

# **The Think Tank Fund of OSI's Human Rights and Governance Grants Program**

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*Summary of Final Report 2007-2009*

**Analytica**  
**Skopje, 2010**

## **SUMMARY**

The overall goal of the activities undertaken in the framework of OSI Think Tank Fund grant has been to contribute in the successful implementation of the reform agenda and European integration processes in Macedonia while increasing the policy research capacities of “Analytica”. With the activities undertaken in this 36-month grant period, substantial progress has been made in the achievement of the grant objectives. This has further strengthened the capacity of “Analytica” for its work as contributor to the reform processes in Macedonia and wider. In the framework of the OSI Think Tank Fund grant, activities undertaken were focused on having impact in the policy agenda. Mainly, the efforts were related to European Integration consisting in the areas of Environment, Energy, Security, and Public Administration. Various tools had been used for making the impact more consistent.

## **ACHIEVEMENTS OF THE GOALS**

In the three year grant period “Analytica” had important achievements and progress in being an important voice for reforms in the Macedonian society.

Objectives of the 1<sup>st</sup> year grant period included,

- Organizational Development,
- Research Capacity,
- Recruiting staff and training for policy analysis and research,
- Conducting research and producing reports to the beneficiaries,
- Publishing various “Analytica’ products including policy papers, newsletters.

❖ With the activities undertaken in the first year grant period, substantial progress has been made in the achievement of the grant objectives. This one year period has set the basis for further progress and achievements for the capacity building of “Analytica” and for its work as contributor to the reform processes in Macedonia and wider.

Objectives of the 2nd year interim grant period included:

- Continuous research and issuing of research reports and briefs;
- Diversification of research products, including a newsletter and a journal;
- Launch of new research programs;
- Recruitment of new research staff;
- Increasing the visibility of Analytica;
- Raising of new funds; and
- Internal development of Analytica.

Objectives and achievements of the 3<sup>rd</sup> year of the grant period included:

- Significant increase in the visibility of Analytica to the wider audience through various media channels (TV, Radio, Newspaper);
- Record of a greater impact to the policy process in Macedonia and region: Analytica's research fellows have been regularly invited to important policy and strategic meetings in the country as well as in the region.
- Continuous research and issuing of reports and briefs. The second half of 2009 was characterized with an increased amount of published reports.

## **ACTIVITIES AND RESULTS**

Policy research was a core activity in this 1<sup>st</sup> grant year period of January-December 2007 with the aim to prepare the country for European integration. The activities and results for this period were concentrated on three levels: vertical, horizontal, and cross cutting.

Vertical programs looked into following areas:

1. EU approximation and Integration Advocacy
2. Public administration reform and Governance
3. Decentralization
4. NATO integration and
5. Regional Cooperation.

Horizontal level looked into providing sustainability to the research and organizational capacity of "Analytica" through:

### **1. Policy reports and Policy briefs**

*"Evaluation of Public Administration Reforms in Macedonia", "Human Resources Management and Practices in Macedonian Civil Service",  
"EU Approximation in Macedonia: Progress in Science and Research and Information Society",  
"Has regional cooperation led to the establishment of Balkania – Europe's Southeastern dimension?",  
"Grassroots Europeanisation in the Western Balkans is just starting: Visa facilitation"  
"A Threshold of European Aspirations. NATO Membership. 2008."*

### **2. Newsletter**

Aiming to offer brief review of the actual political news from the country and the region, in April 2007, Analytica started publishing weekly newsletter "EnlargeEU". The newsletter on a weekly basis together the most important news from the region and followed the current situation in the Balkan countries as they relate to EU enlargement. For this purpose Analytica has so far produced and published 39 editions. It is our practice to disseminate an email with the information and link to the Newsletter to hundreds of email addresses. For all interested in the Analytica Newsletter there is a possibility to subscribe and to receive the Newsletter in the future. "EnlargeEU" Newsletter has become a considerable tool for Analytica's promotion and increased visibility.

### 3. E-Journal

Based on the last year annual plan Analytica started with preparation on Journal "ANALYTICAL". Analytical will focus on studying and analyzing the recent and ongoing socio-political and economic developments in the Western Balkans and the wider region. The journal includes contributions – articles, opinions, comments - that approach the subject area – countries of the Western Balkans – from various perspectives: political, IR, economic, historical, sociological, educational, etc. In 2007, Analytica launched the web page of Analytical: [www.analyticalmk.com](http://www.analyticalmk.com), and announced Call for Papers for its first edition. The topic for the first issue, to come out in early 2008, is **The Western Balkans – part of the EU?**

### 4. Internship/Fellowship

In 2007, Analytica continued developing and strengthening its Internship Programme which proved to be very attractive programme for students, especially for international students. Applicants were selected for residential and non residential internships and worked on selected research topics under the supervision of appointed research fellows and internship coordinator at Analytica. Four full internship cycles took place in 2007, through which Analytica hosted 11 residential interns and accepted more than 20 non-residential ones. Within the Internship programme, a new web-site for Analytica's interns was launched in 2007. The web-site contains information on the Internship programme's application process, deadlines, internship cycles, as well as comments from interns in past internship cycles. Potential internship applicants can find useful information about Analytica and our work, the purpose of the Internship programme as well as information about life in Skopje, Macedonia and the region. This web-site can be accessed at: [www.analyticamk.org/interns](http://www.analyticamk.org/interns).

#### 5. Field-Research Activities

#### 6. Papers published and delivered (conferences/seminars)

❖ In the second year of the grant (2008) policy research remained a major activity with the aim to prepare the country for the challenges of European integration. The activities and results for this period were concentrated on three levels: vertical, horizontal, and cross cutting.

Vertical programmes looked into the areas listed below. The last three programmes were launched during 2008:

1. EU approximation and Integration Advocacy
2. Public Policy and Administration
3. Security and Foreign Policy
4. Energy and Infrastructure
5. Agriculture, Rural Development and Environment
6. Education and Culture

Horizontal level looked into providing sustainability to the research and organizational capacity of "Analytica" through:

- Publications such as policy papers and reports, newsletters
- Lecture series and other events
- Trainings
- Internships
- Attending large number of Conferences/Seminars in Macedonia and abroad.

Cross cutting programs were aimed to provide wider public outreach to the activities undertaken. It received mainly following type of public coverage:

- TV coverage
- References provided by government, international organizations, NGOs, media and academia to the work of Analytica;
- Use of Analytica's work in drafting various strategy documents by government and international organizations;
- Organizing meetings with international experts and professionals visiting Macedonia who mainly undertake a research and conduct a project in the country.

Policy reports and briefs as published by programme are listed below. In 2008, Analytica as a total published 13 policy reports and briefs, a substantial increase from past years' record. The programmatic expansion to include three more vertical programmes contributed to covering a large domain of issues relevant to EU integration, as reflected in the topics that reports and brief cover.

#### 1. Policy Reports and policy Briefs

*"Macedonia and the Western Balkans Awaiting the 2008 EU Progress Reports: Back to Basics BRIEF" published in November 2008*

*"Social Policy in Macedonia: Progress with EU Approximation" published in July 2008*

*"Employment: Progress with EU Approximation in Macedonia" published in July 2008*

*"Of Homework and Roadmaps: How to Speed up EU Integration of Macedonia" published in March 2008*

*"Introducing career-based system in civil service" published in April 2008*

*"Lessons Learned on Effective Public Administration in Macedonia" published in December 2008*

*"A NATO Solution for Macedonia" published in April 2008*

*"Renewable energy in Macedonia - Focus on 'green' electricity production" published in December 2008*

*"Gas pipelines and Regional challenges: Assessment of the Macedonian role in the SEE natural gas market" published in July 2008*

*"Natural gas – an energy necessity for Macedonia: Overview of the Macedonian energy potential" published in July 2008*

*"Macedonia Needs a Power Plant: A Reality or Near Future" published in February 2008*

*"Composting in Macedonia- Sound alternative or just a rotten idea?" published in October 2008*

*"How to Achieve Quality Higher Education in Macedonia" published in December 2008*

## 2. Newsletter

Analytica's EnlargeEU Newsletter was re-designed and re-conceptualized from the beginning of 2008. This year, Analytica published EnlargeEU Newsletter once a month, and each monthly issue treated a different topic, relevant to EU integration and European politics, with a brief analysis and discussion of the situation in Macedonia, how it compares to other European states and the challenges that lay ahead. Aiming to both raise the salience of certain issues in the public domain and provide some hard data and analysis on these issues, EnlargeEU Newsletter offers an insight into various aspects of social and political life in Macedonia, from eco-tourism to blogging to handling credit crunch.

## 3. Analytical (E-journal)

In 2008, Analytical the semi-annual electronic journal of Analytica, was launched and the first volume, including two issues were published. Analytical focuses on studying and analyzing the recent and ongoing socio-political and economic developments in the Western Balkans and the wider region. The journal includes contributions – articles, opinions, comments - that approach the subject area – countries of the Western Balkans – from various perspectives. The first issue featured articles on the topic: *"The Western Balkans – Part of EU?"* complementing the ongoing work of the EU Approximation and Integration Advocacy programme. The second issue focused on a topic related to environment: *"Environmental challenges in developing societies"* in accordance with the activities ongoing in the newly-launched Agriculture, Rural Development and Environment programme. Both issues featured contributions from authors from diverse professional, educational and regional background, reflecting various aspects to the topics covered. Both issues of Analytical are available at: [www.analyticalmk.com](http://www.analyticalmk.com)

## 4. Lecture Series and Events

As a meeting point between the research and advocacy efforts of Analytica, lecture series have provided an opportunity for Analytica to meet more experts and professionals in different fields, gather policy-relevant data and foster good relations with stakeholders. In the Environment programme, a six-month lecture series was planned and implemented in the period between August 2008 and January 2009. The topics are listed below:

- 'Reduction of source pollution from agro-chemicals and Biological treatment of wastewater & Alternative energy from wastewaters' - December 24, 2008.
- 'Local Agenda 21 and Local Environmental Action Plan (LEAP) Lectures' – October 3, 2008.
- 'Environmental Impact Assessment Procedure in the Republic of Macedonia' – September 17, 2008.
- 'EIA in Agriculture' – September 2, 2008.

In addition to the lecture series in Environment, Analytica also hosted lectures on other topics:

- 24 April 2008, lecture with Dr. Nadege Ragaru on Analytica's Institutional Development, Analytica Advisory Board member CNRS Research Fellow and a member of the editorial board of

the academic journals *Balkanologie* and *CEMOTI*. A lecturer in Conflict studies at Sciences Po-Paris.

- 17 April 2008, lecture with Prof. Dieter Mahncke on EU CFSP, College of Europe, Bruges, Director of studies, EU international Relations and Diplomacy studies Department.

Info and photos from all the lectures and events are available at:

<http://www.analyticamk.org/lectures.html>

For the first time in 2008, Analytica organized Analytica Open Day on May 28, 2008, when we invited stakeholders, fellow think-tankers, academics, to come to visit us in our office and spend time with research staff, as part of our visibility and networking efforts.

## 5. Internships

The internship programme was active throughout 2008 and six residential interns from different countries around Europe, spent three months in Analytica and took part in both research and everyday management of Analytica. Each had a research topic on which they prepared a report, which at the end of their residential period was presented in front of Analytica staff. The best internship reports, as an incentive for writing innovative reports, are published in the Interns Sections of Analytical, e-journal. The full collection of residential and non-residential interns' reports is published annually in Analytica's Yearbook of Interns. The 2008 edition is edited and published at: <http://www.analyticamk.org/interns/>

❖ During the third year of the grant (2009) Analytica increased the efforts to make its products more available by publishing them in local languages. This resulted in increase in contacts with various local stakeholders and Analytica receives positive signals and request for cooperation in various projects. Increasing accessibility is to be further improved with the distribution of Analytica's products in printed copies and establishing regular direct contacts with different beneficiaries and providing them with the necessary policy information.

Important activity that was noted in this last grant period was the number of events held, that complemented the policy research work of Analytica, including graduate international conferences, public debates, and regional policy workshop. These events were a kind opportunity for different audience to learn more about Analytica's work and its activities.

In 2009, Analytica has published 9 policy reports and 1 policy brief under its different programs. Additional 4 policy briefs have been published under the NATO funded project "Assessment of capacities to combat illicit trafficking of humans-related criminal activities: the case of Macedonia".

### 1. Policy Reports and Policy Briefs

*December 2009, "Macedonia's lagging behind in efficient usage of EU Funds (IPA, the Framework Programmes) – Analytica's analysis"*

*November 2009, "Regulatory Impact Assessment (RIA) – Macedonia in Focus";*

*October 2009, "Regional Cooperation in Southeast Europe The Post - Stability Pact Period"*

*October 2009, "Investments in Energy - the Macedonian case";*  
*September 2009, "Four Years from the Candidacy Status – what has been done and what can be expected?";*  
*July 2009, "Swedish Presidency with the EU - Expectations for the Western Balkans"*  
*July 2009, "Is Macedonia ready to start negotiations for EU membership regarding Chapter 27?"*  
*May 2009, "Policies of the International Community on trafficking in human beings: the case of OSCE"*  
*April 2009, "Rightsizing of the Public Administration in Macedonia"*  
*March 2009, "Ending "Ghettoisation" of the Western Balkans Visa Liberalization Prospects"*  
*January 2009, Wastewater Issue: High time for better management*

## 2. Photo Story:

- *Euroland Farm, Petrovec Municipality, as part of the Environment Programme activities. (Part of the EFB funded project on environment policy)*

## 3. E-journal

Analytical is a journal published by Analytica, which is focused on studying and analyzing the recent and ongoing socio-political and economic developments in the Western Balkans and the wider region. The journal includes contributions - articles, opinions, comments - that approach the subject area - countries of the Western Balkans - from various perspectives: political, IR, economic, historical, sociological, educational, etc. After two successful editions of ANALYTICAL in 2008, in 2009 Analytica published the second avolume of our E-Journal.

- *Energy and Climate Change, Analytical, Vol. 2, No.1*
- *New Security Challenges in the Western Balkans, Analytical, Vol.2, No.2*

## VISIBILITY

❖ The project aimed to achieve the following outcomes during the 1<sup>st</sup> year of grant period:

- Policy Recommendations

“Analytica”'s work has mainly included producing, disseminating, and utilization of information related to top policy priorities of governments of Macedonia. It has produced policy relevant knowledge about policy options for the top policy priorities on the government agenda well in advance, which through dissemination and communication has been made available for decision makers and wider public for discussions. This has resulted in raising sensitivity of both government and stakeholders of the policy options to be chosen for a particular policy area.

- Networking

“Analytica”, with its existing organizational potential, pursued to be complementary with the current “think tanking” exercise in the country and joined the efforts of other similar organizations in obtaining synergy within wider policy analyses sector in the country. Therefore, the project activities included



linking up with other similar organizations that recently brought the fruit of establishment of the Think Tank Network in Macedonia that brings together the think tanks under one umbrella ([www.thinktank.net.mk](http://www.thinktank.net.mk)). Also, in all its work, "Analytica" has pursued partners with the aim to multiply the results. Even in the non-partnerships cases, it has involved other people in the project design, implementation, and monitoring. Research fellows of Analytica continuously are invited to take part in international conferences discussing challenges facing the region and possible solutions to overcome those. Through this participation, the impact of Analytica's work has been widening. Analytica has become equal partner of networks of European Think Tanks.

Also Analytica achieved to establish partnerships with very large think-tanks internationally. Those include Hertie School of Governance – Germany; Center for European Security Studies – Netherlands; Center for Civil Military Relations – Serbia, Geneva Center for Democratic Control of Armed Forces – Switzerland. In this project, either directly or indirectly, number of leading personalities was beneficiaries of the project activities undertaken by "Analytica" under this grant with the OSI Think Tank Fund. Among notable individuals included diplomats, University professors from the region, foreign embassy representatives in Macedonia, local community associations, group of research organizations such as the Think Tank Network of Macedonia, local Universities, local government representatives, international foundations and institutes, and others. "Analytica" has also been regularly involved with other similar organizations such as itself both locally and internationally, in order to contribute for bridging the gap and lack of information that exists between civil society and government in the societies in transition.

- Awareness raising

Among outputs in this context has been increase of awareness for the need of policy research and analysis and at operational level, for example raising the awareness for further operationalisation of the concept of local development in Macedonia.

- Channalising public support to the country's strategic goals.

The future of Macedonia depends on the inter-ethnic harmony and thus there has been constant need for strong 'policy analysis and research voice' of the civil society on the wider reform processes. "Analytica" has covered this gap with channeling the minority support in the achievement of the strategic goals of the country. A synergy has been established for the overall civil society development in strengthening the voice of the citizens in the governmental decision making processes.

❖ Cross-cutting programmes of Analytica aim at providing wider public outreach of the activities undertaken. In 2008 significant efforts were invested in strengthening the cross-cutting programmes and their outputs.

- Media coverage and visibility

Thanks to the intensified activities in each of the research programmes and the increased output in each of them, in 2008 Analytica had more to offer to the media in Macedonia and the wider region.

- German 3SAT TV on 25 May 2008, broadcasted a documentary on Macedonia featuring the founder of Analytica, Mr. Islam Yusufi. A clip of the documentary can be seen at the following link: [http://www.esiweb.org/index.php?lang=en&id=311&film\\_ID=4](http://www.esiweb.org/index.php?lang=en&id=311&film_ID=4)
- 3 April 2008 – Interview for ISP News, Bucharest, Romania. (on NATO Summit implication for Macedonia) at <http://www.ipsnews.net/news.asp?idnews=41374>
- 19 February 2008 - Interview for ISP News, Bucharest, Romania. (on NATO membership and Kosovo independence)

In addition, due to the newly-established practice to send press-releases to the major Macedonian media featuring short summaries of the published reports and briefs, several major Macedonian media (including *Kapital*, *A2 News*, etc.) contacted Analytica staff regarding the issues elaborated in the reports and asked for statements, more information and opinions on the ongoing affairs in Macedonia in that area. Thus, Analytica's relations with the media are growing stronger and Analytica is gradually becoming a relevant source of information for the Macedonian public.

In addition to presence and collaboration with the media, Analytica worked towards increasing its visibility among other target audiences, mostly youth and students, who prefer other, non-traditional, means of communication. In that respect, early in 2008 Analytica launched its blog: <http://analyticamk.blogspot.com/> where the newsletter editions are published and open for discussion, its flickrr account: <http://www.flickr.com/photos/25269946@N05/sets/>, where photo-stories about Analytica's activities are uploaded. Aware of the present primacy of electronic means of communication, Analytica constantly updates all web-tools, including the mail web-site: <http://www.analyticamk.org/>, and regularly updates and changes the outlook and design of electronic announcements sent to the contacts, in order to keep the attention and interest of the audience. Targeting the student audience, Analytica also participated at the 29 May 2008 – Career Fair at SEEU, Tetovo, Macedonia, and presented Analytica's programs and career opportunities, internships and fellowships, to the SEEU students.

❖ 2009 witnessed quite strong visibility with the wider academic, government and expert audience of Analytica. Efforts have also been made to add to that strong media visibility. Number of media appearances has happened in the last 12-months period, including in electronic media, print media and internet outlets. However, what is a major pitfall is that this media appearance has been on an ad-hoc basis, rather than regular institutionalized media appearance although there have been offers from media houses to do so. Lack of media skills of the researchers and staff members has also hindered this process.

### **LOOKING AHEAD**

Analytica's goal is to work and produce policy products targeting directly decision makers, to become opinion leader of the decision making process where the main goal should consist on EU integration, democracy and representation of different interests. Following issues are to feature the research work on Analytica in the coming 6-months period: Fiscal Decentralization; Regional security mapping; Human

Trafficking; Visa; Public Administration; Energy. To this goal, the actions of Analytica in the future will reflect further work and will try to guide the leadership and wider public in the country and wider in the region in coping with the current challenges.

Building on the experience achieved in this period, the following lessons have been learned:

- Importance of reaching out to smaller communities, through usage of more local languages and building cooperation with local stakeholders;
- Maintaining quality in all phases of the work and production of the research products. Involvement of different interest (beneficiaries) groups is necessary;
- Continuous research and production under programs of Analytica maintaining momentum for encouraging further reforms in the country and wider in the region of Balkans; and
- Developing and managing human resources well in order to have continuous implementation of the work plan of Analytica.