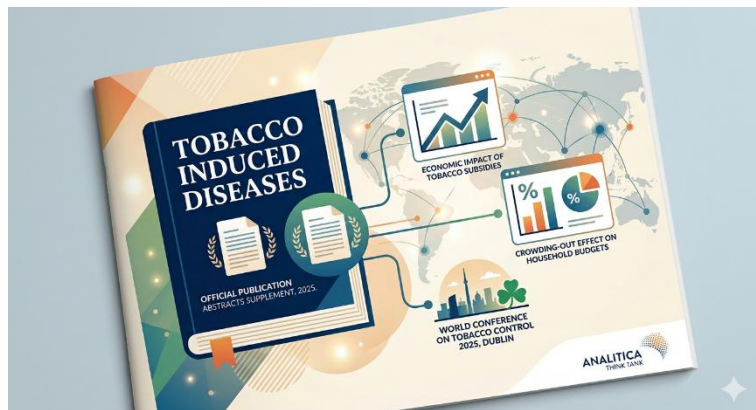


YOUTH AND CORRUPTION ATTITUDES, EXPERIENCES AND PROPOSALS FOR CHANGE RESEARCH REPORT BASED ON A SURVEY OF HIGH SCHOOL AND UNIVERSITY STUDENTS

This report presents the perceptions, experiences and attitudes of young people in North Macedonia regarding corruption. The research was conducted with 629 young people (ages 16–26) from Skopje, Strumica and Gostivar, through an online survey, focus groups and interviews. The main goal was to determine how young people recognize corruption, whether they are ready to oppose it and what mechanisms would facilitate their engagement.



TWO PAPER ABSTRACTS PUBLISHED IN RENOWNED JOURNAL TOBACCO INDUCED DISEASES



Our two papers presented at the World Conference on Tobacco Control 2025 in Dublin have now been published in a special issue of the renowned journal Tobacco Induced Diseases (IF: 2.8, Scopus CiteScore: 5.3). The research focuses on: The economic impact of tobacco subsidies in Macedonia and The crowding-out effect of smoking on household

budgets. The full issue is available here: <https://www.tobaccoinduceddiseases.org/Issue-1-2025,15741>

POLICY BRIEFS PUBLISHED IN 2025

CIGARETTE AFFORDABILITY IN NORTH MACEDONIA (POLICY BRIEF)



POLICY BRIEF

Cigarette Affordability in North Macedonia

This Policy Brief was written by Analytica in North Macedonia. The policy brief examines trends in cigarette affordability using retail price data and household survey data. The

authors consider minutes of labor required to purchase a pack of cigarettes, relative income price (RIP), and the ratio of income growth to cigarette price growth to assess affordability. From 2014 to 2023, the minutes of work required to purchase a cigarette pack increased from 26.8 to 37.5. The findings suggest that cigarettes still remain highly affordable with real income growth outpacing price increases. In 2021, in particular, GDP per capita and wages grew substantially faster than cigarette prices, despite excise adjustments. On the other hand, a 10% reduction in affordability would decrease consumption by 7.9%, 5.9%, and 6.4% in low-, middle-, and high-income groups, respectively. Analyzing the macro level data similarly finds a long-run affordability elasticity of -0.62. The policy brief concludes with recommendations for policy makers to implement substantial and regular cigarette tax increases to effectively reduce affordability and consumption.

ENHANCING PUBLIC HEALTH AND FISCAL STABILITY IN NORTH MACEDONIA THROUGH TOBACCO TAXATION (EVIDENCE-BASED MODELING, 2025–2030)

The policy brief simulates the effect of raising cigarette taxes annually from 2025 to 2030 on tax revenue collection and public health outcomes.

Specifically, the researchers consider the impact of an annual 6% tax increase based on the current excise calendar, as well as larger 12% annual increase. The researchers consider these tax changes in the context of real wage growth and inflation in the



Enhancing Public Health and Fiscal Stability in North Macedonia through Tobacco Taxation (Evidence-Based Modeling, 2025-2030)

country, which translates to an average purchasing power growth of 11% to 13% annually. The findings show that both scenarios raise additional tax revenue, although these gains are larger under the 12% tax increase scenario, between 8.68% and 8.89%, compared to around 6%, annually. The alternate, 12% tax increase scenario would also positively impact public health, reducing consumption from 180.6 million packs in 2025 to 163.8 million by 2030 and reducing smoking prevalence from 48.4% to 46.7%. As a result, the simulation finds that premature smoking-related deaths would decline annually with 1,361 deaths averted in 2026 and around 1,500 in 2030. Youth would also benefit from this larger tax increase, with a decreased youth smoking prevalence that would result in 576 to 624 lives saved each year. The policy brief concludes with recommendations for policy makers to implement larger, sustained tax increases that outpace income growth and inflation to reduce consumption and raise tax revenue.

INFOGRAPHICS PUBLISHED IN 2025

INFOGRAPHIC: "Smoking crowds out expenditures on food and healthcare"



Health Economics Households with low income, due to increased tobacco expenses, reduce spending on food, health, and housing Tobacco consumption accounts for approximately 10.3% to 13.2% of household budgets

INFOGRAPHIC: "Smoking costs jeopardize the living standards of low-income households"

Increased tobacco consumption means fewer resources for basic necessities such as food, healthcare, and housing. Vulnerable groups are the most affected, with tobacco expenditures reaching up to 9% of their monthly budget.

This phenomenon, known as the "crowding-out effect," poses a serious challenge to public finance and public health. Policies that provide for increased excise taxes on tobacco products can significantly contribute to protecting family budgets and improving living standards.



INFOGRAPHIC: What Does Corruption Represent for Young People?



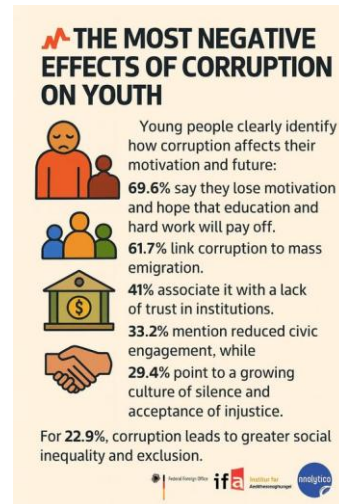
The majority of young people recognize corruption as a combination of bribery, abuse of power, and nepotism. More than 50% of respondents identified all of the above as what corruption means to them. It is time for young people to raise their voices and take action in the fight against corruption!

This infographic is based on survey data from the project: “Young People in North Macedonia: A Crucial Link in Building a Society Free of Corruption.

INFOGRAPHIC: The Most Negative Effects of Corruption on Youth

Young people clearly identify how corruption affects their motivation and future:

- 69.6% say they lose motivation and hope that education and hard work will pay off.
- 61.7% link corruption to mass emigration.
- 41% associate it with a lack of trust in institutions.
- 33.2% mention reduced civic engagement.
- 29.4% point to a culture of silence and acceptance of injustice.
- For 22.9%, corruption leads to greater social inequality and exclusion.



INFOGRAPHIC: Young People Are Ready to Act! 🌟



Young People Are Ready to Act!

- ✓ 51% say they would join actions like activism, volunteering, campaigns, and education.
- 🤔 36.4% are unsure but show potential if given the right support and information.
- ✗ Only 12.1% say they wouldn't participate at all.

The survey results show that youth engagement is possible—if institutions create safe and motivating spaces for action!

INFOGRAPHIC: CORRUPTION: A SYSTEMIC PROBLEM, NOT AN INDIVIDUAL FAILURE

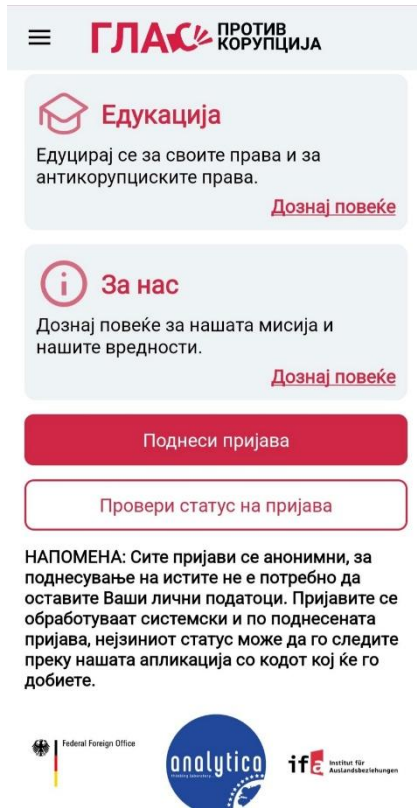


Analytica conducted a research involving 300 young people. The research revealed a concerning picture: They perceive corruption as a systemic problem, rather than an individual failure. Institutional partisanship and impunity are the most common factors undermining trust.

- 29.3% of youth have zero trust in any institution — reflecting a complete lack of confidence in the system.
- Regarding the most corrupt sectors, young people highlight:
 - The Judiciary
 - Healthcare
 - The Government
- Despite this, there are positive signals: 54.6% of young people are ready to actively engage in the fight against corruption, showing immense potential for positive change.
- Everyday Reality:
 - 45.7% have encountered corruption through close associates.
 - 18.4% have personally experienced corruption, most often during employment processes.

This data clearly demonstrates the need for an independent judiciary, better education, and systemic reforms — exactly what the youth are demanding.

New mobile application is available - The "Voice against Corruption"



The mobile application "**Voice against Corruption**" (**Глас против корупција**) is fully finalized and now available for download on both **Google Play** and the **Apple App Store**! This application enables fast, anonymous, and simple reporting of corruption cases, providing citizens with a powerful tool to contribute to a more accountable and transparent society.

Key Features of the App:

- Complete Anonymity – Report corruption cases anonymously.
- Direct Submission – Reports are sent directly to administrators for processing.
- User-Friendly Interface – Clear categories and simple navigation.
- Full Privacy Protection – Your data and identity are strictly protected.
- The App can be downloaded on the following links:
- Google Play (Android): [Link]
- Apple App Store (iOS):

<https://apps.apple.com/mk/app/глас-против-корупција/id6756284353>

The application was developed within the project "Youth in North Macedonia: A Key Link in Building a Corruption-Free Society," supported by the zivik Funding Programme of the German Federal Foreign Office, through ifa (Institut für Auslandsbeziehungen), in partnership with the Organization of Women from Strumica (OWS) and IGI Gostivar.

PROJECTS

ACCELERATING PROGRESS ON EFFECTIVE TOBACCO TAX POLICIES IN LOW- AND MIDDLE-INCOME COUNTRIES



Analytica Think Tank, in partnership with Development Solutions Associates (Albania), University of Banja Luka (Bosnia and Herzegovina), Center for Political Courage (Kosovo), Institute for Socio-Economic Analyses (Montenegro), and the coordinating Institute for

Economic Sciences (Serbia), continues to implement a regional project supported by Bloomberg Philanthropies and implemented through the University of Illinois Chicago.

The project, titled “Accelerating Progress on Effective Tobacco Tax Policies in Low- and Middle-Income Countries,” aims to strengthen evidence-based policymaking through high-quality research and targeted dissemination activities directed at both policymakers and civil society.

In 2025, Analytica further advanced its research portfolio by focusing on tobacco affordability analysis and tax modeling, providing critical insights into the effectiveness of current excise policies and their impact on consumption, prices, and public revenues. These analytical components contribute to closing key research gaps in the economic and fiscal dimensions of tobacco taxation.

The broader research agenda addresses:

- The costs and benefits of tobacco for government budgets
- Labor market implications of tobacco production
- Illicit trade and tax compliance issues (including tax evasion and avoidance)
- The distributional impact of tobacco taxation and its implications for inequality

Through this project, Analytica actively contributes to:

- Strengthening the capacity of think tanks to support evidence-based tobacco tax policy
- Supporting policymakers through targeted workshops and technical engagement
- Developing and disseminating policy-relevant research outputs to inform national and regional debates

YOUTH ACTIVISM FOR A SUSTAINABLE RIVER: PROTECTION AND PROMOTION OF BIODIVERSITY IN THE TRESKA RIVER

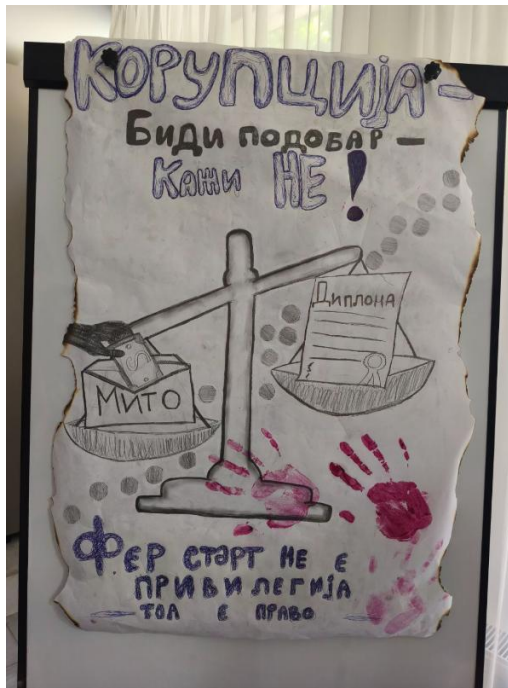


Project Goals: The primary goal is to protect the water and biodiversity of the Treska River while empowering youth and citizens through citizen science. **Key Results:** Threats & Impacts Documented: Identifying and documenting threats from anthropogenic, ecological, and infrastructural sources, Monitoring & Protection Program: Developing a program for river monitoring and protection, to be adopted by the local community and authorities. Youth & NGO Training: Training 15 young people and 5 local NGO representatives in citizen science for river biodiversity preservation. Thematic Quay Development: Creating an informative

and educational space along the Treska River. Field Techniques Training: Training 30 young people in field data collection, sample analysis, and environmental measurement. Fish Stock Increase: Boosting the population of river trout (*Salmo macedonicus*) in the Treska River. Public Awareness: Informing and engaging the local community about the importance of river ecosystem protection.

Why This Matters: North Macedonia is facing an ecological crisis, with severe air pollution, poor waste management, declining water quality, deforestation, and threatened biodiversity. This project aims to make a significant impact on the preservation of our natural resources, especially focusing on the Treska River and the beautiful Matka Canyon. By developing monitoring programs, training youth and NGOs, enhancing the river quay, increasing fish populations, and raising public awareness, we aim to improve the condition of the Treska River and promote sustainable development and nature protection. The project is supported by the Embassy of Canada to Serbia, North Macedonia and Montenegro.

EMPOWERING YOUNG PEOPLE IN NORTH MACEDONIA: A CRUCIAL LINK IN BUILDING A SOCIETY FREE OF CORRUPTION



In 2025, Analytica Think Tank initiated the implementation of the project “Empowering Young People in North Macedonia: A Crucial Link in Building a Society Free of Corruption,” supported by the ZIVIK Funding Programme through funds provided by the German Federal Foreign Office.

The project is designed to strengthen the role of young people as active agents of change in the fight against corruption. Through a combination of research, capacity-building workshops, public debates, and youth-driven initiatives, the project promotes awareness, critical thinking, and civic engagement among young people across the country.

By creating inclusive platforms for dialogue and participation, the project seeks to amplify youth voices, enhance their capacities to recognize and respond to corruption, and encourage their active involvement in shaping a more accountable, transparent, and equitable society.

Special emphasis is placed on fostering trust in institutions, addressing real-life corruption challenges faced by young people, and equipping them with practical tools to engage in anti-corruption efforts at both local and national levels.

By creating inclusive



NEXT GENERATION AGAINST CORRUPTION: A YOUTH-LED RESPONSE



Supported by the Embassy of Canada for Serbia, North Macedonia, and Montenegro

The project *“Next Generation against Corruption: A Youth-Led Response”* aims to strengthen youth and civil society engagement in combating corruption through innovative approaches and digital tools that enhance the effectiveness and sustainability of anti-corruption efforts. In North Macedonia, young people are frequently exposed to corruption in everyday life—from education to employment—yet

they often lack the knowledge, confidence, and practical mechanisms to recognize, report, and respond to such practices. At the same time, local civil society organizations face capacity constraints in effectively engaging and supporting youth as active contributors to anti-corruption processes.

Against this backdrop, Analytica Think Tank implements a comprehensive set of activities designed to empower both youth and civil society actors.

Key interventions include:

- Equipping young people with practical tools to detect, prevent, and respond to corruption, while increasing their understanding of the work of the State Commission for the Prevention of Corruption (SCPC)
- Strengthening the capacities of local CSOs to design and implement youth-focused anti-corruption initiatives
- Encouraging youth to develop responsible, ethical, and creative responses to corruption through innovative and non-traditional approaches



Main activities:



- National youth perception survey on corruption
- Development of a policy document with evidence-based recommendations
- Training of 20 youth anti-corruption agents
- Organization of youth forums and public debates in Skopje, Strumica, and Gostivar
- Social media campaign “*Young people are not a link in the chain of corruption!*”
- Implementation of local guerrilla actions
- Final conference to present results and recommendations

Expected results:

- Increased awareness, knowledge, and engagement of young people in anti-corruption efforts
- Publication and dissemination of key findings and policy recommendations
- Development of an educational mobile application for reporting corruption
- Strengthened capacities of civil society organizations for sustainable, youth-driven anti-corruption initiatives

EVENTS AND TEAM DEVELOPMENT ACTIVITIES

ORGANIZED EVENTS

Successful Event on the Protection of the Treska River



Analytica Think Tank organized a multi-stakeholder event bringing together institutional representatives, experts, and civil society to address the future of the Treska River and present key findings from a scientific assessment of water quality.

Key findings:

- Physico-chemical analyses classify the water between Class II and III, indicating limited suitability for recreation and irrigation, subject

to proper treatment

- Bacteriological analyses reveal serious contamination (Class IV) due to high levels of *Escherichia coli* and coliform bacteria
- Main pollution sources include untreated wastewater, industrial and agricultural activities, and inadequate waste management

Key recommendations:

- Construction and modernization of wastewater treatment facilities
- Improved management of municipal and industrial waste
- Stronger enforcement and penalties for illegal waste disposal
- Enhanced water monitoring and data transparency
- Increased public awareness and education, particularly among youth



The event featured high-level participation from government institutions, academia, and civil society, fostering dialogue on practical solutions and coordinated action. Special thanks to the Embassy of Canada for its continuous support, as well as to partner institutions for their collaboration. Protecting rivers is not only an environmental issue—it is a shared societal responsibility.

Three day Workshop in Mavrovo - Youth against Corruption – Local Action Training



Within the project “Youth as a Key Link in Building a Society Free of Corruption,” supported by the ZIVIK Funding Programme through ifa Institut für Auslandsbeziehungen, Analytica Think Tank, in partnership with IGI and the Women’s Organization Strumica, organized a three-day training in Mavrovo with 20 young participants and CSO representatives. Through interactive sessions, real-life scenarios, and practical exercises, participants developed skills to identify corruption, understand institutional mechanisms, and design local anti-corruption initiatives. The training strengthened youth capacity and

engagement, reinforcing their role as drivers of positive change.

Regional Workshop and Conference in Skopje: Strengthening Cooperation for Tobacco Control – Part I

Analytica organized the workshop "Strengthening Cooperation Between Media, Experts, and Institutions for Better Tobacco Control Policies and Public Health Protection" (October 2, Skopje), with the support of Johns Hopkins University and Bloomberg Philanthropies. The Minister of Education, Prof. Dr. Vesna Janevska, had an opening speech and emphasized that education is the most powerful weapon in this fight, announcing a new curriculum subject, "Learning About My Health," as well as



specialized training for teachers and professional associates. The workshop was attended by regional experts, academia, media, journalists and public institutions.

Part II: Regional Conference - International Perspectives and Female Leadership



The second part of the regional workshop united diplomats and representatives of international organizations. Representatives from the Embassies of Greece, Romania, and Slovenia, alongside UNDP, the World Health Organization (WHO), and the World Bank, shared their national practices, experiences, and specific activities regarding tobacco control. This panel was particularly significant as it was entirely female-led—featuring female diplomats, experts, and international representatives who sent a powerful message on the necessity of

collective action. The key message was clear: Smoking remains a public health crisis that requires coordinated measures—ranging from price increases and tax policies to education, media support, and shifts in social habits.

Final Event Held in Skopje: Strengthening Youth Roles in the Fight against Corruption



Analytica organised the final event of our project dedicated to empowering young people in the fight against corruption. The event united youth, institutions, and civil society organizations with a single message: young people are not silent – they are taking action. The event was opened by Ms. Milka Trimchevska, Director of the Bureau for Development of Education, noted that the fight against corruption is not solely the state's task—it

is a collective responsibility of every student, parent, teacher, and citizen. She announced that education will continue to promote these initiatives because "education does not just teach; it

also builds character." Our team in collaboration with IGI Gostivar and the Organization of Women from Strumica (OWS), presented the findings of a nationwide survey conducted with young people.

Key Findings:

- 54% of youth have had direct or indirect experience with corruption.
- 30% mentioned cases of purchasing diplomas; 24.3% cited bribes for grades.
- 69.6% feel demoted and demotivated due to corruption.
- 70% state that the education system does not address corruption topics.
- Only 8% trust that institutions are genuinely fighting corruption.
- 51% would report corruption if a reliable mechanism existed.
- 50.7% would use a mobile application for reporting.



Three-day workshop for young people in Veles – Youth innovative initiatives for integrity



Within the project "Next Generation Against Corruption: A Youth-Led Response Analytica, together with partners Organization of Women from Strumica (OWS) and IGI, held a three-day workshop for young people.



Through educational sessions and creative art activities, participants discussed the negative consequences of corruption in their daily lives. Using an innovative approach—art as a tool for change—the youth had the opportunity to express

their views, learn about mechanisms for recognizing and preventing corruption, and strengthen their role as active citizens. This activity is supported by the Embassy of Canada to Serbia, North Macedonia, and Montenegro.

Youth Forum on Anti-Corruption – Skopje

Analytica Think Tank organized the first youth forum in Skopje within the project *“Youth as a Key Link in Building a Society Free of Corruption,”* supported by the ZIVIK Funding Programme and ifa Institut für Auslandsbeziehungen. The forum brought together 30 young participants, community members, and CSO representatives to discuss corruption challenges and identify practical solutions. Through facilitated discussions, participants generated concrete ideas for local action. This event marks the beginning of a series of youth forums to be held in Gostivar and Strumica, aiming to strengthen youth engagement in anti-corruption efforts.



Youth Forum against Corruption Held in Gostivar!



Analytica hosted the second in our series of youth forums as part of the project: *“Youth in Macedonia: A Key Link in Building a Corruption-Free Society.”* Twenty young people from Gostivar, alongside community members and representatives from civil society organizations, engaged in discussions about corruption and strategies to overcome it. Led by an experienced facilitator, the forum was filled with inspiring conversations and concrete ideas for action!

Youth Forum – Strumica!

The third forum within the project "Youth as a Key Link in Building a Corruption-Free Society" is now behind us, organized with the support of our partners from the Organization of Women from Strumica (OWS). Twenty young people from Strumica, alongside representatives from civil society organizations and the local community, opened up honest conversations about corruption, personal experiences, and ideas for change. Led by an experienced facilitator, the forum was filled with creative proposals, concrete steps, and motivation for an active youth role in society.



Youth Forum in Skopje: "Youth for Integrity"



As part of the project "Next Generation against Corruption: A Youth-Led Response," we held a youth forum dedicated to the role of young people in the fight against corruption. At the event, youth from different parts of the city engaged in an honest discussion about how corruption affects their lives, education, institutions, and the opportunities available to them. This forum represents a continuation of our dedicated work with youth, but also a significant step forward: new participants,

deeper discussions, and a stronger focus on practical solutions and local actions proposed by the youth themselves. This project is supported by the Embassy of Canada to Serbia, North Macedonia, and Montenegro.

Youth Forum in Gostivar - Ideas for a More Accountable Community



As part of the project "Next Generation against Corruption: A Youth-Led Response," our partner organization IGI successfully implemented the youth forum in Gostivar. Young people from diverse communities gathered to share their views, experiences, and ideas on how to prevent corruption within their environment. The discussion was open, honest, and profound, covering everything from the impact of corruption on education to the lack of trust in

institutions and the need for more accountable governance at the local level. What was particularly encouraging was their clear readiness to engage through concrete initiatives and be part of the change. Participants proposed solutions, discussed the role of youth in promoting integrity, and emphasized the importance of active participation, transparency, and collective action.

Youth Forum in Strumica: Local Youth Action for Integrity"

Our partner, Organization of Women from Strumica (OWS), held a youth forum as part of the project "Next Generation against Corruption: A Youth-Led Response." Young people from the region engaged in an open discussion about the challenges of corruption and how this phenomenon impacts their daily lives. This forum represents a continuation and expansion of our previous work with youth—but this time with a new group of participants,



an expanded thematic focus, and an emphasis on greater involvement, awareness, and the building of local initiatives. Through these new activities, we are scaling our previous efforts, enabling more young people to get involved, stay informed, and become part of a movement that is building a new generation with high standards of integrity.

Public Debate in Skopje – Community transparency and integrity



Analytica organized a public debate as part of the project "Next Generation against Corruption: A Youth-Led Response." Young people spoke openly about corruption, the challenges they face, and the solutions they want to see in their communities. Trained facilitators are leading the discussion, giving the youth the opportunity to share their perspectives, experiences, and ideas on how to be an active part of the change.

Public Debate in Gostivar – Community transparency and integrity

A youth debate was held in Gostivar as part of the project "Next Generation against Corruption: A Youth-Led Response," organized in cooperation with our partner IGI Gostivar. These youth organizing tools provide an informal space where young people speak openly about corruption, the challenges they face, and the solutions they want to see in their community. With the support of trained facilitators, the youth shared their views, experiences, and concrete ideas on how to be an active part of positive change and build a fairer and more transparent society.



Public Debate in Strumica – Community transparency and integrity



Our partner organization, the Organization of Women from Strumica (OWS), held a public debate with young people as part of the project "Next Generation against Corruption: A Youth-Led Response." This event is part of a series of local activities dedicated to the fight against corruption. These debates provide a safe and informal space where young people can openly discuss corruption in their daily lives, the challenges they encounter, and the specific changes they want to see in their community. This debate is part of a broader process to strengthen the youth voice against

corruption, which continues in other cities across the country.

TEAM MEMBERS' ADVOCACY AND PROFESSIONAL DEVELOPMENT ACTIVITIES

Consultation Meeting on WHO–North Macedonia Cooperation Strategy (2026–2030)

A consultation meeting with representatives from civil society, academia, and professional associations was held as part of the development of the cooperation strategy between World Health Organization and North Macedonia for the period 2026–2030. The discussion focused on key public health challenges, priority areas, and opportunities for strengthening a more resilient, equitable, and accessible health system. Particular emphasis was placed on cross-sectoral cooperation, including links with education, social protection, environment, and the economy. The consultation represents an important step toward shaping an inclusive and evidence-based strategy, recognizing the vital role of non-state actors in advancing public health outcomes.



National Consultations on the UNICEF Programme in North Macedonia



children and young people.

Analytica Think Tank participated in the national consultations for defining priorities under the new programme of UNICEF in North Macedonia. The discussions brought together key stakeholders to review the situation of children and adolescents and identify priority areas for the upcoming programme cycle. Analytica contributed its expertise in youth engagement, climate change, education, and social inclusion. The process represents an important step toward shaping evidence-based and inclusive interventions aimed at improving outcomes for

International Conference: "Applied Economic Research: The Path to Optimal National Strategies and Policies in Turbulent Times"



The conference was organized by the Macedonian Association of Economists and the Faculty of Economics – Skopje, Ss. Cyril and Methodius University. In the panel dedicated to health economics and social policy, Bojana Mijovic Hristovska presented Analytica's research findings. According to Analytica's models,

increasing the excise tax by 12% annually (instead of the current 6%) would generate 145 million euros in additional revenue by 2030 and save 1,500 lives per year. Research like this demonstrates that economic policy and public health can go hand in hand – when they are based on evidence, rather than assumptions.



Regional workshop "Tobacco Taxation in Eastern Europe"



Macedonia.

The event was organized by the Vienna Institute for International Economic Studies (wiiw), on October 28–29 in Vienna. During the session dedicated to the Crowding-Out effect of tobacco consumption, Kristijan Kozheski presented Analytica's findings on how tobacco expenditures impact household budgets in North

Media Appearance on Multiculturalism



A representative of Analytica Think Tank, Maja Hristovska, participated as a guest in the TV programme “*Stories of Multiculturalism*,” discussing the importance of cultural diversity, mutual respect, and understanding in a multiethnic society.

The discussion highlighted how culture—through traditions, language, and values—can serve as a bridge between communities. The project “*Youth Activism for Multiculturalism – Nurture it, Act on it!*”, implemented with the support of the European Union and United Nations Development Programme, was also presented, showcasing youth-led creative initiatives promoting intercultural dialogue. The appearance contributed to raising awareness on the importance of inclusion, cultural acceptance, and shared societal values.

TV Interview on TV 24



On the show "Studio 10" on TV 24, the Analytica Think Tank team discussed two key issues affecting the younger generation: Bojana Mijovic Hristovska spoke about youth and smoking, the rising use of new nicotine and tobacco products, and the urgent need for stronger health protection policies. Maja Hristovska discussed youth and corruption, the challenges young people face within the system, and how education and transparency

can strengthen their role in society.

Together, these topics demonstrate the vital importance of investing in awareness, integrity, and healthy habits among youth—as the foundation of a better society.

TV Interview: Tobacco Control Challenges in the Western Balkans

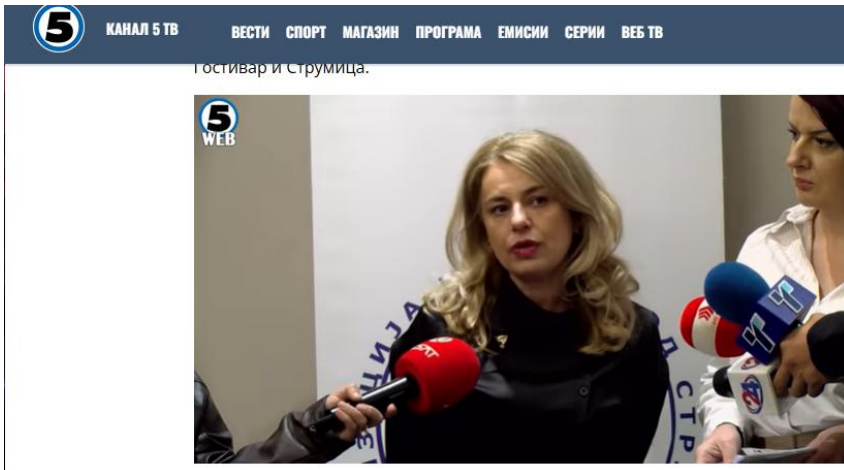
Our Program director, Ms Tamara Mijovic Spasova appeared on the television show "Putevi zdravlja" (Paths of Health), broadcast on BHRT – Radio and Television of Bosnia and Herzegovina, at the invitation of journalist Olivera Dodic. During the interview, she emphasized that through targeted educational campaigns, school programs, and timely prevention, we can significantly contribute to reducing youth smoking and protecting public health.



Link to the full episode here: <https://youtu.be/roL59xbFD9A?si=WiykER1dPmWeW1po>

Media Interview for Kanal 5 National TV

In their statements for the media, Maja Hristovska from Analytica and Aneta Filipovska from IGI Gostivar emphasized:



- Institutional and social support is essential for young people who find the courage to report corruption.
- The "Voice against Corruption" app is a vital tool that provides youth with a mechanism for anonymous reporting and makes their voices heard.
- We are continuing our activities to inform and educate teachers and high school students across the country.

Interview for Radio Mreza Kanal 77



In a country where nearly every second adult smokes, it is alarming that youth in North Macedonia begin smoking as early as age 13.

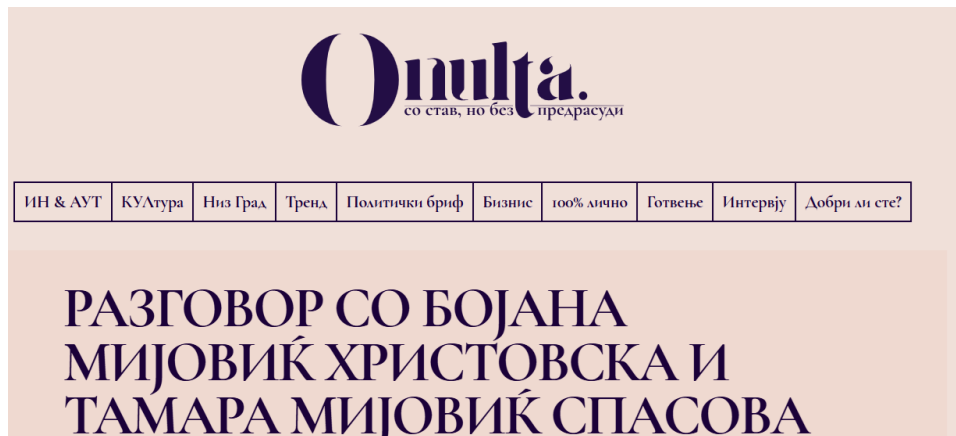
In an interview with Radio Mreza Kanal 77, our Program Director, Tamara Mijovic, discusses the underlying causes of this trend, the systemic weaknesses in the fight against smoking, and the rising risks posed by new nicotine products.

The Main Message: Tobacco control is

not just a health issue—it is an educational, social, and economic challenge that demands collective action from all institutions.

Interview with Bojana M Hristovska and Tamara M Spasova

An unconventional conversation with @Ana Vasilevska about a serious, yet often ignored topic — smoking and its consequences. We discussed the numbers behind this habit, the impact on youth, the connection to poverty, and the choices we make every single day. This is an interview that raises important questions and serves as a powerful reminder that change begins with awareness.



Written article for the Newspaper Sloboden Pечат



Analytica Think Tank and the WHO Country Office in North Macedonia jointly written an article and presented key findings on how smoking impacts health and household budgets in the country. Our Tamara Mijovic and Bojana Mijovic Hristovska, alongside Dr. Anne Johansen (Special Representative of the WHO), point out that expenditures on cigarettes significantly reduce the available funds for basic needs such as food, medicine, housing, and education – especially among lower-income families.

Presentation of the Study on Treska River Protection on the Faculty of Economics

Analytica Think Tank expert Bekim Qaili presented the study “Water and Biodiversity Protection: Analysis and Recommendations for the Sustainable Development of the Treska River” to students at the Faculty of Economics in Skopje, part of the Ss. Cyril and Methodius University, within the course Introduction to Environmental Economics led by Borce Trenovski. The study is based on comprehensive field and laboratory research and addresses key challenges affecting the Treska River, including pollution, waste management, and biodiversity risks. The activity contributed to strengthening the link between research and academia, while promoting evidence-based discussions among students. The study was developed within the project “Youth Activism for a Sustainable River: Protection and Promotion of Biodiversity in the Treska River,” supported by the Embassy of Canada.



Meeting with the Mayor of the Municipality of Gostivar



Within the project "Youth in Macedonia: A Key Link in Building a Corruption-Free Society," the team from Analytica, IGI, and the Organization of Women from Strumica (OWS) held a constructive meeting with the Mayor of the Municipality of Gostivar, one of the key stakeholders at the local level.

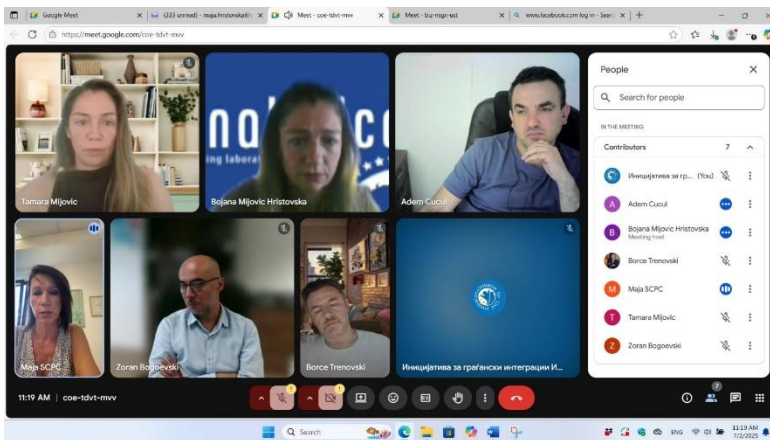
The meeting focused on:

- The importance of the youth voice in anti-corruption processes.
- Opportunities for local support and joint activities with young people.
- Strengthening institutional support for transparent and accountable governance.

Given that youth are our future, their active involvement and encouragement to stand against corruption is essential for building a better and fairer society.

The Mayor emphasized the municipality's readiness for cooperation, partnership, and active participation in future activities involving youth.

Meeting with the State Commission for Prevention of Corruption



In an effort to advance youth anti-corruption initiatives, the team from Analytica, IGI, and the Organization of Women from Strumica (OWS) held a constructive meeting with representatives from the State Commission for Prevention of Corruption (SCPC). The meeting took place in a positive atmosphere, with a shared

commitment to further cooperation. The SCPC expressed its support for our project and for the plans to continue and expand its reach in 2026. The value of our approach—actively involving young people as ambassadors, peer educators, and partners in creating educational content—was particularly recognized. Key Outcomes of the Meeting: we agreed on joint activities and a

partnership for the next phase, the SCPC will share existing materials and provide expert support and a follow-up meeting will be held in the coming period to finalize the action plan.

Meeting with the Customs Office of North Macedonia

Part of our regional initiative for better tobacco control policies – a meeting with the Director of the Customs Administration, Boban Nikolovski. During the meeting, we discussed the measures being taken to suppress illicit trade and protect public revenues. We also addressed the importance of a stable and predictable excise policy, as well as the role of institutions in reducing the accessibility of tobacco products, especially among the youth.



Public Hearing at the Assembly of the Republic of North Macedonia

Today, Analytica Think Tank took part in a public hearing organized by the Committee on Health at the Assembly of the Republic of North Macedonia, on the topic: "Protecting Children and Youth from the Harmful Effects and Consequences of Smoking." Our Program director, Tamara M. Spasova, presented the results of our analysis, combined with the latest data from ESPAD 2024 (students aged 15–16), reveals deeply concerning trends:

- 33% of students have tried a cigarette at least once in their lifetime.
- 24% have smoked within the last 30 days.
- The average age of initiation is approximately 13.5 years.
- About 80% of underage smokers were not prevented from purchasing cigarettes due to their age.

- Social environment is key: If a parent smokes at home, the probability of a child starting to smoke is 80% higher; if friends smoke, the probability is 60% higher.

During the discussion, Tamara M Spasova emphasized that smoking among children and youth is not a matter of individual choice, but a result of low prices, easy accessibility, social acceptability, and inconsistent law enforcement. This is a public health and social crisis that demands an urgent and systemic response.



Key Recommendations:

- Urgent recognition of new nicotine products (heated tobacco products, e-cigarettes, and related devices) within the Law on Tobacco and Tobacco Products.
- Comprehensive inclusion of these products in the ban on indoor smoking, in line with public health protection principles.
- Increasing cigarette excise taxes, strengthening smoking bans, and implementing strict regulations on sales to minors.
- Developing clear and effective legal solutions, consistent oversight, and robust prevention policies.



The protection of children and youth must be a national priority.

Guerrilla action in Gostivar - Robot-Doll speaking out against corruption!



This interactive installation captured the curiosity of many citizens. Through speakers and buttons, the doll addressed passersby with a powerful message: "Don't be silent – say NO to corruption!" With a simple press of a button, citizens could hear why it is crucial to recognize and report corruption, how it affects daily life, and what we can all do to stop it. Our goal was to raise awareness among youth and the general public about the dangers of corruption and the urgent need for active involvement. The action was realized in collaboration with Nikola Pisarev from the Center for Contemporary Arts – Skopje, whose creative expertise contributed to the unique expression and engaging

nature of the installation.

Guerrilla action in Strumica!

The speaking robot-doll against corruption arrived in the center of Strumica! "Don't be silent – say NO to corruption!" With the press of a button, passersby heard powerful messages about what corruption means and why everyone – especially the youth – must stand against it. This action is part of our anti-corruption guerrilla series, realized with the support of the zivik Funding Programme through the ifa - Institut für Auslandsbeziehungen, and in creative collaboration with the Center for Contemporary Arts – Skopje and Nikola Pisarev. Special thanks to our partners, the Organization of Women from Strumica (OWS) and IGI Gostivar.



Third anti-corruption guerrilla action in Skopje!

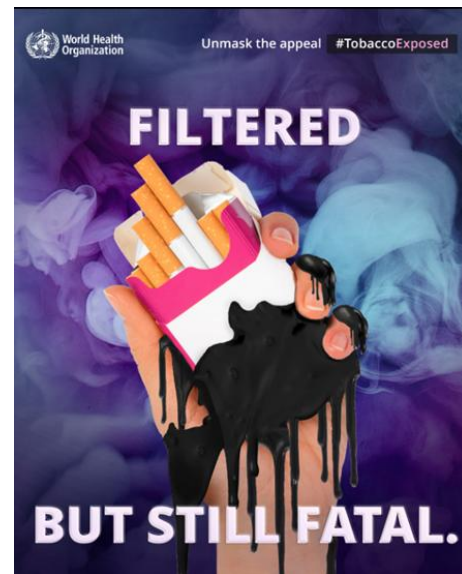


This visual installation was not just a symbol, but a powerful message: corruption devours the money that should go toward schools, hospitals, infrastructure, and a better life. Instead of serving the citizens, these funds end up in private pockets. When institutions are silent, we speak out! Through creative and symbolic expression, we call upon the youth and the general public not to remain indifferent. We continue with a strong message: Don't be silent – say NO to

corruption

World No Tobacco Day – Key Messages

On **World No Tobacco Day (31 May)**, Analytica Think Tank joined the campaign of the World Health Organization and presented key findings from research conducted with the World Bank. Findings show that young people are the main users of novel tobacco products, driven by flavours and accessibility, with dual use costing up to 22% of the minimum wage and low interest in quitting. Analytica calls for flavour bans, stronger regulation, tax reforms, and increased public awareness. Young people are the target—evidence-based policies are needed.



World No Tobacco Day – Evidence and Policy Implications



At a joint press conference marking **World No Tobacco Day 2025**, organized by the World Health Organization together with national partners and UNICEF, findings from Analytica Think Tank's research were highlighted, including evidence that adolescents are significantly more likely to start smoking if exposed to smoking within their close environment. The findings underline

the need for a comprehensive approach targeting children and youth, combining policy measures, social interventions, and awareness efforts. Key recommendations include increasing tobacco prices, strengthening smoke-free policies, banning advertising, and expanding education initiatives. Analytica remains committed to supporting evidence-based policies that protect public health.

Youth Voices against Corruption

A short video produced by young participants from Strumica, following the training under the project supported by the ZIVIK Funding Programme and ifa Institut für Auslandsbeziehungen, delivers a clear message against corruption. The initiative highlights the importance of youth voices and their role in promoting integrity and accountability within their communities.



Participation in the World Conference on Tobacco Control 2025



Analytica Think Tank participated in the World Conference on Tobacco Control 2025, held in Dublin, Ireland (23–25 June 2025), one of the leading global events in tobacco control. Analytica contributed with two research presentations within the conference programme: *“Tobacco Farming and the Effect of Tobacco Subsidies in North Macedonia”* (Economic Insights, Taxation, and Illicit Trade session); *“Crowding-out Effect of Tobacco Consumption in North Macedonia”*

(Visual Abstracts session)

The conference brought together leading researchers and policymakers worldwide, providing a platform for sharing evidence and advancing global tobacco control efforts.

20 Years of Analytica Think Tank - Two Decades of Impact

20
YEARS OF
INTEGRITY
AND IMPACT



In April 2025, Analytica Think Tank celebrated **20 years of continuous work and impact**. Founded in 2005 as an independent civil society initiative, Analytica has grown into a recognized and trusted policy research organization, shaping public debate and contributing to evidence-based policymaking in North Macedonia and the region.

Over the past two decades, Analytica has addressed a wide range of critical issues—from public finance and economic reforms to energy, youth engagement, digital security, and multiculturalism—consistently providing high-quality analysis and actionable policy recommendations.

Through its work, Analytica has strengthened the role of civil society in policymaking, supported institutional dialogue, and empowered citizens—particularly young people—to actively participate in shaping a more transparent, accountable, and inclusive society. As it marks this milestone, Analytica reaffirms its commitment to integrity, independence, and impact—continuing to advance research and policies in the public interest at a time when evidence, persistence, and values matter more than ever.

VIDEO: Youth in Action for the Preservation of the Treska River!

We are proud to share the video from our Citizen Science Training, conducted as part of the project "Youth Activism for Sustainable Rivers: Protection and Promotion of Biodiversity in the Treska River."

What did the young participants learn?

- How to collect, analyze, and interpret biodiversity data.
- Identifying local flora and fauna.
- Assessing threats to the ecosystem.
- Applying scientific methods for environmental conservation.

More than 40 young people and 5 representatives from local NGOs were trained and are now ready to be the guardians of our rivers and nature!

VIDEO: Protecting and Restoring!

As part of the project "Youth Activism for Sustainable Rivers: Protection and Promotion of Biodiversity in the Treska River," supported by the Embassy of Canada to Serbia, North Macedonia, and Montenegro, we have successfully repopulated the Treska River with 100 kg of indigenous Macedonian trout (*Salmo macedonicus*). Why is this important? Restoring the natural balance of the ecosystem, increasing the population of river trout and Engaging youth activists in biodiversity conservation



VIDEO: What does corruption look like through the eyes of the youth?

This video is a result of the youth activities we organized to help identify corruption and raise public awareness. Through simulations of real-life situations, young people acted out scenes related to corruption—from faking grades to "connections" and bribes—delivering their message clearly and bravely. The youth know what corruption is, they know what it looks like—and they will not be silent! At the end of each simulation, they sent powerful messages of courage, responsibility, and the urgent need for change. This is their #VoiceAgainstCorruption!



VIDEO: What have we achieved together with the youth in the fight against corruption?

As part of the project "Youth in Macedonia: A Key Link in Building a Corruption-Free Society," we successfully implemented:



- Youth forums in Skopje, Gostivar, and Strumica.
- Interactive training sessions on identifying and opposing corruption.
- Simulations and debates inspired by real-life scenarios.
- Creative guerrilla actions in public spaces.
- The development of the mobile app "Voice Against Corruption" (Glas protiv korupcija).

The youth have shown that they want change and they know how to demand it! Every action, every voice, and every message is a vital part of our collective struggle for a better and fairer society. This video is part of the initiative "Youth in North Macedonia: A Key Link in Building a Corruption-Free Society," supported by the Zivik Funding Programme of the German Federal Foreign Office, through ifa (Institut für Auslandsbeziehungen), in partnership with the Organization of Women from Strumica (OWS) and IGI Gostivar.

Internship Programme



In 2025, Analytica did not host interns, focusing its resources on the implementation of ongoing projects and research activities. The organization remains committed to offering internship opportunities to students and young professionals in the future.

MEDIA COVERAGE

In 2025, Analytica Think Tank maintained a strong and consistent media presence, contributing to public debate through its research, expertise, events, and advocacy activities. The organization actively engaged with the media by providing expert commentary on current affairs, participating in interviews, and promoting its policy analyses and key findings to a broader audience. A comprehensive overview of Analytica's media appearances and contributions is available here:

1. [https://l.facebook.com/l.php?u=https%3A%2F%2Fsite1.com.mk%2Fdeponii-pokraj-treska-sekoj-frla-gjubre-kade-kje-mu-tekne-kako-do-reshenie%3Ffbclid%3DIwZXh0bgNhZW0CMTEAc3J0YwZhcHBfaWQQMjlyMDM5MTc4ODIwMDg5MgABHuNFH3I3cqRXDmyIUSK1GSiHS6-fptRSm-J9R8xM9xVHiTW2E7miJmzrhuXJ_aem_PftbUDy9-NSw3kkQcMAeLw&h=AT7PrObtgrMk_GM5f1PFuo-yf3pTpJFoM9My88dB0MCGSsmreplq7KEu4euM55Qy_neCAm6Mi-wqcygqo6iH5EgMSmN-BNLO8pUP2eMIRTP00v3Q7f7yiO0g-HnG5L3Cybgkn1q8V7Gk7-&_tn_=%2CmH-R&c\[0\]=AT4V26alk2ClheduGbMu470Bs3uFNXZwVqnEwYTXn3MFCmKsL7aEtLoOQZEDYbfX XMloMeBFLeisI6MKMCcWVxWSy994zMLFt5kLpSWUwOuPvaXLucj9yV0PpPGFVb8ABPSh-IEUa7J99IuZEHSgxUWBT8kmYzjlxTGitOYgW0eWQkAYfH1k0skiTmXYr7IPtFAPm1S4SnFL2xcghLWM2Uhk](https://l.facebook.com/l.php?u=https%3A%2F%2Fsite1.com.mk%2Fdeponii-pokraj-treska-sekoj-frla-gjubre-kade-kje-mu-tekne-kako-do-reshenie%3Ffbclid%3DIwZXh0bgNhZW0CMTEAc3J0YwZhcHBfaWQQMjlyMDM5MTc4ODIwMDg5MgABHuNFH3I3cqRXDmyIUSK1GSiHS6-fptRSm-J9R8xM9xVHiTW2E7miJmzrhuXJ_aem_PftbUDy9-NSw3kkQcMAeLw&h=AT7PrObtgrMk_GM5f1PFuo-yf3pTpJFoM9My88dB0MCGSsmreplq7KEu4euM55Qy_neCAm6Mi-wqcygqo6iH5EgMSmN-BNLO8pUP2eMIRTP00v3Q7f7yiO0g-HnG5L3Cybgkn1q8V7Gk7-&_tn_=%2CmH-R&c[0]=AT4V26alk2ClheduGbMu470Bs3uFNXZwVqnEwYTXn3MFCmKsL7aEtLoOQZEDYbfX XMloMeBFLeisI6MKMCcWVxWSy994zMLFt5kLpSWUwOuPvaXLucj9yV0PpPGFVb8ABPSh-IEUa7J99IuZEHSgxUWBT8kmYzjlxTGitOYgW0eWQkAYfH1k0skiTmXYr7IPtFAPm1S4SnFL2xcghLWM2Uhk)
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 5. https://kanal5.com.mk/djinovska-krofna-vo-centarot-na-skopje-nova-gerila-poraka-protiv-korupcijata/a710543?fbclid=IwY2xjawQyLNFleHRuA2FlbQlXMQBzcnRjBmFwcF9pZBAyMjIwMzIxNzg4MjAwODkyAAEeVEFcMakTsRZTN1XRB3QYDUF1dym-wsdjQ9TZxyzTjOMQLxLCWLRv8IP1I_Y_aem_NqSGSMtR6-PrnBIAP32GUg
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FINANCIAL REPORT 2025

Name of the organization: Association for policy research Analytica							
Address: Emil Zola 10b/10, Skopje, North Macedonia							
Balance of Expenditures and Revenues for the period 01.01.2025 - 31.12.2025							
No.	Description				Amount in MKD		
I Expenditures							
1	Spent materials				100,655.00		
2	Expenses for royalties				5,542,934.00		
3	Rent				174,000.00		
4	Costs for utilities				8,870.00		
5	Other services				1,087,870.00		
6	Salaries				875,556.00		
7	Bank services and commission				35,325.00		
8	Personal income tax				38,396.00		
9	Exchange Rates difference						
Total expenses					7,842,418.00		
II Revenues							
13	Donations				8,974,864.00		
14	Interest rate				0.00		
Total Income					8,974,864.00		
15	Balance of Revenues and Expenditures for 2025 (income - expenses)				1,132,446.00		
16	Transfer of surplus from previous years (year 2024)				2,135,669.00		
17	Surplus of revenues for the next year 2025				3.268.115.00		
Person responsible for the Balance Sheet Signature							
Signature :							
<u>Tamara Mijovic Spasova</u>							

Name of the organization: Association for policy research Analytica Skopje

Address: Emil Zola 10b/10, Skopje, North Macedonia

