



CENTER FOR ECONOMIC ANALYSES (CEA)
We are making a difference

CENTER FOR ECONOMIC ANALYSES

References and track record

Center for Economic Analyses (CEA)

2016, Skopje

COVERLETTER

DATE: 2016

Dear Sir/Madam

As we look toward 2016 with enthusiasm and a hope for the political crisis to end in Macedonia, we wanted to share with you our achievements in the previous years.

The Center for Economic Analyses (CEA) continued with its mission of providing quality policy analyses in order to foster an environment that brings about better governance, transparency and satisfactory rule of law. Why? Because the level of accountability and transparency in Macedonia keeps being on an unsatisfactory level, keeping too many potential benefits and advantages untapped.

CEA in the coming period will continue to work on empowering citizens through higher participation to work for increased transparency and accountability and to achieve delivery of sustainable fiscal policies, both at national and sub-national level. CEA will also continue with enhancing our partnership network and make it lasting longer and beyond the project horizon.

We strongly believe that our work through the researches we conduct, will deliver timely, high-quality, policy-relevant analyses all in the function of improved efficiency for the public sector, competent civil society and competitive business environment.

We would be pleased to provide at your convenience further information to clarify or deepen the scope of our work.

Sincerely,

Marjan Nikolov
President of CEA

1. General information about CEA

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2. Mission statements, objectives, goals of CEA

The Mission of CEA is to continuously research economic development and public policy in the Republic of Macedonia and to offer recommendations, suggestions and measures to the government and non-governmental institutions.

CEA members share a common vision of the Republic of Macedonia as a new emerging economy integrated with regional and world markets. They devote their time, efforts and knowledge to help make this vision become a reality.

CEA has been established in March 2003.

Goals of CEA:

1. To provide quality policy analyses;
2. To support viable economic policy in Macedonia;
3. To help foster an environment that brings about higher investment, accelerated development and growth of the Macedonian economy, and EU accession;
4. To achieve financial sustainability;
5. To encourage regional cooperation and collaboration in the Balkans;
6. To strengthen civil society, social capital and trust.

3. Ongoing and completed projects

(In inverse chronological order)

Decentralized civic initiatives for more effective fiscal decentralization Supported by Embassy of Switzerland in Macedonia (04/2016-ongoing)

Short description of the project

CEA in partnership with the Macedonian Center for International Cooperation (MCIC), under the civil society support facility- Civica Mobilitias, started implementing the project “Decentralized civic initiatives for more effective fiscal decentralization”.

The project aims to enhance the capacities of local (grassroots) civil organizations for effective participation in local policies’ decision making and for decentralized impact.

It is expected the project to result in (1) identified the level of the CSOs’ initiatives for participation in the local policies’ decision making process, and identifying the forms of financing the CSOs by the local budgets. (2) enhanced capacities of local civil organizations in all regions in Macedonia for more effective participation in the decentralization process through involvement in local decision-making and policies.

Project period

04/2016- ongoing (24 months)

Project team

Marjan Nikolov

Igor Mitevski

Ana Marija Petrovska

Entrepreneurship policies in Macedonia for overcoming Roma othering Supported by Think Tank Fund and RIO (02/2016-ongoing)

Short description of the project

CEA in partnership with Initiative for Development and Inclusion of communities (IRIZ) started implementing a project, financed by TTF OSI and RIO for support of projects that contribute to decreasing the level of xenophobic populism against Roma in Central and Eastern Europe and the Western Balkans by engaging mainstream policy research organizations to take up specific policy topics, and address the majorities in their countries.

The project is focused on three distinct levels where ‘fear, the security mindset and ‘othering’ of Roma’ happens: politics, policy and public discourses. Through a Fellowship, the project support empowerment of young Roma graduates and professionals to demonstrate leadership in civic and political spheres of life. By combining the experience and commitment of young and highly educated Roma with on-the-job training in policy research and advocacy the program aims to equip young Roma researchers with the skills and knowledge to influence

public policy processes.

Project period

02/2016- ongoing

Project team

Marjan Nikolov
Vesna Garvanlieva Andonova
Igor Mitevski
Deniz Selmani

**Creating employment pathways for rural youth
FCI IPA EU co-financed (12/2015-ongoing)**

Short description of the project

CEA in partnership with the Federation of Farmers of Republic of Macedonia are implementing a project entitled "Creating employment pathways for rural youth", financed by the EU IPA program – Human Resources Development, through the Ministry Finance in the Macedonia.

The project aims at facilitating the inclusion of rural youth in the labor market in the Northeast region in Macedonia (NE region). This overall objective is intended to be achieved through: 1) increasing the skills and understanding of employability among rural youth, 2) building a regional workforce development system, and 3) developing regional strategy for social and labor market inclusion of the target groups.

The project supports the social inclusion of rural youth by increasing the employability skills, training and support for better use of the employment programs and resources, by which would contribute to economic and social development of the municipalities in the Northeast region in Macedonia. The benefits of the project are of particular importance for rural youth and for the businesses in the targeted region as well.

Project period

12/2015- ongoing

Project team

Vesna Garvanlieva Andonova
Gabriela Dimovska
Igor Mitevski
Marjan Nikolov
Borche Trenovski

Pathways for fair and free elections

Supported by the British Embassy, Netherland Embassy in Skopje, NDI

(11/2015 – ongoing)

Short description of the project

In partnership with the Civic Association MOST, CEA started with implementation of the project “Pathways for fair and free elections”

The project provides comprehensive monitoring of the period before the elections scheduled for April 2016, and then for June 2016, carrying out a campaign to raise awareness about the right aloud and providing support to the reform of the electoral process. The project implementation is in cooperation with five NGOs, including its network of local organizations. CEA focuses on the subsidies payments in the agriculture in the pre-election period.

Project period

11/2015- ongoing

Project team

Vesna Garvanlieva Andonova

Igor Mitevski

Gabriela Dimovska

Ana Marija Petrovska

Monitoring of the Budget Expenditures in the Pre-election and Election Period

Supported by Netherland Embassy in Skopje (11/2015-ongoing)

Short description of the project

In order to achieve a long term effects of higher transparency in the central and local budget spending related to pre electoral period and period of political campaigns, CEA in partnership with Transparency International– Macedonia, and with a support of the Netherland Embassy in Skopje, started monitoring the budgets expenditures and reporting of the political parties in the period before the elections and during the official campaign.

The project is supposed to cause bigger public awareness and to prevent the misuses of public money for the purposes of political campaigns to initiate public debate regarding the actual costs of the elections.

The project duration is from November 2015 until the end of the early elections. During November– December 2015, a specific methodology for monitoring was developed, and 16 representatives from 8 local grass-root organizations were trained in order to conduct monitoring of the budget spending on a local level. Local organizations, partners in the action are the following: ZIP Institute, MKC-Bitola, Focus-Veles, EHO-Shtip, LDA-Struga, CSO-Tetovo, Homen's organization-Strumica.

Project period

11/2015- ongoing

Project team

Marjan Nikolov
Vesna Garvanlieva Andonova
Borche Trenovski
Gabriela Dimovska
Igor Mitevski
Ana Marija Petrovska

Benefits and costs from Foreign Direct Investments in the Technological Industrial Development Zones. Supported by the British Embassy (10/2015 – 01/2016)

Short description of the project

In cooperation and partnership with the European Policy Institute CEA conducted research on the effects (cost - benefit) of FDI in Free Economic Zones in Macedonia and look at the potential impact on local entrepreneurship, by defining and established methodology which gave quantified data on the effects of FDI in FEZ and the possible impact on domestic businesses. Hence, under this research was made economic analysis of the added value of FDI as an effect measure of the investments on the business development.

Therefore, this research attempted to quantify the effects of FDI on the economy through multiple indicators. The survey covered the following content:

1. Macroeconomic aspects of FDI in Macedonia,
2. The added value of FDI in free economic zones (FEZ),
3. Cost-benefit measures for state aid and subsidies for FDI in FEZ
4. Case study - co FDI with local domestic enterprises,
5. Policy recommendations for FDI.

Publication link: <http://cea.org.mk/benefiti-troshotsi-od-stranskite-direktni-investitsii-vo-tehnoloshko-industriskite-razvojni-zoni/>

Project period

10/2015- 01/2016

Project team

Marjan Nikolov
Vesna Garvanlieva Andonova
Igor Mitevski
Borche Trenovski

**Coalition budget monitoring,
CSF IPA EU co-financed (03/2014-08/2015)**

Short description of the project

CEA in partnership with FORUM CSRD, implemented the final third of the project Coalition for Budget Monitoring. The objective of enhanced transparency of the municipal budgeting process in Macedonia was to encourage the citizens to take more active role in the prioritization of the local public expenditures through inclusion of the civil society in the decision-making process. The action is supported by the EC, IPA Civil Society Facility Program.

During the implementing process, a specific monitoring methodology was developed, sub grantees - grass root organizations were selected and trained to improve their knowledge of the budget process and legislative framework for local government. All grassroots organizations together with CEA and FORUM became part of the informal group Coalition for Budget Monitoring with an increasing interest for further extension. The monitoring results were presented publically, in all planning regions in the country.

All findings and results of the monitoring were analyzed and appropriate recommendations have been compiled as part of a ***policy paper: Transparency of the municipal budgets processes in Macedonia***. For greater visualization and better advocacy, the monitoring results and recommendations were disseminated on a final National Conference, that enabled discussion for expert debate on the openness of the local self-governments units in the country. The Conference was attended by municipal representatives, CSOs, ambassadors, government representatives and media.

The cooperation and the established network with the grass roots readily to monitoring the fiscal transparency, continued to operate in 2016, focused on the monitoring the municipal spending in the pre-election period. The Coalition was comprised with the following organizations: Klea Bitola, Foundation Focus-Veles, DROM Kumanovo, EHO-Shtip, FRLZ –Shtip, Mladinska Alijansa-Tetovo, ZCOR Debar, Ackija Zdruzenska, ZIP Institute Skopje.

Publication link:

<http://cea.org.mk/documents/Transparentnost%20na%20bp%20kaj%20opshtinit%20FINAL%20MK.pdf>

Project's web page: www.kbm.mk

Project period

03/2014- 08/2015

Project team

Vesna Garvanlieva Andonova

Gabriela Dimovska
Marjan Nikolov
Borche Trenovski

Enhancing Transparency & Accountability through Performance Budgeting – EIDHR, EU co-financed (02/2014-02/2015)

Short description of the project

The Center for Economic Analyses in partnership with the Institute for Democracy Societas Civilis-Skopje (IDSCS) implemented a project supported by the European Instrument for Democracy and Human Rights (EIDHR), with a main objective of enhancement of the transparency & the accountability of the Budget of Republic of Macedonia through introduction and promotion of the concept of performance based budgeting.

Within the scope of the project several activities have been implemented including a development of a policy paper on the Need & Benefits for performance based budgeting, and a policy paper for Transparency & Accountability in Macedonia. As a final policy document of this action is the preparation and publication of a feasibility study: Performance based budgeting for enhanced budget process and increased transparency and accountability, identifying and proposing specific actions for implementation of the concept given the Macedonian context backed with a quantitative cost-benefit analysis of the implementation of the concept.

Provided that there was a need for capacity development for introduction of the concept for the budget users, CEA & IDSCS organized and implemented a Study trip to Finland for the budget users' representatives for gathering experiences in the area of performance budgeting. During the activity a cooperation with the EU-funded Twinning Project: "Strengthening the capacity of the Ministry of Finance for macroeconomic analysis and policy formulation" was also established. The knowledge and information from the experiences in Finland were shared with other budget user representatives through a national workshop attended by number of central budget users in Macedonia.

The national conference organized on the subject of Performance Budgeting organized by CEA, had panelist from Slovenia, IMF in Macedonia, local experts from CEA and IDSCS.

Publication link: http://cea.org.mk/documents/Feasibility%20study_MK.pdf

Project period

02/2014- 02/2015

Project team

Marjan Nikolov
Igor Mitevski

Katerina Bogoevska
Borche Trenovski

Partnership for Open Budget Survey & Budget Tracker
Supported by International Budget Partnership (2012-ongoing)

Short description of the project

CEA continues to be a partner with the world renowned International Budget Partnership-IBP in the process of implementing the Open Budget Survey for Macedonia. In that line, CEA monitored the government openness for the period 2012-2015 and presented the results on a Regional Conference: “Open Government, Engaged Citizens” in Tirana. However, the IBP was unable to get comments on the draft Open Budget Questionnaire results from the Macedonian Government. Also, it was conducted a monitoring through budget tracker on a monthly basis. CEA continues the monitoring for OBS 2017.

Report link:

<http://www.internationalbudget.org/opening-budgets/open-budget-initiative/open-budget-survey/country-info/?country=mk>

Project period

2012- ongoing

Project team

Marjan Nikolov
Borche Trenovski
Gabriela Dimovska

Good Governance through Improved Fiscal Transparency (11/2013-5/2014)

Short description of the project

CEA through the assistance of SlovakAid conducted a research on the Good governance through better fiscal transparency, Recommendations for implementation of the recommendations of the ad-hoc commission. Motivated by the incidents on the 24th of December 2012 during the promulgation of the Budget of Republic of Macedonia when the representatives from the opposition and the journalist were violently taken out of the Parliament of Republic of Macedonia and the State Budget was promulgated only with the representatives from the Government.

As baseline, CEA used the recommendations from the Commission that was formed to clear out what happened on the disputed date, world's best practices and expert's knowledge in this area and recommendations how to overcome these issues and improve the fiscal transparency and accountability of the Government in Republic of Macedonia. CEA, within the study suggested amendments of the Budget Law and amendments to the Parliament's Rules.

The study: Good Governance through better fiscal transparency, was presented in front of ex-ministries of finance and economics, university professors and representatives from international research institutions.

http://cea.org.mk/documents/CEA_Fiscal%20transparency_budget_proces_FINAL.pdf

Project period

November 2013- May 2014

Project team

Marjan Nikolov

Katerina Bogoevska

Study on the improvement of the budget process in the Republic of Macedonia, Supported by NDI (10/2013-6/2014)

CEA was actively engaged in making recommendations to overcome the problems and challenges facing the political scene for issues related to planning and implementation of the budget, the budget process and the budget cycle in general. Therefore, CEA with the support of NDI, developed advocacy initiative of amending the Budget Law and the Rules of Procedure of the Parliament of RM.

The aim of the advocacy initiative was: implementation of efficient and effective budget process and increased accountability of the executive power. The Study for improvement of the budget process in the Republic of Macedonia, Current situation international good practices and recommendations, was presented and disseminated to the public institutions and other stakeholders.

International cooperation: Motivated by the results of the activity, the cooperation with NDI continued, and CEA through its experts conducted training for Syrian local politicians from Aleppo and Idlib on budgeting and project preparation in Gaziantep, Turkey in October, 2014.

Publication link: <http://cea.org.mk/studija-za-podobruvane-na-budhetskiot-protses-vo-republika-makedonija/>

Project period

October 2013-June 2014

Project team

Marjan Nikolov,

Gabriela Dimovska

Capacity Building & Trainings

International Cooperation in 2015:

- International Budget Partnership training on advocacy in Istanbul—one CEA member attended the training.
- The regional World Bank MFSA experts .Training for Iraqi MPs on PFM topics. Training delivered in Erbil and Sylamania by the CEA expert Marjan Nikolov. Contractor was NDI.
- MFSA training for NALAS. Training designed and conducted for representatives from Western Balkan. One MFSA training took held in Skopje and was aimed for representatives from Local Self Governments in Macedonia.
- CEA conducted training for 16 representatives from 8 local organizations for improving the capacities about local governments work.
- Training: PPP in Macedonia and Decentralization presentation at the National Bank. CEA expert Marjan made presentations at the National Bank for the research department.

In October 2014, CEA conducted a 3 day training on clarifying components and presentation of Citizen Budget - CB and Mid-Year Review—MYR , for the Jordanian central government employees of the General Budget Department and the Ministry of Finance of Jordan, on the request of the Financial Services Volunteers Corps– FCVC .

Through the training the participants acquired knowledge and awareness on the:

- Open budget initiatives– OBI requirements related to CB and MYR content and dissemination;
- Criteria for comprehensive CB to reach large share of population of Jordan and to keep the Jordanian characteristics;
- Criteria for comprehensive MYR to reach large share of population of Jordan and to keep the Jordanian characteristics;

Role of actors/stakeholders in the fiscal transparency and accountability within the public financial management: government, parliament and parliamentary commissions, public, media, NGO sector & business associations.

Program: Regional & Local Development

CEA continued to cooperate with the municipalities in Macedonia through development and assistance for several projects and studies.

In the past years, CEA cooperated with the municipalities for development of project appraisal documents and feasibility studies.

- Started developing LED strategy for the Municipality of Tetovo.
- Started developing a risk strategy for the Municipality of Karposh.
- Developed PPP feasibility study for street lightning in Makedonski Brod.

CEA assisted several municipalities in the process of development of PAD for transparency, financial sustainability and municipal services financed by the MSIP, IBRD Loan through preparation of:

- PAD feasibility study for water supply system in Negotino for improved infrastructure in Municipality of Negotino;
- PAD feasibility study for local street infrastructure in Kochani for improved infrastructure in the Municipality of Kochani;

CEA continued to assist the municipalities in the PPP utilization by preparing several feasibility studies, procurement documents and draft PPP contracts. CEA developed:

- PPP feasibility study for stadium in Bitola, for the Municipality of Bitola
- PPP feasibility study for a new kindergarten in the village of Kravari, for the Municipality of Bitola
- PPP feasibility study for parking zones in Kavadarci, for improvement of the parking services of the Municipality of Kavadarci.

The key macroeconomic policies in terms of global economic crisis

Short description of the project

In December 2013, CEA published the book “The key macroeconomic policies in terms of global economic crisis” by Borce Trenovski (CEA Senior Economist). The book is focused on economic theory, economic practice and designing economic policy (especially fiscal and monetary policy), in the context of the challenges imposed by the contemporary economic crisis. The main goal of this book is firstly, to reveal the causes, the transmission and the consequences of the global economic crisis, and secondly, to offer lessons for designing optimal macroeconomic policies that will answer successfully similar challenges in the future.

Creating optimal macroeconomic policy in Macedonia in terms of global economic crisis.

Short description of the project

In December 2013, CEA published the book “Crating optimal macroeconomic policy in Macedonia in terms of global economic crisis” by Borce Trenovski (CEA Senior Economist). The book is supported by OSI TTF) and it gives special attention to the transmission of the global economic crisis, the economic policies’ response, their interactions and efficiency in the Republic of Macedonia, in order to provide concrete recommendations for creation of optimal macroeconomic policies in the future.

Cost Efficiency of Municipalities in Service Delivery: Does Ethnic Fragmentation Matter?

Short description of the project

In 2013 CEA published the book: “**Cost Efficiency of Municipalities in Service Delivery: Does Ethnic Fragmentation Matter?**” by Marjan Nikolov.

Driven by the Ohrid Framework Agreement (OFA), decentralization in Macedonia is a policy choice for spurring national cohesion rather than an economic instrument for the more efficient delivery of services. The OFA resulted in a new Macedonian Constitution with policies related to the decentralization process and equitable representation of communities. This book aims first to estimate the spending efficiency of Macedonian municipalities in service delivery from their own resources and, second, to ascertain the determinants of that efficiency. The ethnic fragmentation of municipalities is taken into account as a possible determinant of efficiency, which represents a novelty in such types of studies. We employ the DEA-VRS, Kernel and SFA estimation techniques to control for the robustness of our estimates.

Amending the Law on the Budget and Rulebook of the Parliament

Supported by NDI (12/2013-05/2014)

Short description of the project

In 2013 CEA was invited by NDI for advocating the legislative initiative “**Amending the Law on the Budget and Rulebook of the Parliament**”. The main goal of the initiative is **advocacy for implementing an efficient and effective budget process and increasing accountability of the executive power.**

Project period

December 2013- May 2014

EBRD strategy for Macedonia

Short description of project

CEA was invited by EBRD office in Skopje, to take part in the consultation process for the new EBRD’s strategy for Macedonia. After reviewing the Strategy CEA developed comments for improving the final document of the new EBRD strategy for Republic of Macedonia. Comments can be found on the following link:

http://www.ebrd.com/downloads/country/strategy/macedonia_comments.pdf

Pre-accession Economic Program of RM - PEP

Ministry of finance of the Republic of Macedonia invited CEA to give comments about Pre-accession Economic Program of the Republic of Macedonia for 2013-2015. After in-depth analyses comments were sent to the Ministry of Finance of RM.

Trainings for the Iraqi and Kurdish MPs on financial scrutiny and budget analysis of education budget plan for 2014

Short description of project

In 2013 Marjan Nikolov was invited twice by **NDI to organize trainings for the Iraqi**

and Kurdish MPs on financial scrutiny and budget analysis of education budget plan for 2014. The trainings were successful and Marjan was also invited to give a series of trainings in Libya on PFM and decentralization. The training in Libya was postponed due to security reasons.

Research for improvement of efficiency and effectiveness in the allocation of funds from the IPARD Program

Short description of project

This research analyzes the effectiveness and efficiency in the allocation and the use of the funds from the fifth component of the Instrument for Pre-Accession assistance of the European Union aimed at rural development - IPARD in Macedonia. The research was supported by the Project of USAID for Civil Society.

The aim of the research is to consider the problems that occur during the implementation of the IPARD program in Macedonia, noting the efforts for their removal by all stakeholders, and providing proposals for improving the situation.

Publication link: <http://cea.org.mk/documents/Studija%20IPARD.pdf>

Project period

February-July 2013

Project team

Goran Kovacev, PhD,
President Marjan Nikolov, PhD.

Review of the development of agriculture in Macedonia in the last ten years

Short description of project

Center for Economic Analyses conducted research in agriculture, in order to see its development over the last ten years, to detect the major problems facing the sector, and to make recommendations to overcome them. During the research was developed a case study with a farmer from Macedonia, to approach the public the real situation of agriculture at the moment. The research was supported by the Think Tank Fund of Budapest.

Project period

December 2012- June 2013

Project team

President Marjan Nikolov, PhD,
Gabriela Dimovska, Hristijan Risteski- CEA team.

Lending to agriculture-perspectives and conditions

Short description of project

The research is a result of cooperation of two nongovernmental organizations: Federation of

Farmers of Republic of Macedonia (FFRM) and the Center for Economic Analyses (CEA). The project resulted with providing recommendations about how problems in lending to agriculture to be removed, which in the end will affect of increasing the quality and quantity of credit activities of banks towards farmers.

Project period

October 2012 - April 2013

Strategy for Local Economic Development of the Municipality of Gazi Baba

Short description of project

Center for Economic Analyses conducted research in the business sector of Municipality of Gazi Baba, and on a basis of the conclusions, developed Strategy for local economic development of the Municipality.

Project period

April-May 2013

Ordered:

Municipality of Gazi Baba

Citizens' Budget of the Republic of Macedonia for 2013

Short description of project

CEA prepared Citizens' Budget for 2013, aimed on increasing fiscal transparency in the medium and long term. Also, the aim is to increase fiscal discipline and thereby to achieve greater accountability of Central Government of Republic of Macedonia. Citizens' Budget will provide greater information for the citizens of Republic of Macedonia about which are sources of funds in the Budget, and which are the priorities for spending their money. The project is financially supported by the Project of USAID for Civil Society.

Publication link: <http://cea.org.mk/graganski-budhet-na-rm-za-2013-godina/>

Project team

President Marjan Nikolov, PhD,
Borce Trenovski, Hristijan Risteski.

Public discussion: "Fiscal transparency, fiscal future and economic growth"

Short description of the event

In addition to the previous, CEA in partnership with the IMF organized public discussion "Fiscal transparency, fiscal future and economic growth" and presentation of the Citizens' Budget of Republic of Macedonia for 2013. As a part of the advocacy activities, CEA initiated cooperation with twining project in the Ministry of Finance for introducing Citizens budget as part of the budgetary process and official letter was submitted to the Minister of finance Mr Zoran Stavreski.

Project period: April 2013

Training for journalists for Fiscal Transparency

Short description of project

Center for Economic Analysis and the Association of Journalists of Macedonia are working together for increasing the capacity of journalists for the need of greater fiscal transparency and using www.mkbudget.org in their journalistic research. For this aim, was organized a two-day fiscal transparency training for the journalists.

Project period

January 2013

Project team

President Marjan Nikolov, PhD, Shenaj Hadzimustafa, Phd, Borce Trenovski, Hristijan Risteski.

OSI Think tank fund institutional support

Short description of the project

CEA has proposed an unsolicited proposal to the OSI Think tank fund for institutional and program support. The negotiation was ended by signing a contract with the OSI think tank fund representative Mr. Goran Buldioski: gbuldioski@osi.hu and Mr. Marjan Nikolov as President of CEA for a six year grant 2009-2014. In connection to this project CEA will develop a numerous of products and will strengthen its institutional status.

Project team

President Marjan Nikolov
Borce Trenovski, Hristijan Risteski, CEA team.

Economic consensus in the Republic of Macedonia

Short description of the project

CEA conduct research about political consensus of the main economic issues in the Republic of Macedonia. After that, CEA developed the study: Consensus in Macedonian economic policy making. The study is consisted of a review of Macedonia's economic performance during the transition period (transitional EBRD indicators in comparison with peer countries, inequality, life satisfaction, poverty, monetary and fiscal policies, public debt unemployment etc.), analysis of the structure of the political parties in Macedonia, analysis of the economic part of the programs from the political parties, calculation of ISEW. For promotion of the study was organizes public presentation.

Project period

May 2012 –September 2013

Public discussion about fiscal transparency in the Republic of Macedonia

Short description of the project

CEA organized public discussion about fiscal transparency in the Republic of Macedonia. On this event were presented results about openness of Macedonian budgetary process and benefit of the fiscal transparency. Guest speaker was Alexander F. Tieman, Resident Representative of the International Monetary Fund for the Republic of Macedonia.

Project period

December 2012

Microfinancing for poor households with emphasis on Roma people

Short description of the project

This study's main goal is to evaluate the situation in the poor households (with special accent on the Roma people) and to help make appropriate recommendations in favor of microfinance development as a means to fight poverty in the future. This study should also contribute for better understanding of the financial problems of the poor households, their needs, the unemployment and the indebtedness. The analysis also gives an overview of the structure of the poor households and their income sources. Deeper emphasis during the research is also made on the creation of concrete picture about the existence of microfinancing and the barriers the poor households come across in their attempts to get access to financial means i.e. credits.

Project period

May 2012-January 2013

Developing web site for the Budget of the Republic of Macedonia:

www.mkbudget.org

Short description of the project

The purpose of the project is to create an online web portal containing budget data for Macedonia. This information would be culled from in-house data sets, online PDFs and information acquired through the country's Law for Freedom of Information. The portal would consist of "cleaned up" data that has been analyzed and adjusted for bias. It would describe not only public spending (national and municipal), but also promotional campaign spending and unexplained expenses. There would be an interactive feature in which users could "test" different budget policies and measure expected outcomes.

Project period

December 2011 – December 2012

PPP feasibility study about organizing parking spaces in Municipalities Bitola and Tetovo

Short description of the project

CEA developed PPP feasibility studies for organizing parking spaces in the Municipalities of Bitola and Tetovo.

Project period

February – December 2012

Internship opportunities for students on graduate and postgraduate studies and recent graduates

Short description of the project

On regular basis CEA is accepting interns who are interested to do research and policy analyses in the area of economics.

Project period

Open opportunity

Significance of private transfers in Tetovo and Kumanovo from Afghanistan and Iraq

Short description of the project

- CEA conducted field research and published study about **significance of private transfers in Tetovo and Kumanovo from Afghanistan and Iraq**.
- In partnership with Southeast European University and Municipality of Kumanovo, CEA organized two public discussions about **investing the money from private transfers from Afghanistan and Iraq** in the municipalities of Kumanovo and Tetovo
- Created policy paper about **Political economy of Tetovo and Kumanovo**. In this paper we illustrate the development of Kumanovo and Tetovo municipalities during the centrally planned economy within Yugoslavia and their share in the local economy of the Socialist Republic of Macedonia. We also illustrate the recent rational behavior of the citizens of Kumanovo and Tetovo that are engaged in the economy of Afghanistan and Iraq.

Project period

March – December 2012

Feasibility study about school and Home of culture in Gazi Baba Municipality

Short description of the project

CEA developed feasibility studies for lending money from the World Bank for construction of school and Home of culture in the Municipality of Gazi Baba.

Project period

August – November 2012

Shadow economy in Macedonia- estimation

Short description of the project

Measurement and assessment of the shadow economy is an area of research which is always challenging and surrounded with debate and ambiguity. This research attempts to present a portrait and estimate of the shadow economy and its structure in the Macedonian economy using the electricity consumption method and the MIMIC approach. **Part of the recommendation for improvement and simplification of labor**

procedures for seasonal workers were accepted and implemented by the Government of Macedonia.

Project period

March – July 2012

Research about financing of farmers

Short description of the project

CEA in Partnership with Federation of Farmers in the Republic of Macedonia conducted research among farmers and banks about challenges for enhancing financing of farmers through loans from the commercial banks.

Project period

September- 2012

Risk management strategy for the Public Transportation Company Skopje

Short description of the project

CEA developed strategy for managing risks in the Public Transportation Company – Skopje in accordance with the Public Internal Financial Control in the Republic of Macedonia.

Project period

July – October 2012

Policy brief about the measures of the government against the global crisis

Short description of the project

This study attempts to primarily analyze the economic and social impact and the effectiveness of these measures in the alleviation of the global crisis effects in Macedonia. Moreover, this study informs of the overall global crisis impact on the Macedonian economy and summarizes all governmental anti-crisis packages prior to the current, as well as their results.

Project period

June – August 2012

Microfinance decision making in Macedonian households(with special accent on the Roma people)

Short description of the project

This study's main goal is to evaluate the situation in the poor households (with special accent on the Roma people) and to help make appropriate recommendations in favor of microfinance development as a means to fight poverty in the future. This study should also contribute for better understanding of the financial problems of the poor households, their needs, the unemployment and the indebtedness. The analysis also gives an overview of the structure of the poor households and their income sources. Deeper emphasis during the research is also made on the creation of concrete picture about the existence of micro-financing and the barriers the poor households come across in their attempts to get access to financial means i.e. credits.

Project period

May 2012 – January 2013

Toward sustainable think tank

Short description of the project

CEA has proposed an unsolicited project to the USAID for a development of a sustainability of its mission and goals. The negotiation was ended by signing a contract with the USAID office and Marjan Nikolov as President of CEA for a three year grant 2005-2008.

CEA was successful in its mission and thus, now benefits a follow up USAID grant for the period 2009-2011. Responsible AOTR at USAID Macedonia is Ms Vesna Stevkovska: vstevkovska@usaid.gov.

In connection to this project CEA have developed so far 6 special reports to USAID, quarterly and monthly monitoring of the Macedonian Economy and will continue to do so in future. Also, with the follow up grant CEA develops new products as well.

Project team

President Marjan Nikolov, CEA team.

"Student Essay Competition on Sustainable Development"

Short description of the project

Project is supported by the World Bank and aims to spread information among students in Macedonia about sustainable development through writing essays, publishing journal with the best essays and organizing conference for promotion of the main findings from the best essays.

Project period

May – December 2011

Increasing employment of youth Roma

Short description of the project

The main project purpose is to contribute in increasing employment by helping in implementation of the active policies for employment. CEA in partnership with Roma Resource Center delivered 2 trainings for job hunting, writing CV and Cover Letter for Roma population in Skopje. Project is supported by the City of Skopje.

Project period

July – December 2011

Developing self assessment tool for Municipalities

Short description of the project

Local Government Initiative (LGI) from Budapest and World Bank Institute engaged Marjan Nikolov as local expert to join a project on self assessment tool development in Budapest.

Project period

November 2011

Global Integrity Report

Short description of the project

CEA conducted research about governance and anti-corruption mechanisms in Macedonia, as a part of The Global Integrity Report. This report is developed according an innovative and award-winning research methodology and is used as a tool for understanding governance and anti-corruption mechanisms at the national level.

Project period

August – December 2011

Preparing for and conducting field training of Kurdistan Parliament of Iraq MPs

Short description of the project

CEA prepare for and conducted field training of Kurdistan Parliament of Iraq MPs and staff and Iraq Federal Parliament MPs and staff about budget analysis. Almost 50 people (MPs and staff) were trained on how to scrutinize budget once submitted in the Parliament. NDI for international affairs engaged Mr. Marjan Nikolov to conduct the training

Project period

November 2011

Capacity building for Municipality's staff

Short description of the project

CEA delivered trainings about team work and public relations for the international team responsible for implementation of the project: "Business Incubator – Economic Development and Visibility of the Border region", supported by IPA Cross-Border Program between Macedonia and Bulgaria.

Project period

July – November 2011

PPP feasibility study for solid waste management for Ilinden municipality

Short description of the project

CEA prepared PPP feasibility study, tender and contract for solid waste management for Ilinden municipality.

Project period

February – April 2011

CEA Journal of Economics is indexed in EconLit and EBSCO

Short description

EconLi and EBSCO includes references to articles in economics journals from all over the world, most of which are in English. Journals are selected for inclusion on the basis of their peer-reviewed economic content, which must be substantial or of equal emphasis in interdisciplinary journals.

Training for the Macedonian Assembly's heads of sectors about how to plan strategically the activities of the Assembly

Short description of the project

CEA delivered training for Macedonian Assembly's heads of sectors about how to plan strategically the activities of the Assembly for the next fiscal year (within the Macedonian budget process framework). This was two day training for more than 10 heads of sectors. A handbook has been prepared and proper exercises.

Project period

February 2011

PPP feasibility study for Municipality of Gorce Petrov on building administrative building

Short description of the project

For modernizing and increasing the workspace Municipality of Gorce Petrov is planning to build new administrative and business premises for municipal administration and private sector in e form of Public-Private Partnership (PPP). Feasibility study for this project is developed by CEA.

Project team

Marjan Nikolov and other CEA experts.

PPP feasibility study for Municipality Gazi Baba on building administrative building

Short description of the project

For modernizing and increasing the workspace Municipality of Gazi Baba is planning to build new administrative and business premises for municipal administration and private sector in e form of Public-Private Partnership (PPP). Feasibility study for this project is developed by CEA.

Project team

Marjan Nikolov and other CEA experts.

PPP feasibility study for Public transportation company JSP - Skopje for "smart ticketing"

Short description of the project

CEA is developing feasibility study for implementation of smart ticketing in the public bus transportation in the City of Skopje.

Project team

Marjan Nikolov and other CEA experts.

Feasibility study for Municipality Veles for a loan from the World Bank

Short description of the project

CEA prepared study for Municipality of Veles for a loan from the World Bank through the on

lending project: <http://www.finance.gov.mk/node/1055>

Project team

Marjan Nikolov

Coopetitiveness report for Macedonia according World Economic Forum

Short description of the project

National Council of Entrepreneurship and Competitiveness - NCEC Macedonia, approached CEA to help in developing competitiveness reports according World Economic Forum for 2010 for Macedonia.

Project team

Marjan Nikolov

Senaj Hadzimoustafa, Hristijan Risteski and other CEA experts

Effects of the global economic crisis on the vulnerable groups in the Republic of Macedonia

Short description of the project

This paper was presented on the conference "Poverty and Social Inclusion in the Western Balkans" organized by the World Bank-WB in Brussels on December 14-15th, 2010.

Project team

Hristijan Risteski

Macedonian/Greek economic relations as a main pillar for prosperous neighbor cooperation in the future.

Short description of the project

CEA with the Economic Chamber of Macedonia is organizing this regional conference for enhancing economic cooperation between Macedonia and Greece. In the conference will be discussed three main topics:

1. The dynamics of economic relations between Macedonia and Greece;
2. Future effects of the economic crisis in Greece on the Macedonian Economy; and
3. Relevance of the Think Tanks, institutes and other independent organizations for solid Macedonian/Greek economic relations

Project team

Marjan Nikolov

Borce Trenovski, Hristijan Risteski and other CEA experts

PPP training for the Physicians' chamber of Macedonia

Short description of the project

CEA organized one day training for PPP for the Physicians' chamber of Macedonia. The main

goal of the training was to present foreign PPP experience in health sector, and to be discussed opportunities for PPP in Macedonia. Also, comments on the new law on health protection in the concessions for secondary health area were prepared.

Project team

Marjan Nikolov

Effects of the economic crisis in Greece on the Macedonian economy

Short description of the project

This study is providing:

- Two scenarios with projections for the negative macroeconomic effects,
- Assessment of the most traded products between Greece and Macedonia,
- Implications on the cross-border trade, and
- Implications on the Greek's investments in Macedonia.

Project team

Borce Trenovski and Hristijan Risteski

Study for PPP for JSP (Public Transportation Company SKOPJE – Skopje)

Short description of the project

The subject of PPP is financing the reconstruction and equipping of the bus stops in the city network of lines in the city of Skopje, by private partner, who will use space on the urban equipment of the bus stops and terminals planned for advertizing, for a certain period of time for its own name and own account

Project team

Marjan Nikolov

Effects of the Fiscal Crisis on Vulnerable Groups in the E&E Region

Short description of the project

Economic Policy Institute - EPI from Sofia, Bulgaria invited CEA to participate in this regional project for the part of Macedonia.

Project team

Hristijan Risteski

Strategy for Rural Development of Municipality of Gazi Baba

Short description of the project

CEA is preparing Strategy for Rural Development as a part of the Strategy for Local Economic Development of Municipality of Gazi Baba.

Project team

Marjan Nikolov

Vesna Garvanlieva, Hristijan Risteski.

Professional training for analytical skills in the corporate sector

Short description of the project

Macedonian biggest telecommunication company T-Home, approached CEA for conducting professional training for analytical skills. Training was comprised of two parts: statistical analyses of data and econometrics.

Project team

Marjan Nikolov

Challenges for improvement of the competitiveness of the private sector in Macedonia

Short description of the project

The CEA's assignment refers to conducting a workshop with key representatives from the private sector, chambers of commerce, industry associations, relevant government institutions and donors.

Orderer:

USAID

Project team

Risto Ivanov

Shenay Hadzimustafa

Aleksandar Kostadinov

Hristijan Risteski

Global financial crisis impact on Macedonian economy

Short description of the project

Study on Macedonian economy in time of global financial crisis. The study was presented during the International conference in Yerevan, Armenia.

Project team

Marjan Nikolov

Comparative study on labour market policies in Macedonia

Short description of the project

Comparative study that analyses active and passive labour market policies in Macedonia compared to Western Balkan countries.

Project team

Aleksandar Kostadinov

Training for the Macedonian Parliament representatives and administration

Short description of the project

The Westminster Foundation for Democracy Limited and the UK Embassy approached

CEA to take part in this project together with National Audit Office of UK. Training was on financial scrutiny issues and annual budgetary planning. After successful realization of the activities, Marjan Nikolov was invited to transfer the experience in Montenegro.

Project team

Marjan Nikolov, Shenaj Hadzimustafa, Hristijan Risteski and other experts from CEA.

Developing on line inflation calculator in Macedonia

Short description of the project

With a support of LGI OSI CEA has developed the first on line customized personal inflation calculator.

Project team

Marjan Nikolov, Borce Trenovski, Aleksandar Kostadinov, Hristijan Risteski and other CEA experts.

Assessing the handicraft share in Macedonian economy

Short description of the project

Non registered economy in Macedonia is assessed at around 40-50% of the GDP. CEA is interested to assess the handicraft share of this in Macedonian economy.

Project team

Hristijan Risteski.

PPP needs assessment and feasibility study on LED at LSG Gorce Petrov

Short description of the project

With a support of USAID BEA CEA will prepare a feasibility study for one municipality in Macedonia.

Project team

Marjan Nikolov and other experts from CEA.

Estimation of the discount rate by sector for Macedonia

Short description of the project

CEA fills the gap for discount rates information in need for public sector, local governments, private investors for capital investment projects.

Project team

Vlado Andonov and Vesna Garvanlieva.

Assessing the 10 measures of the GoM to fight the impact from the global crisis

Short description of the project

CEA makes assessment about the government measures to fight global crisis impact in Macedonia.

Project team

Vlado Andonov and Vesna Garvanlieva.

Assessing the Macedonian Budget process

Short description of the project

OSI Macedonia asked Marjan Nikolov to take part in a project on monitoring the Macedonian 2009 budget. CEA prepared evaluation of the Macedonian budget process in accordance with the IMF Manual on fiscal transparency and the GFOA recommendations on best budget practices.

Project team

Marjan Nikolov.

Cooperation with EVN

Short description of the project

CEA signed a one year contract with the EVN to provide a forecasting of main macroeconomic variables.

Project team

CEA team.

Research on the flat tax policy assessment in Macedonia

Short description of the project

The Government of Macedonia introduced a number of supply-side policy measures at the end of 2006 aiming to reduce the tax burden and improve the business environment. The main pillars of the tax system reform were the elimination of the progressive system of personal income tax, the reduction and unification of the statutory rates for the personal income and corporate taxes, and introduction of zero tax rate on reinvested profits. The so called flat tax refers to personal income and corporate profits being taxed at one marginal rate (12% in 2007 and 10% in 2008 onwards). That version of the report was further developed by Mr. Aleksandar Stojkov, Mr. Marjan Nikolov and Mr. Borce Smilevski, all from CEA.

Research

IDSCS a partner company conducted the survey Marjan Nikolov
Aleksandar Stojkov
Borce Smilevski

Project period

January - September 2008

Developing LED strategy and promotion of PPP at subnational level

Short description of the project

The municipality of Gazi Baba approached CEA to develop LED strategy and to identify projects where PPP can be used as an instrument.

Project team

President Marjan Nikolov

CEA team.

Cooperation with SSK (Association of Macedonian Chamber of Commerce)

Short description of the project

CEA signed a one year contract with the SSK for advocacy and preparation of policy briefs for the SSK.

Project team

Miso Nikolov
CEA team.

Seminar for civil society organizations organized by the IMF at the JVI in cooperation with the Stability Pact for South Eastern Europe

Short description of the project

The seminar was organized on the bases of the constant effort of IMF to introduce as much as possible transparency into its work with the wider sector of the civil society. The Civil Society Organizations (CSOs) are in the core and in fact shape the civil society. Thus, it is a perfect target group for transmission of the already achieved, the present engagements and the future projects and intentions of IMF.

Project team

Mico Apostolov

Research on the determinants of raising capital through credit and/or equity in Macedonia

Short description of the project

In Macedonia generating capital for the firms is mostly through loans. USAID BEA asked CEA to conduct a study on the determinants of the decision making at firm level on raising capital.

Research

IDSCS a partner company conducted the survey and statistics analyses Marjan Nikolov
Vesna Garvanlieva
External experts: Vlado Andonov and Saso Arsov

Project period

September - Novemeber 2007

Upgrade of the CEA Macro model with subnational data level and simulating macroeconomic stability

Short description of the project

Further operationalization of the FPM Macro model for Macedonia. Integrating the local level fiscal data and public debt at local level data to the model. Simulations done by using financial and fiscal data from the strategic documents of the LSG in Macedonia

Research

Marjan Nikolov
Aleksandar Stojkov

Project period

September - November 2007

Update of the CEA Macro model

Short description of the project

Operationalization of the FPM Macro model for Macedonia. A study tour to The Netherlands and the MMC organization. USAID BEA sponsored. Developing and integrating a LSG module in the model.

Research

Marjan Nikolov
Aleksandar Stojkov

Project period

August - December 2007

System engineering in the area of financial management and tax administration at LGU level

Short description of the project

An UNDP sponsored project conducted by Urban Rural Consulting. CEA conducts system engineering of the financial management - tax administration.

Research

Marjan Nikolov

Project period

July - September 2007

Evaluation of the process of decentralization and financial analysis of the LSG financial statements

Short description of the project

An OSCE sponsored project conducted by Urban Rural Consulting. CEA developed methodology for evaluation, was involved in survey preparation, field and desk research.

Project period

June - September 2007

Research

Marjan Nikolov

A study on remittances in Macedonia

Short description of the project

The main objective of this project is to better understand and quantify as much as possible the following: sources of remittances in Macedonia, main determinants for sending remittances, channels through which remittances are transferred, methodology of calculation of official statistics on remittances. The beneficiary is the National Bank of Macedonia and the sponsor is the USAID BEA project.

Project period

May - December 2007

Research

Marjan Nikolov
Aleksandar Stojkov

Methodology for economic development ranking of Macedonian LGU for the Law on balanced regional development

Short description of the project

The main objective of this project is to develop a tool for ranking the Macedonian LGU in accordance with the requirements of the Law on balanced regional development. The beneficiary is the Ministry of local self government.

Project period

March 2006 - September 2007

Research

Marjan Nikolov

Preparing criteria for distribution of capital fund from the Ministry of transportation and communication

Short description of the project

The main objective of this project is to develop a tool for distributing the capital grants to the local level from the central budget. The beneficiary is the Ministry of transportation and communications.

Research

Marjan Nikolov

Project period

December 2006 - June 2007

Preparation of methodology for assessing creditworthiness in Macedonian LGU

Short description of the project

The objective of the assignment is to develop a methodology for assessing a creditworthiness of the Macedonian LGU. The first step was to assess the fiscal capacity of identified sample of Macedonian LGU. Donor is USAID BEA and MDW project.

Project period

February - August 2007

Research

Marjan Nikolov

Measuring fiscal capacity at 15 Macedonian LGU

Short description of the project

Measuring the fiscal capacity of identified sample of Macedonian LGU. Donor is USAID MDW project.

Project period

February - August 2007

Research

Marjan Nikolov

Study on bonds; legal and institutional framework in Macedonia

Short description of the project

The objective of the assignment is to screen the legal and institutional framework in Macedonia for establishing bonds as an instrument for financing the operations of MCIC and MEDF.

Research

Maja Parnardzieva

Borko Handziski

Miso Nikolov

Project period

January 2007

Cardiology clinic business plan

Short description of the project

CEA is asked to develop a business plan for Cardiology clinic. Project not finished.

Project period

November - January 2006

Research

Marjan Nikolov

CEA Team

Preparing criteria for distribution of capital fund from the Ministry of transportation and communication

Short description of the project

The MTC each year allocates funds to the LGU for communal activities. CEA will develop the system for transparent allocation of the funds to the LGU.

Research

Marjan Nikolov

Project period

November - January 2006

Preparing competitiveness report for Macedonia; client: NCEC

Short description of the project

National Council of Entrepreneurship and Competitiveness-NCECMacedonia approached CEA to help in developing competitiveness report for 2006 for Macedonia.

Research

Marjan Nikolov

Senaj Daut

Bogov Dimitar

Project period

November - December 2006

Preparing economic analyses for electronic media in Macedonia

Short description of the project

Center for media development-Macedonia approached CEA to help in developing strategy for the electronic media in Macedonia.

Research

Marjan Nikolov

Miso Nikolov

Bardarov Dimitar

Project period

August 2006 - September 2006

Preparation of comments to the new 2006 EBRD strategy for Macedonia

Short description of the project

The EBRD has prepared a strategy for the Republic of Macedonia for 2006. CEA comments are available at: www.cea.org.mk.

Research, survey and field visits

Marjan Nikolov, Malgorzata Markiewicz

Project period

September 2006

Monitoring of transparency in the privatization process of the electric power company of Macedonia

Short description of the project

Transparency International Macedonia asked Marjan Nikolov to be Editor in Chief of

the publication and to participate in the organization of the debates upon monitoring the transparency of the privatization process of the ESM.

Research, survey and field visits

Marjan Nikolov

Project period

May 2005 - May 2006

Preparation of comments to the new EBRD strategy based on the 2004 strategy

Short description of the project

The EBRD has started work on the revision of its strategy for the Republic of Macedonia. Comments are invited by EBRD to help them in revising the strategy. The current Strategy for Macedonia, which has been available on the EBRD web site since August 2004, is a basis on which CEA gave its comments.

Research, survey and field visits

Marjan Nikolov, Malgorzata Markiewicz

Project period

May 2006

Identification and measuring transaction costs in the Macedonian economy

Short description of the project

OSI asked Marjan Nikolov to participate in a project for identification and measurement of transaction costs in the Macedonian economy. Marjan Nikolov have prepared practical measurement on the basis of the WB's Doing Business in 2005.

Research, survey and field visits

Marjan Nikolov

Project period

December 2004 - May 2006

Credit expansion in the region

Short description of the project

FREN, a Serbian research think tank, and CEA are cooperating in a regional project on doing research on credit expansion in the region (Serbia, Macedonia, Monte Negro, Bosnia and Herzegovina, Croatia, Bulgaria and Romania).

Research, survey and field visits

CEA team

Project period

April - June 2006

Publishing a Journal of Economics

Short description of the project

With this product (electronic version) CEA expects to enrich the economic problems faced by Macedonia by providing a forum where economists can practice technical quantitative analyses of economic problems. Five issues are published so far.

Research, survey and field visits

CEA team

Project period

Ongoing

Local Government Borrowing, supported by the LGI/OSI Budapest

Short description of the project

CEA submitted unsolicited proposal to LGI/OSI Budapest for a project on local government borrowing. The main objective of the project is to study the cases of Bulgaria and Romania and draw the lessons learned for Macedonia.

Research, survey and field visits

CEA team

Project period

May-December 2006

Forum/Workshop on improving the management of municipality budget organized by CEA and supported by OSI-Skopje office

Short description of the project

The OSI office in Skopje has asked CEA to help in organizing two economic forums. The second forum was on municipality budget management improving in Macedonia.

Organization, Presentation and moderation of the workshop

CEA team

Project period

November 2005

Creditworthiness of municipalities

Short description of the project

CEA has initiated in front of the USAID a training program on municipality to be organized. This is of special importance in Macedonia taking into account the fiscal decentralization process that is ongoing. FSVC facilitated further the training program.

Project team

President Marjan Nikolov

Developing an indicators for regional development in accordance with the EU methodology

Short description of the project

The Sector for EU integration of the Macedonian Government has invited CEA in a competitive bid for NGOs to help in setting up methodology and construct indices for measuring regional development in accordance to EU methodology.

Project team

Dimitar Bogov
Aleksandar Stojkov
Riste Naumov
Marjan Nikolov

Measures for improving the export and fight trade deficit

Short description of the project

The Chamber of Commerce has requested CEA to help in setting up measures and analyze them quantitatively to fight the trade deficit in Macedonia.

Project team

Miso Nikolov
Marjan Nikolov
Dimitar Bogov

Data gathering and processing and methodology set up for competitiveness study of the Macedonian economy

Short description of the project

Booz Allen Hamilton Inc. has requested CEA to help in setting up methodology for data gathering and processing of information for certain indicators for the Macedonia Competitiveness Activity - an USAID project. These data will be used for estimating the competitiveness of the Macedonian economy regionally and between the EU-15.

Project team

Dimitar Bogov
Marjan Nikolov
Jordan Trajkovski

Project period

November 2004 - January 2005

Conference on FDI organized by UNDP and the Ministry of Economy

Short description of the project

UNDP Project office in Skopje has requested an expert opinion on the conference on FDI related to the Republic of Macedonia that should be held 21st of December 2004. CEA team

has been contracted by the UNDP related to this conference.

Organization, Presentation and moderation of the Conference

CEA team

Project period

November 2004 -January 2005

Forum/Workshop on measuring fiscal capacity of the LSG organized by CEA and supported by OSI-Skopje office

Short description of the project

The OSI office in Skopje has asked CEA to help in organizing two economic forums within the next calendar year. The first forum was on measuring fiscal capacity of the LSG in Macedonia.

Organization, Presentation and moderation of the workshop

CEA team

Project period

November 2004 - March 2005

Workshop on Intergovernmental Fiscal Relations organized by the World Bank Institute held in Sarajevo

Short description of the project

Mr. Serdar Yilmaz, Senior Policy Analyst from the World Bank Institute, have invited CEA to give presentation on the recent developments in the area of fiscal decentralization. Marjan Nikolov has prepared and presented a working paper that is available on the CEA web site as well.

Presenter and moderator at the workshop

Marjan Nikolov

Project period

21-23 October 2004

Database development for Local Self Government in the Republic of Macedonia

Short description of the project

This project is sponsored by the World Learning's small grants program. With implementation of this project we will contribute to better and faster implementation of the process of decentralization as very important for the future of our country and the implementation of Framework agreement. Fiscal decentralization is crucial for the stability of the country and for the EU and NATO integration. In the moment our country lacks publicly available data about the local self-government and we will do our best to provide the public and governmental agencies with quality data. There will be data available on several indices developed by CEA. The indices will be on poverty by LSG, administrative efficiency by LSG, CEA MCI (Municipality Composite Indicator) and other relevant data. The database will have a data and links on the proper legislation

and other information.

Project team

Mile Janakievski
Jovce Plastinovski
Marjan Nikolov

Consultancy services for assisting in framing responses to the EU questionnaire in the economic sphere

Short description of the project

Through this engagement CEA will provide support to the Government in the preparation of the answers related to the development of the Macedonian economy and the conditions of all industrial sectors. CEA will make an effort to encompass relevant statistical indicators from the Macedonian statistical information system, assess the degree of harmonization of the methodology and present the requested answers along with relevant tables and comments.

Orderer

Ministry of Economy
Sector for EU Integration

Project team

Marjan Nikolov, MSc
Dimitar Bogov
Jovce Plastinovski
Jordan Trajkovski
Risto Naumov
Mile Janakievski

Project period

August-October 2004

Analysis of the Industrial Production Decline

Short description of the project

The recent sharp decline of the industrial production index has caused serious concerns among relevant ministries in the Government of Macedonia (most notably, the Ministry of Economy and the Ministry of Finance). Since the drop in industrial activity was anomalous in light of other macroeconomic indicators (rise in exports, electricity consumption, excellent collection of VAT revenues etc), the Ministry of Economy has asked the Government Cabinet for external expert opinion. In accordance with a Government Decision, the Ministry of Economy was allowed to hire the CEA to conduct a thorough macroeconomic analysis based on econometric and statistical techniques.

The goal of the project was to locate the sources of industrial production index decline. Faced with a serious time constraint, CEA made exceptional efforts to analyze time series of several macroeconomic variables, reviewed the official sample used by the State Statistical Office for calculation of the industrial production index and assessed the

methodology and dynamics of sample revisions.

Orderer

Ministry of Economy

Project team

Bryan Roberts, PhD

Marjan Nikolov, MSc

Aleksandar Stojkov, MSc

Dimitar Bogov

Project period

15 July - 31 July 2004

Design, development and implementation of regional and municipal profiling in the Republic of Macedonia

Short description of the project

The aim of this project was to provide a ranking of Macedonian municipalities and regions according to their socio-economic characteristics. CEA research team has made a selection of 26 appropriate demographic, economic, social and infrastructure indicators and constructed municipal composite indices. According to the values of the municipal composite index for each municipality, a ranking was done for the 123 municipalities, 34 groups of municipalities and 8 regions (in accordance with the NUTS classification of the territorial units in the Republic of Macedonia). As an appendix to the final study, for the first time in the Republic of Macedonia, an experimental calculation was made on the Human Development Index (HDI) according to the UNDP methodology for all Macedonian municipalities and regions.

Orderer

Community Development Project (World Bank)

Project team

Dimitar Bogov

Marjan Nikolov, MSc

Aleksandar Stojkov, MSc

Project period

February-May 2004

Cost-benefit analysis of proposal for reduction of customs duties on certain inputs

Short description of the project

The Ministry of Economy has launched a plan for reduction of customs duties on certain inputs (raw materials and repro-materials), which aimed at strengthening the competitiveness of the Macedonian firms. This initiative called for substantial reduction of the fiscal burden of imported raw materials and other inputs in the production in order to reduce companies' costs. Thus, research team of CEA has prepared quantitative

analysis of the effects from proposed reduction on the tariff rates of 393 products. The study has quantified the implications of this measure on the budget revenues, firms' costs, their production and exports.

Orderer

Ministry of Economy

Project team

Dimitar Bogov

Marjan Nikolov, MSc

Project period

March 2004

"Decentralization - Our Goal"

Short description of the project

In accordance with its strategic plan, CEA has launched quarterly bulletin (printed as well as electronic version), which covers decentralization topics. This is a joint initiative with the USAID and Bearing Point aimed at animating the general public and public finance experts for the challenges imposed by the ongoing decentralization. The first issue was published in June 2004 and *inter alia*, it encompassed several articles submitted by worldwide-known experts (for instance, prof. Jorge Martinez-Vasquez).

The publishing of the following issues of the bulletin was enabled by the support of OSCE Spillover Monitor Mission to Skopje:

1. The second issue of the newsletter was about: Municipality competencies.
2. The third issue of the newsletter was about: "Measuring fiscal capacity of Macedonian LSG"
3. The fourth issue of the newsletter was about: Training in Local Self Government Credit Rating
4. The fifth issue of the newsletter was about: Cross country study on LGU borrowing: Romania, Bulgaria and Macedonia
5. The sixth issue of the newsletter was about: Measuring the fiscal capacity of selected Macedonian municipalities

Project team

Marjan Nikolov, MSc

Aleksandar Stojkov, MSc

Mile Janakieski

Design of horizontal equalization scheme for municipalities

Short description of the project

The aim of this project was to design objective and transparent criteria (formula) for distribution of the equalization grant from the central government to the

municipalities. Horizontal equalization scheme was prepared in several alternative scenarios, thus facilitating the decision-making process. The project was upon the request of Budget Department (MoF) as a background analysis during the preparation of the Draft Law on Financing the Local Self-Government.

Orderer

Ministry of Finance (Budget Department)

Project team

Marjan Nikolov, MSc

Aleksandar Stojkov, MSc

Mile Janakieski

Project period

August 2004

Expert opinion on cost-benefit analysis of proposal for excise duty reduction

Short description of the project

Skopje Brewery (through Bearing Point) has requested an expert opinion on the cost-benefit analysis made by independent research group with regard to the proposal for excise duty reduction on beer. CEA team has reassessed the price and income elasticity of the demand for beer, analyzed the marked shares of the breweries and re-estimated the fiscal implications of this proposal. The client has given compliments for the in-depth analysis and expressed willingness for future cooperation.

Project team

Dimitar Bogov

Aleksandar Stojkov

Marjan Nikolov

Risto Naumov

Project period

November 2003

Follow up on the USAID's Fiscal Reform Project activities

The USAID Macedonia Fiscal Reform Project (FRP) was providing assistance to the Ministry of Finance of Republic of Macedonia in the areas of macroeconomic forecasting. CEA continues some of the major activities of the Fiscal Reform Project in order to continue to build capacity for economic policy analysis in Republic of Macedonia. More specifically, CEA is determined to work in the following areas:

1. Macro ABC model - This model was acquired during the Study Tour in Holland. It was created with assistance of MicroMacroConsultants (MMC) from the Netherlands. Since CEA has shareware rights, as soon as possible, CEA intends to prepare the first medium-term model operated by Macedonian economists. Most of the activities of CEA will be directed towards testing of the behavioral equations and preparing a publication in which it will announce the economic forecasting results from this model. Since currently no government or private institution works on macroeconomic forecasting, CEA could

use the model to give timely warnings to the policy makers and the public in cases when there is economic downturn in the country. Also, this model can be used to evaluate specific fiscal policies of the Government and their impacts on the GDP growth of the country.

2. Trade Policy Model - This model was developed by a BearingPoint expert (Lorris Mizrahi PhD) for the needs of the Ministry of Finance and Ministry of Economy to conduct trade policy analysis. CEA gives high importance to trade policy and was already engaged by the MOE in the analysis for evaluation of specific trade measures. The Trade Model uses general equilibrium framework for simulation of trade measures. CEA may carry out training for its staff in order to acquire experience in general equilibrium modeling. If there is prospect for cooperation, CEA will closely work with MoE and MoF during the training process and the trade policy analysis. CEA has comparative advantage because there are two licenses in Macedonia for using this model. One is transferred to CEA and the other one will most likely be transferred to the ministry of economy. Who ever get the second license will depend on CEA related to training and actual usage of the model.

3. Fiscal Sustainability Analysis - A BearingPoint expert, John Anderson PhD, has conducted analysis of the fiscal program of a Government and has looked on the pattern of revenue collection and expenditures for goods and services. Knowing the importance of fiscal sustainability, CEA has capacity to use the same exercise to evaluate the Government fiscal policy on regular time intervals and when major fiscal changes take place. CEA would publish its opinion whether certain fiscal program is sustainable over a long period of time by looking at the level of revenues in relation to the expenditures, and also the debt situation. CEA members have gained additional training at the Center of Excellence in Finance in Ljubljana during the training in Macroeconomic Management and Financial Sector Analyses organized by the IMF. Two CEA members Mr. Marjan Nikolov and Mr. Jordan Trajkovski had presentations at the outset of the training program on fiscal sustainability in which they have presented the upgraded fiscal sustainability model by CEA.

4. Estimation of municipality fiscal capacity and design of alternative equalization schemes. The Republic of Macedonia is undergoing a process of decentralization. The IMF is suggesting a phased approach for decentralization from phase zero to phase three. However, we believe that the process of fiscal decentralization must be followed with the administrative and fiscal capacity of the LSG on place. Whereas during the socialist regime the organizational scheme of local administration was tailored to its function of virtually serving as local offices of central level ministries, the new model municipality should respond to and mirror the new powers and responsibilities of the local authorities. In this perspective, concepts such as civil society, decentralization, social capital, synergy and citizens' participation are becoming centerpieces of contemporary developmental discourses.

4. Public relations

CEA has managed to establish decent relations with media. CEA members are also columnists in the daily newspapers. The editors have an excellent opinion and appreciation on the articles prepared by CEA members. CEA members are often invited by journalists to be guests on their media. Many journalists from printed media frequently request opinion from CEA members on some economic events or government policies.

From this perspective, CEA has made remarkable progress in obtaining massive continuous media coverage. In order to meet the increasing demand for its economic views, it has prepared new web site: <http://www.cea.org.mk>. Presently, the respected reader can download most of the columns and articles of CEA members, certain publications, other relevant economic analyses as well as macroeconomic data, estimates and forecasts.

5. Letters of support to CEA

IMF

The IMF office in Skopje has cooperated with Mr. Nikolov from the very commencement of the Center for Economic Analyses in 2003, in various activities. In 2004 CEA shared its study on industrial index decline with IMF office as well as their study on labor market development in 2005. Among the activities are also regular informal consultations about the economic development, including macroeconomic risk assessments, fiscal decentralization topics and institutional economy in the country.

We also partnered with CEA for the organization and delivery of the Fiscal Transparency, Fiscal Future and Economic Growth public debate in April 2013. CEA and IMF representative gave presentation and were participating in the debate with representatives of the businesses community, media and NGOs.

Throughout our cooperation, CEA in general and Mr. Marjan Nikolov specifically provided reliable and credible partners with sound knowledge and experience in transition economics, economic and development and public finances. I would recommend them for any research related to those topics.

*Alexander F. Tieman,
IMF Resident Representative*

NCEC

“In the name of the National council for entrepreneurship and competitiveness I would like to confirm the positive cooperation that we had with the Center for Economic Analyses (CEA). Namely, from the submitted offers, the Management Board of the National council for entrepreneurship and competitiveness chose CEA as an analytical company with great experience and human resources for preparation of the National report for competitiveness. The National report for competitiveness is an annual report published by the National council for entrepreneurship and competitiveness and represents an overview of the competitive ability of the Macedonian economy compared with the other world economies. The analysis in the report is the basis for extracting conclusions and recommendations for the directions and activities that need to be priority for the National council for entrepreneurship and competitiveness. This means that it is essential for the Council.

CEA completed the project in the provided deadlines and the material quality was on the expected high level. The analyses were comprehensive and included elements that previously weren't foreseen, reaffirming CEAs commitment for making high quality and expedient material.”

Saso Trajkovski
Executive Director

GIZ Macedonia

“With this recommendation I confirm that Mr. Marjan Nikolov was hired by the Program for Regional economic development in Macedonia as a trainer for the implementation of the following trainings: building capacities for regional development and regional management during 2010 and 2011.

1. Training “Evaluation of large-scale projects from EU IPA Component 3- Regional development”, Module no.3 in 2010 of a series of trainings for strengthening capacities of the representatives of the Ministry of Local Government and the Regional Development Bureau, 26.10-28.10.2010 Berovo.

The engagement covered preparation and realization of presentations including work in groups on the following topics:

- Financial analysis*
- Economic analysis*
- Sensitivity and risk analysis*
- Public-Private Partnership (PPP)*

2. Training “Requirements and standards for regional projects (IPA component 3)”, Module no.1 in 2011 of a series of trainings for strengthening capacities of the representatives of the

Centers for development of the planning regions and municipalities, 04.04-06.04.2011, Strumica.

The engagement covered preparation and realization of presentations including work in groups on the following topics:

- *Financial analysis*
- *Economic analysis*
- *Sensitivity and risk analysis*
- *Public-Private Partnership (PPP)*

As part of his engagement, Mr. Marjan Nikolov was actively involved in the planning, design, organization, delivering and evaluation of the above mentioned trainings.

I take this opportunity to express my satisfaction with the cooperation with Mr. Marjan Nikolov and taking into account the obligations that he needed to complete within this assignment, I would like to mention that he possesses exceptional communication and presentation skills, systematic feature, high responsibility and creativity to complete his tasks successfully. I would like particularly to emphasize his ability to adapt to our needs and the needs of the participants, as well as the way he transfers the knowledge and experiences.

With this recommendation I intend to strongly support the application of Mr. Marjan Nikolov and I'm deeply convinced that will contribute for successful implementation of your activities."

Hari Shutoski MA

*Coordinator for regional development and building capacities
Program for Regional economic development in Macedonia*

Business incubator Berovo, Municipality of Berovo.

"The Center for Economic Analyses was engaged from September 2011 to June 2012 for conducting a research about the conditions of the businesses in the Municipality of Berovo and detection of the main areas in which the businesses need support and acceleration for their development, as part of the project "Business incubator- Economic development and visibility" in the region from the IPA program for Cross-border cooperation between Republic of Macedonia. During this time, CEAs experts, Hristijan Risteski and Borce Trenovski, showed excellent knowledge about the local economy, the responsibilities of the Municipality of Berovo in the decentralization process, the development of the local businesses and the local economic development. Throughout the entire engagement they completed their obligations professionally and because of that we sincerely recommend them for engaging by the institutions that need expertise like the one mentioned above"

Natasha Kalamadevska

Coordinator of the project "Business incubator- Economic development and visibility in the border region"

Ministry of Transportation and Communication

“The Center for Economic Analyses- CEA attracted the attention of the Ministry of transport and communications with their work and conducted analyses about the current economic issues in Republic of Macedonia that were presented to the public.

The Ministry of transport and communications, met CEAs expertise on a project about the allocation of capital grants to the local government in Macedonia, and it was evident that the CEAs experts showed huge level of analytical thinking and professionalism, completing the objectives on time and with great quality.”

*Minister of Transportation and Communication
Mile Janakievski*

Ministry of Local Self Government

“The Center for Economic Analyses- CEA drew the attention to the Ministry of local government with their analyses about the current problems with the decentralization process that were presented to the public.

The Ministry of local government benefited from the CEAs expertise for concrete projects related to the Law for balanced regional development and the bylaws arising of it, as well as for a design allocation of earmarked funds on the basis of the Environmental law.

CEAs experts demonstrated great level of analytical skills and professionalism, completing their obligations in a timely and quality manner.”

*Minister of LSG
Zoran Konjanovski*

Municipality of Tetovo

“The Center of Economic Analyses was engaged from the Municipality of Tetovo in a project for preparation of a feasibility study for public-private partnership- giving parking services, tender documentation and draft agreement for public-private partnership for the Municipality of Tetovo as a economic operator- consultant in the period March- June 2012.

The study was prepared in a successful, professional and on time manner and because of that we recommend CEA for preparation of similar projects.”

*Sadi Bedzeti PhD
Mayor of the Municipality of Tetovo*

Municipality of Gazi Baba

“We appreciate very much the dedication of CEA and the final work of developing the LED strategy for our community.”

*Koce Trajanovski
Mayor of Gazi Baba*

Economic Institute Skopje

“The Economic Institute Skopje have worked with some of the members of the Center for Economic Analyses as external cooperates on some projects. These young professionals were always fulfilling their tasks in orderly and timely manner. The Economic Institute Skopje supports their initiative for developing an independent think tank in order to enhance the independent thought in the area of economic theory and practice”

*Antonija Josifovska
General Manager of the Economic Institute Skopje*

The daily newspaper Vreme

CEA members are columnists in the daily newspaper **Vreme**. The editors of this highly competitive newspaper have an excellent opinion on the articles prepared by CEA members. We hereby present their opinion on CEA:

“The economy news desk at daily “Vreme” has cooperated with the Center for Economic Analyses (CEA) since the first issue of our newspaper. In the past seven months, the CEA team has enriched our economy section and opinion pages with insightful information and commentaries. The young CEA experts have offered fresh and original initiatives for economic reforms in Macedonia”

*Zoran Andonovski
Managing Editor “Vreme”*

*Nikola Stojanov
Economic journalist in “Vreme”*

Gazmend Kadriu, General Manager New Bank of Kosovo, Prishtina

“Although it is already proverbial to say that economics is not science, too many people in Macedonia (including professional economists) act 100% that way, going into economic issues in a completely undisciplined way, delivering strong opinions and even outright verdicts based on a rule-of-thumb perspective. The intention of these economists to subject economic issues to independent hard thinking and formal deliverables is a long-needed novelty in Macedonia. CEA might not, and probably will not, bring the long-awaited economic surge in Macedonia, as even formal science has its limits. However, CEA can nevertheless bring some discipline to the discussion of economic issues and shed a very welcome light to this discussion, putting quantitative dimension alongside the much used value dimension (which anyway tends to be cheaper than hard analysis). During a decade-long involvement in Macedonian banking (including being Head of Banking Supervision, World Bank

consultant, bank auditor, and, still, bank Board Member) the need for such hard analysis was clear just too often. Having recently moved to the position of a General Manager of a Kosovar commercial bank, I see the same need not only in the perspective of another country, but also in the perspective of regional economic cooperation between the countries in this region. It will be interesting to see how CEA will tackle also issues in that dimension. I am confident that their current investment in hard work in Macedonia will open the way for them to engage in cross-border activities, communication and cooperation. In the end, I reaffirm my full support for CEA and wish them many successes in their future work.

Gazmend Kadriu,
General Manager New Bank of Kosovo, Prishtina

MicroMacro Consultants research institution from Holland

“We would like to express our support to the Center for Economic Analysis (CEA), a research think tank from Macedonia. We are very happy that we had the chance to work with them during their training on macro modeling at our MMC premises in the Netherlands. See the results on <http://users.bart.nl/~mmc/Macedonia/index.htm> The people we met are young professionals from a transition country that in our opinion have the capabilities to conduct sound analyses. Taking into account our experience in working worldwide (The Netherlands, Indonesia, Poland, Ethiopia, Kenya, Curaçao, Suriname) we can recommend support to independent economic research in MK. Developing independent research institution is a benefit to the society and the region that is in the transition”

Dr. Marein van Schaijk
Director Micromacro Consultants, and
President Foundation for stimulating the research of the Economy of Suriname

BearingPoint Consultant Company from USA

“Mr. Marjan Nikolov, M. Sc. and Jordan Trajkowski, are the two economists BearingPoint hired as part of the USAID/Macedonia Fiscal Reform Project in 2002 to support the project Macroeconomic Activity. Jordan was trained in the Faculty of Economics in Skopje as was Marjan, but Marjan also has a Masters of Science in Economics from the University of Iceland. They worked directly with Dr. Bryan Roberts and the Ministry of Finance Macroeconomic Unit for 2 and ½ years. Both have demonstrated strengths and have acquired significant analytic skills in this assignment. They have joined with other Macedonian economists, including two former heads of the Macroeconomic Unit, to form the Center for Economic Analysis, a think tank, that operates as a non-governmental organization under Macedonian law. Based on the output of this organization over the past 6 months, and given a small amount of donor support in the future, we believe that these local specialists can achieve significant growth in the organization and can ensure sustainable economic analytic capacity for Macedonia in the years to come.”

Mr. Lester Sweeting
Chief of Party

USAID Fiscal Reform Project

CASE – think tank from Poland

“CASE - Center for Social and Economic Research played an important role in the transformation of Polish economy as one of the first think tanks in Poland. Support given to CASE by international donors was crucial in building self-sustainable institution, which contributed to development of independent thinking in the country. In September 2003 CASE was glad to host representatives from CEA and transfer its know-how both in managing think tanks and macro economic modeling. Here at CASE we were impressed by the courage, vision and competence of the young founders of CEA. Having behind us fourteen years of experience we strongly support foundation of the first economic think tank in Macedonia. It is the way how a civil society should develop in a country with an economy in transition. We believe, CEA will play a unique role in the process of integration of the Republic of Macedonia in EU”

*Ewa Balcerowicz
President of CASE
Artur Radziwill
Vice President*

IMF office Skopje

“... We support the overall work of the CEA and in particular, your efforts at improving the quality of the public policy debate in Macedonia. In this regard, I would also like to express my appreciation for CEA work on the recent debate surrounding the reported decline in industrial production. I look forward to seeing the future output of CEA”

*Kevin Ross
IMF Resident Representative in Macedonia*

ZELS - association of LSG in Macedonia

“ZELS have known some of the CEA members and have established cooperation related with their work activities with USAID projects closely connected with the LSG reform process in the Republic of Macedonia. ZELS also welcome the publication of the Bulletin “Decentralization-our goal” as it provides relevant to our field analyses and information from worldwide. ZELS therefore support the work of CEA in their dedication to become independent policy research organization, which will represent important values for local authorities in the Republic of Macedonia”

*Goran Angelov
President of ZELS*

The Government of the Republic of Macedonia; Ministry of Economy



CENTER FOR ECONOMIC ANALYSES (CEA)
We are making a difference

“The Center for Economic Analyses (CEA) has attracted the attention of the Ministry of Economy with its analyses presented in the public in relation to the several current economic issues, which were subject to our current engagement. Believing that CEA personnel could offer fresh ideas and a different point of view based on expertise and analytics, the Ministry of Economy has on two occasions so far, engaged CEA experts. After the realization of the two projects, the CEA members have shown high degree of expertise, analytics and professionalism, completing their tasks in timely and precise manner. Also, the Ministry of Economy is prepared to offer CEA a plan for a long-term cooperation in the realization of the forthcoming projects”

*Minister of Economy
Stevco Jakimovski*