



CENTER FOR ECONOMIC ANALYSES (CEA)

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CENTER FOR ECONOMIC ANALYSES - CEA

<References and track record>

2023, Skopje

1. General information about CEA

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Date: 31.12.2022

Dear all,

The Center for Economic Analyses through its work contributed to improved efficiency of the public sector, more competent and credible civil society and more competitive business environment.

Through the research, monitoring and policy recommendations we provide, and in accordance with our mission, we commit to deliver timely, high-quality, and policy-relevant analyses that will be of social and economic benefit and will foster an environment that brings better governance, transparency and satisfactory rule of law.

In 2023 we celebrate our 20 years Anniversary, and CEA will continue to question policies and inform debates through rigorous research and analysis on important developmental issues, with a strong emphasis on the socio-economic problems and more efficient and effective public finance.

We will continue to engage in capacity building efforts and contribute to a substantively vibrant and informed discourse on good governance, as well as strive to upgrade its communications and dissemination efforts in order to reach a much wider audience.

Please look through the palette of our work in the past years in the following pages.

Best regards
Marjan Nikolov
President of Center for economic analyses - CEA

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.

2021-2025 Ongoing	Project title		Subcontractor in – Strengthening Resource Mobilization Activity, USAID							
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any		
Center for Economic – Analyses	North Macedonia	n.a	n.a	4	/	USAID	2021-2025	Leading partner: Cardno then DT Global, local partners SDC Consulting, IDEAS Depo & CEA		
Detailed description of project							Type of activities implemented			
<p>Center for Economic Analyses – CEA is a partner in the implementation of the USAID’s Strengthening Resource Mobilization Activity. It is a five -year project, assisting North Macedonia’s municipalities to raise and independently manage the resources necessary to fund services demanded by its citizens.</p> <p>➤ The aim of this program is to increase municipalities’ own-source revenues and external funding and increase their budget execution rate in compliance with the central government’s budgeting and reporting requirements. Via work with local and central governments to 1) enhance the quality of municipal tax and fee collection systems; 2) increase municipal capacity to access external resources 3) improve the ability of municipalities to plan, manage, and implement public sector revenues in compliance with national regulations.</p> <p>CEA takes the lead in specific task in the project including preparation of specific topic analyses and policy research as well as task for implementation of activity for increased resource mobilization as well as boosting transparency among the municipalities.</p> <p>You can find more here: https://cea.org.mk/proekt-za-zajaknuvane-na-kapatsitetite-za-iskoristuvane-na-resursite/</p> <p>See Project accomplishment fact sheet: https://cea.org.mk/wp-content/uploads/2019/09/USAIDs-Strengthening-Resource-Mobilization-Activity-Key-Results-ENG-1.pdf</p>						Some of the activities outputs are:			<ol style="list-style-type: none">1) Analysis and Recommendations: Evaluation of the Effectiveness of the Current Property Tax Administration System: https://cea.org.mk/wp-content/uploads/2019/09/0.-FINAL-FINAL-Report-D-8-SRMA-CEA-Property-Tax-10.03.pdf2) Prepared Manual for municipal administration: TRANSPARENCY IN PUBLIC FINANCES: FISCAL, BUDGETARY AND TAX TRANSPARENCY, and held a training: https://cea.org.mk/wp-content/uploads/2019/09/Priracnik-za-opstinskata-administracija.pdf3) Continued the preparation of the index for municipal transparency, last publication https://cea.org.mk/tsea-indeks-na-budhetska-i-danochna-transparetnost-na-opstinite-vo-severna-makedonija-za-2021-2022/4) Prepared a policy brief for fiscal asymmetry, you can access here https://cea.org.mk/asimetrichna-detsentralizatsija-kratok-izveshtaj-za-nositelite-na-javni-politiki/5) Assisted LSGUs in preparation or Urban Audit6) Assisted LSGUs in implementation of tax behavior compliance enhancement activities	
Reference contact: Barhyl Marku, Chief of Party, bardhyl.marku@srmamk.com , Ginka Kapitanova, former Chief of Party ginka.kapitanova@srmamk.com										

2022-2025 - Ongoing		Project title		Grant partner- GreenFORCE, EU Horizon2020 supported project					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any	
Center for Economic – Analyses	North Macedonia	n.a	n.a	5	/	EU	7/2022-6/25	Leading partner: Co-PLAN (Albania), other partners: CEA (North Macedonia), UB GEF (Serbia), POLITO (Italy) and Nortregio (Sweden)	
Detailed description of project							Type of activities implemented		
<p>GreenFORCE, is an EU Horizon 2020 project, which aims at fostering excellence in the “Western Balkans’ green transition” scientific research and innovation of Co-PLAN (Albania), CEA (North Macedonia), and UB GEF (Serbia), as a means to enhancing their research profile, strengthening research and management capacities of their staff, and contributing to convergence between Western Balkans (WB) and EU research capacities, as well as to wider policy initiatives for the WB region.</p> <p>This objective is to be reached through the twinning partnership of five organizations that will work closely to produce territorial knowledge through exploratory research and institutional learning; will transfer and exchange knowledge among partner organisations through applying the knowledge management cycle; and will engage in networking for sharing, cross-fertilizing and amplifying knowledge at the societal level. Ultimately, the ambition is to transcend from individual learning to enabling institutional learning, making sure that research and research management practices become institutionalised within the recipient organisations. GreenFORCE will contribute to the impacts of the destination “Improved access to excellence” by enabling pathways of cooperation, exchange, co-design, co-creation with academia, civil society and policy-makers at the regional level which aims to encourage excellence in scientific research and innovation for the “green transition of the Western Balkans” implemented by the partners Co-PLAN (Albania), CEA (North Macedonia) and UB-GEF (Serbia), as local partners and POLITO (Italy) and Nortregio (Sweden) to improve the research profile, strengthening the research and management capacities and contribute to the convergence between the research capacities of the Western Balkans (WB) and the EU.</p>						<p>More for the project and the current activities: Website: https://greenforcetwinning.net/ Social Media FB: https://www.facebook.com/people/Greenforce-Twinning-Project/100086942634567/ Newsletter 1: https://us11.campaign-archive.com/?u=66731e2150b6a6878776e02fd&id=df4ab88447</p> <p>Deliverable status: https://greenforcetwinning.net/projects/results-and-deliverables/</p> <ul style="list-style-type: none">- D4.1 Report on WB green transition conceptualization https://greenforcetwinning.net/wp-content/uploads/2023/02/D4.1_GreenFORCE_Conceptualisation-of-JGT-in-the-WB_final-report.pdf- D4.2 The regional mapping report https://greenforcetwinning.net/wp-content/uploads/2023/04/D4.2_The_Regional_Mapping_Report_Final.pdf			
Reference contact: Anila Bejko Gjika, Executive Vice Director, Co-PLAN, anila_gjika@co-plan.org									

2022-2023 Ongoing		<u>Project title</u>		Grant: Assessing & Streamlining the Potentials of the Open Balkan Initiative				
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center for Economic – Analyses	North Macedonia	180.000 USD	100%	2	/	Open Society Foundation	10/2022-10/23	pool of independent experts from the six WB countries
Detailed description of project							Type of activities implemented	
<p>CEA is implementing a one-year project supported by the Open Society Foundations with the aim of assessing and streamlining the potential of the Initiative Open Balkan.</p> <p>ACTIVITIES OF THE PROJECT</p> <p>An independent pool of experts from the six countries diagnosing and investigating the bottlenecks for cooperation and coordination among the Open Balkan countries will add value to the already demonstrated political will for the Open Balkan initiative, leading to its more structured, priority-focused, and systematic development.</p> <p>Project Outputs and activities:</p> <ul style="list-style-type: none">• OPEN BALKAN, BERLIN PROCESS AND EU’S ACQUIS: Rapid analysis within the assessing and streamlining potentials of the Open Balkan Initiative• ECONOMIC EFFECTS OF THE OPEN BALKAN INITIATIVE: Rapid analysis within the assessing and streamlining potentials of the Open Balkan Initiative <p>Studies and analyses – country & regional:</p> <ul style="list-style-type: none">• Country disparity analyses: Desk research ENG• Analysis of the territorial challenges of the six Western Balkan countries• Cluster analysis					<p>More for the project and the activities:</p> <p>https://cea.org.mk/project-assessing-streamlining-the-potentials-of-the-open-balkan-initiative/?lang=en</p> <p>All the deliverables can be accessed in English and the languages spoken in the WB region</p> <p>https://cea.org.mk/proekt-otsenka-i-nasochuvane-na-potentsijalite-na-initsijativata-otvoren-balkan/</p>			
Reference contact: Andi Dobrushki, Director for Western Balkans, Open Society Foundation, andi.dobrushki@osfa.al								

2023 - Ongoing	<u>Project title</u>		<i>Grant – North Macedonia near border economic activities with Bulgaria: Neglected dimension</i>					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center for Economic Analyses	North Macedonia	23.000 EUR	100%	3	/	Bulgarian Development Aid Bulgarian Embassy	2023	Beneficiary municipalities, Delchevo, Berovo, Pehchevo
Detailed description of project							Type of activities implemented	
<p>Overall objective: Promoting socio-economic cohesion, including working with young people, strengthening good neighborly relations, regional stability and mutual cooperation, socio-economic cooperation.</p> <p>Specific objectives: Capacity building on research for grass-root young people; Mobilizing evidence-based debate on the near border economic activities in the region of Delcevo, Pehcevo and Berovo; Raising awareness about the need for better infrastructure connection between North Macedonia and Bulgaria</p> <p>Target group: Local population in Berovo, Pehcevo and Delcevo; State and local municipal administration of these municipalities, with as many people as possible to whom the result of the implemented projects will be disseminated.</p>							<p>Report: Quarterly survey results report</p> <p>https://cea.org.mk/wp-content/uploads/2019/09/1-CEA-Report-May-2023_1-1.pdf</p> <p>More on the project can be found here: https://cea.org.mk/proekt-ekonomskite-aktivnosti-vo-pogranichnite-regioni-na-severna-makedonija-so-bugarija-zapostavena-dimenzija/</p> <p>https://cea.org.mk/project-north-macedonia-near-border-economic-activities-with-bulgaria-neglected-dimension/?lang=en</p>	
<p>Reference contact: <i>Reni Ivanova, Third Secretary /Press and NGOs, reni.ivanova@mfa.bg</i></p> <p><i>Dejan Andonov, Program Coordinator, Institute for Communication Studies (IKS): dandonov@vs.edu.mk</i></p>								

2018-2021	<u>Project title</u>		Grant – Europeanization more than a process: Networking and capacity building - Foundation Open Society Institute, Opened Society Initiative for Europe					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center for Economic Analyses	North Macedonia	67.650 USD	100%	4	/	Foundation Open Society Institute –FOSI- Open Society Initiative for Europe	2018-2021	N/A
Detailed description of project							Type of activities implemented	
<p>The project funded by the FOSI, aimed to contribute to the support of CEA as an organization to in Europeanization of the think tanks by building networking capacities and knowledge & internal capacity build up. The project was conducted in the span of three years in which, the project in a straightforward manner helped CEA in:</p> <p>1. Building bridges = series of study and exchange visits to western European based think tank and CSO organizations to had been organized and facilitated to build the grounds for possible collaborations</p> <p>2. Policy research standards and quality = increased capacities and exchange of experience in complementary and similar areas of interest</p> <p>3. Press conferences/releases/meetings</p> <p>The objectives for “building bridges” with EU-based stakeholders aimed at enhancing our networking, to better understand how a non-Brussel based think tank operates in the area of advocacy, visibility and communication with the public administration and policy makers on the EU agenda. Further, how think tanks are correlated with the public finance management of EU and of the particular country and at which point of the public finance system they are engaged. We further engaged in reaching out to the “old” Europe members institutions. A fellowship was envisaged as well for building up our capacity and understanding of the process.</p>							<p>Some of the activities:</p> <ul style="list-style-type: none">- bridging and follow ups, high level event at Berlin Aspen institute- Bridging and capacity building organization and implementation with MMC in the Netherlands, with several follow up activities,- Established connections, meetings with research institute at the University Macedonia from Thessaloniki- Attended the international week of civil society in Belgrade- Established as a co-founder TGWeb regional network in the Western Balkan,- CEA improved communication & visibility of website- prepared and conducted meetings in Netherlands in the area around Den Haag and Amsterdam, then Belgium- prepared, presented and networking activities in the European week of regions and cities, panel discussions, networking established- Organized the special session at a conference in Lublin among the TG-WeB,- Established a contact with the think tank Clingendael,-prepared a line of policy papers/articles/briefs on subjects of interest and expertise, these have been shared widelyEtc.	
<p>Reference contact: Zorana Gajic, Program Analyst, Open Society Initiative for Europe (OSIFE): zorana.gajic@opensocietyfoundations.org</p>								

2021	<u>Project title</u>		Grant Project partner in Make it Easy - Establishing first crowdfunding platform for civic initiatives, Civica Mobilitas Program, MCMS, North Macedonia, Lead partner Inno hub Skopje					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center for Economic Analyses	North Macedonia	CEA share: grant size <5.000 EUR	n.a	2	/	Civica Mobilitas Program MCMS, North Macedonia	2021-2022	Lead partner: Inno hub Skopje
Detailed description of project							Type of activities implemented	
Center for Economic Analyses – CEA as partner in the project implementation of Make it Easy - Establishing first crowdfunding platform for civic initiatives. The goal is to establish and put into function a crowdfunding platform that will be focuses on civic initiatives for North Macedonia. CEA with it expertise provided guidance on the preparation of the tax related issues for process streamlining of e-crowding funds collection to be aligned and compliant to the local tax regulation for the fund hub collector, the users of the funds and the fund donors.							See more: https://cea.org.mk/ecrowd-mk-prva-kraudfanding-platforma-vo-makedonija-za-graganskite-organizatsii/ https://ecrowd.mk/	
Reference contact: Ljupco Petkovski, Innohub: ljupcho.petkovski@innohub.mk								

2021	<u>Project title</u>		Contract – via Memorandum for cooperation with Institute for communication studies, ICS, project ‘Razbistri se’, financed by UKAID, British Embassy					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center for Economic Analyses	North Macedonia	CEA share: small grant size	n.a %	2	/	UKAID, British Embassy	2021-2022	Lead partner: Institute for communication studies
Detailed description of project							Type of activities implemented	
<p>Center for Economic Analyses – CEA is collaborator and member of the alliance in the campaign ‘Razbistri se’ of the ICS focusing on the problems of water resource management and inspection supervision against excessive use of natural resources.</p> <p>CEA identified the following problem and prepared monitoring study</p> <ul style="list-style-type: none">- Problem: The insufficiently developed hydrological monitoring of natural lakes and reservoirs is mainly due to the lack of hydrological monitoring networks and human capacities in the responsible institutions. Hence, it is brought into question how adequate and how the legal regulation for the management of water resources is implemented, how effective public policies are and whether public funds for the protection of water resources are appropriately distributed.-							<p>Report: Monitoring Report of the Institutions working in the hydrological activity In Macedonian language: https://cea.org.mk/wp-content/uploads/2021/09/Izveshtaj_TSEA_vodi_finalno-za-koritsi_2.0.pdf</p> <p>Brief: https://cea.org.mk/wp-content/uploads/2021/09/Kratki_Monitoring-CEA_1final.pdf</p>	
Reference contact: Dejan Andonov, Program Coordinator, Institute for Communication Studies (IKS): dandonov@vs.edu.mk								

2021	<u>Project title</u>		Contract – Analysis of state aid for renewable energy sources in the Republic of North Macedonia financed by EKO-SVEST					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center for Economic Analyses	North Macedonia	CEA share: small grant size	n.a %	2	/	EKO-SVEST	2021-2022	
Detailed description of project							Type of activities implemented	
<p>Center for Economic Analyses – CEA collaborated with Center for Environmental Research and Information - Eko Svest in development of a study analyzing the state aid for renewable energy sources (RES) by comparing the legal framework in North Macedonia with the EU member states, and to provide conclusions, guidelines and recommendations for policy changes and practices.</p> <ul style="list-style-type: none">- Description: An important part of the obligations of the Republic of North Macedonia in the processes of EU integration is the implementation of the Directive on renewable energy sources ((EU) 2018/2001), by increasing the share of renewable sources in energy consumption. Thus the state has established a mechanism with measures to support the production of electricity from renewable sources, which has been applied with certain changes since 2007. <p>The study provides overview of the RES state in North Macedonia, the support measures for RES, Financial payments to preference producers, legal treatment of feed-in tariff and premium, viewed from state aid prism, and makes a comparison with EU regulative.</p>							<p>Full Study in Macedonian and Executive Summary in English:</p> <p>https://cea.org.mk/analiza-na-drzhavnata-pomosh-za-obnovlivi-izvori-na-energija-vo-republika-severna-makedonija/</p>	
<p>Reference contact: Ana Colovic Lesoska, Executive director, Eko Svest: info@ekosvest.com.mk</p>								

2020-2021	<u>Project title</u>		Grant - Tax Responsibility Project - European Commission, European Instrument for Democracy and Human Rights, 2018-2019 Supporting a civil society through CBSS					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center for Economic Analyses	North Macedonia	188.119,12 EUR	95%	4	/	European Commission, EIDHR Programme	1/2020-12/2021	N/A
Detailed description of project							Type of services provided	
<p>The project funded by the European Union through the European Instrument for Democracy and Human Rights, aims to tackle and contribute to the challenge of increasing the social responsibility specifically tailored to Republic of North Macedonia approaching from both sides, the civic responsibility through evidence based research and awareness raising to boost tax morale and as well as the governments' responsibility through increased transparency and accountability.</p> <p>With this action we intend to pilot an innovative approach of behavioral economics in order to inform policy and improve public service and deliver positive results for people and communities on the issues of increasing tax morale and tax compliance.</p> <p>Thus, the goal is to contribute to advancement of civic responsibility in North Macedonia through tax responsibility because building the tax citizenship requires inductively motivating and promoting active and responsible citizenship involved and aware of the social relevance of taxes and on the other hand the transparency and efficiency of any government expenditure to enable human development and social cohesion.</p> <p>The project until its end should determine the driving factors for the tax morale among citizens in North Macedonia by practical piloting of behavioral insight techniques – evidence based innovative research; enhance the civic responsibility and tax compliance among the citizens of North Macedonia through promotion – behavioral insight; Increase the tax compliance in North Macedonia among the citizens – tax responsibility; Increase the transparency, accountability and responsibility of the tax authorities for the citizens' money; increase the active engagement of the citizen in decision making.</p>							<p>Publications:</p> <ul style="list-style-type: none"> • Analysis of the tax morale determinants • Tax morale-tax payers' profile • Challenges in the Local Tax System in the Municipalities of North Macedonia: Focus on Property Tax • Transparency of the municipalities essential for the tax morale <p>All information can be found here> https://cea.org.mk/proekt-za-danochna-odgovornost-kon-graganska-odgovornost-i-odgovorni-danotsi/</p>	
<p>Reference contact: Ms. Emilija Belogaska, Programme Manager, DEU North Macedonia: emilija.belogaska@ec.europa.eu</p>								

2020-2021	<u>Project title</u>		Grant - Competition and State Aid Policy Monitor: 8 Matters-UNOPS, Nordic Support for Progress of North Macedonia, Swedish International Development Agency					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center for Economic Analyses	North Macedonia	32.600 EUR	100%	3	United Nations Office for Project Services (UNOPS)	Swedish International Development Agency (Sida)	12/2019-2/2021	/
Detailed description of project							Type of services provided	
<p>CEA is implementing the project “Monitoring of competition policy and state aid control: 8 Matters!”, financially supported by the Swedish International Development Agency (Sida) through the “Nordic Support for Progress of North Macedonia” Project implemented by the United Nations Office for Project Services (UNOPS).</p> <p>Despite the positive assessment of the degree of compliance of national legislation with the EU acquis in the part of competition policy, it is necessary to comply with new EU legal acts and policies. Key remarks of the EC, over the past number of years, focus on the absence of progress in the area as well as the necessary need for a strengthened portfolio of application legislation especially in the area of antitrust.</p> <p>That’s why CEA started implementing a project that aims to contribute to an increased level of state aid and competition policy enforcement activities, enhanced transparency and increased awareness of the importance of these policies through monitoring and advocacy (areas covered in the EU negotiation chapter 8).</p> <p>The project identified obstacles for effective implementation of the state aid control and competition policy, worked on regular monitoring of the state aid and competition policy, and to increase public awareness of the importance and the role of competition policy.</p>							<p>In the past year CEA developed series of analyses and activities:</p> <p>1.Detailed comprehensive policy study on the state of chapter 8: Competition and state aid policy: Key to a market economy</p> <p>2. Policy analysis on the effects of state aid in attracting foreign investments in Western Balkan Region: Attracting foreign investments in the Western Balkans and State Aid: Race to the Bottom or necessity?</p> <p>3.Regularly prepared and published quarterly monitoring reports for 2020</p> <p>All project outputs about the monitoring can be accessed here.</p>	
Reference contact: Mr. Dejan Stojanov, Communication Associate, UNOPS Skopje Office, Email: DejanS@unops.org								

2020	Project title		De Minimis Contract-Cost Benefit Analysis on additional cost of disability of the resettled person from PI BB with focus on women and taking into consideration the additional costs caused by COVID-19 pandemic-UNWOMAN					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center for Economic Analyses	North Macedonia		100%	3	UNWOMEN		9/2020-12/2020	
Detailed description of project							Type of services provided	
CEA prepared methodology for estimation of the additional costs of disability for deinstitutionalization of persons with physical disability. CEA implemented several methodologies for evaluation the costs and benefits of the deinstitutionalization of people with disabilities in North Macedonia based on the practices of the already initiated process. Furthermore, the CBA took a special consideration the gender and COVID-19 related issues and effects of the process.							/	
Reference contact: Vesna Ivanovikj-Castarede Programme Specialist/Head of Office UN Women, Skopje Email: vesna.ivanovikj@unwomen.org								

2020	Project title		Grant-COVID-19 and the Municipalities in North Macedonia - Civica Mobilitas Program, MCMS, North Macedonia					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center for Economic Analyses	North Macedonia	5.300 EUR	100%	2	MCMS, Civica Mobilitas	Embassy of Switzerland in Macedonia	9/2020-2/2021	/
Detailed description of project							Type of services provided	
<p>The project aims to contribute to the debate on the local effects of the COVID-19 crisis and the impact on local public finance with focus of the municipal revenues. It aims to provide as well insight to policy makers toward more resilient regions.</p> <p>The project COVID-19 and the municipalities in North Macedonia: will the municipalities request new financial funds through borrowing from the central government? Implemented by CEA.</p> <p>CEA STUDY: Municipalities and Covid-19 in Northern Macedonia: Implications for Public Finance in Municipalities</p> <p>The CEA study provides an overview of the implications for the public finances of the LSGU in North Macedonia in the first three quarters of 2020, compares it with the previous period and makes recommendations for the next period.</p> <p>https://cea.org.mk/wp-content/uploads/2021/01/0.-FINAL-PDF-CIP-ELS-Kovid-02012020.pdf</p> <p>Brief: Municipal Public Finances and Covid-19 in Northern Macedonia</p> <p>https://cea.org.mk/wp-content/uploads/2021/01/Brief_ELSCoVID19-2020-01-20_FinalDraft.pdf</p>							<p>All project activities and analyses can be found here https://cea.org.mk/proekt-covid-19-i-opshtinite-vo-makedonija-ke-baraat-li-opshtinite-novi-finansiki-sredstva-preku-zadolzhuvane-kaj-tsentrlnata-vlast/</p> <p>Infographics:</p> <p>https://cea.org.mk/wp-content/uploads/2021/01/ELS-COVID_Infographic_20200120_Transferi.png</p> <p>https://cea.org.mk/wp-content/uploads/2021/01/ELS-COVID_Infographic_20200120_Obvrski.png</p> <p>https://cea.org.mk/wp-content/uploads/2021/01/ELS-COVID_Infographic_20200120_Kapitalni-rashodi.png</p> <p>https://cea.org.mk/wp-content/uploads/2021/01/ELS-COVID_Infographic_20200120_Cumulative.png</p>	
<p>Reference contact: National Coordinator for Small Grants- Sara Mustafa , Civica Mobilitas</p> <p>Contact information: sms@mcms.mk</p>								

2019	Project title		Service Contract-Project Strengthening Social Dialogue, Needs Assessment for trade unions in North Macedonia, International Labor Organization					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center for Economic Analyses	North Macedonia	3.000 EUR	100%	2	International Labor Organization (ILO)	ILO	August-September 2019	/
Detailed description of project							Type of services provided	
<p>Preparation of Needs Assessment for trade unions in North Macedonia.</p> <p>Scope of the assignment</p> <p>As trade unions are struggling to gain strength and momentum to create bigger organizations able to better represent workers at national and local levels, there was a need to improve the scope and quality of its services toward their members as well as to make its work more visible to the public.</p> <p>The overall objective of the Strengthening Social Dialogue Project was to improve the social dialogue as a means to create more and better jobs. This was achieved through institutional and legislative improvement along with activities aimed at strengthening the capacities of the tripartite actors to engage effectively in social dialogue. The project consisted of three specific components, namely:</p> <p>Specific objective 1: Enhanced participation of the ESC in shaping the national economic and social reform agenda</p> <p>Specific objective 2: Enhanced participation of local ESCs in formulation and implementation of local employment policies</p> <p>Specific objective 3: Increased effectiveness of Trade Unions and Employers' Organizations.</p>							<ol style="list-style-type: none"> 1. A brief diagnostic review of KSOM; 2. SWOT analysis of the value of KSOM and where it is strong and where it is weak; what opportunities exist for its agenda and what threats there are to it; 3. Developed a suggested way forward for developing relevant services to members and potential members. The recommendations included specific services and how KSOM can start providing new and/or enhance existing services. 4. Suggested ways to measure increased number and quality of new and enhanced services. 	
<p>Contact person: Gabriela Dimovska, CEA. Project Coordinator: Natasha Mechkaroska Simjanoska, ILO</p> <p>Contact information: simjanoska@ilo.org</p>								

2019	<u>Project title</u>		<i>Grant – Project: Increasing employability and improving the economic situation of women in society – within a REALOAD, EU, UNDP program and Municipality of Kavadarci.</i>					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje – co applicant	Macedonia	9.996 EUR	90% both partners	2	/	<i>REALOAD, EU, UNDP program, Municipality of Kavadarci</i>	8/2019-07/2020	OZ Vizija Kavadarci
Detailed description of project							Type of services provided	
<p>The project Increasing employability and improving the economic situation of women in society is implemented by OZ Vizija Kavadarci in partnership with the Center for Economic Analyses from Skopje.</p> <p>This project is implemented under the Western Balkans Regional Program for Local Democracy - ReLOaD funded by the European Union (EU) and implemented by the United Nations Development Program (UNDP). Within the project, CEA is responsible for the project management and aims to increase the practical skills and understanding of the employment and self-employment opportunities in accordance with the requirements of the labor market in the municipality of Kavadarci and to develop and implement adapted training programs in the field of textile industry and crafts.</p>							<ul style="list-style-type: none"> Capacity building sessions 15 days sewing workshop 15 days knitting workshop 15 days basket weaving workshop Developing business plans for individuals Local mapping of single mothers and women from rural areas <p>The outputs of the project are available on the following link: https://cea.org.mk/zgolemuwane-na-vrabortlivosta-i-podobruvane-na-ekonomskata-sostojba-na-zhenite-vo-opshtestvoto/</p>	
<p>Contact person: <i>Blagica Kocева Todorova</i> Project Coordinator: Biljana Georgievska</p> <p>Contact information: <i>Biljana.georgievska@undp.org</i></p>								

2019	<u>Project title</u>		Grant – Project: Increased capacities of local grassroots - Veles Biking, National resource center for civil society organizations, MCIC, ADI and Media Plus					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje – co applicant	Macedonia	3.000 EUR		3	/	NRC for CSO program, by MCIC	6/2019-12/2019	Veles Biking Veles
Detailed description of project							Type of services provided	
<p>The project Enhanced Capacity Building of Local Grassroots Leaders for Rapid Tourism Development is implemented by Veles Biking - Veles in partnership with the Center for Economic Analysis from Skopje.</p> <p>This project is supported by the "National Resource Center for Civil Society Organizations" program implemented by the Macedonian Center for International Cooperation (MCIC), the Association for Democratic Initiatives (ADI) from Gostivar and Media Plus from Stip. "</p> <p>The project aimed at strengthening the capacity of the local organization - Veles Biking for Sustainable Development through know how system of knowledge transfer and experience. Through the planned activities with the project partners, is expected to have a multiplier effect on the members of the association in terms of increasing the capacity to implement and manage larger projects, financial management and for the first time creating a strategic document that will serve as a basis for pursuing the identified goals and strategies for better recreation of athletes, environmental protection and tourism development.</p>							<ul style="list-style-type: none"> Capacity building sessions <ul style="list-style-type: none"> Project management EU funded project management Financial management and document management Focus groups for strategic development Development of strategic guidelines and document for strategic mid-term document 	
<p>Contact person: Ana Marija Petrovska Project Coordinator: Jasmina Chaushkoska</p> <p>Contact information: jch@mcms.mk</p>								

2019	<u>Project title</u>		<i>Grant - Project: Fiscal Responsibility: Promoting Sustainability and Transparency of Public Debt</i>					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje – co applicant	Macedonia	6.107 EUR	100%	3	/	Sub granting, Analytica, European Commission, Regional Project	12/2018-5/2019	
Detailed description of project							Type of services provided	
<p>The project was financially supported by the think tank Analytica as part of the project Civil Society Organizations as Equal Partners in Public Finance Monitoring, funded by the European Union. The project activities carried out by CEA aimed to contribute to improved fiscal accountability by promoting and advocating for better sustainable and transparent public debt in Macedonia through research and policy documents.</p> <p>Outputs:</p> <p>Political economy of public debt & debt sustainability: The case of Macedonia <Implementing the IMF's debt sustainability analysis tool for market access countries to Macedonia></p> <p>https://cea.org.mk/wp-content/uploads/2019/02/0.-Debt-Sustainability_FINAL-ENG-CIP-18022019.pdf</p> <p>Policy Brief: Does the level of public debt matter? Debt Sustainability of Macedonia</p> <p>https://cea.org.mk/wp-content/uploads/2019/02/0.-Debt-Sustainability_FINAL-ENG-CIP-18022019.pdf</p> <p>Public debt transparency as part of fiscal transparency: - Good practices and reviews for Macedonia</p> <p>https://cea.org.mk/wp-content/uploads/2019/02/0.-Brief-Transparency-Debt.pdf</p> <p>Contact person: Vesna Garvanlieva Project Coordinator: Analytica, Tamara Mijovic Spasova</p> <p>Contact information: tmispasova@analyticamk.org</p>							<p>Other:</p> <p>Infographics #1, #2, #3</p> <p>https://cea.org.mk/shto-pridonesuva-kon-visok-neodrzhliv-javen-dolg/</p> <p>https://cea.org.mk/kolkav-rast-na-ekonomijata-e-potreben-za-da-go-namalime-javniot-dolg/</p> <p>https://cea.org.mk/za-shto-se-troshea-budhetskite-sredstva/</p>	
Contact person: Vesna Garvanlieva Project Coordinator: Analytica, Tamara Mijovic Spasova Contact information: tmispasova@analyticamk.org								

2019	<u>Project title</u>		<i>Grant Activity - Strategic Document, for the Blagoj A. Kotlarovski Resen, within a REALOAD, EU, UNDP program and Municipality of Resen</i>					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje – co applicant	Macedonia	3300 EUR	100%	2	/	<i>REALOAD, EU, UNDP program, Municipality of Resen</i>	12/2018-6/2019	LAG Prespa
Detailed description of project							Type of services provided	
The project Social Interaction and Economic Empowerment of Youth is implemented by Blagoja A. Kotlarovski in Resen in partnership with the Center for Economic Analysis from Skopje. This project was implemented under the Western Balkans Regional Program for Local Democracy - ReLOaD funded by the European Union (EU) and implemented by the United Nations Development Program (UNDP). Within the project, CEA developed local strategic document for rural tourism in the municipality of Resen.							<ul style="list-style-type: none"> • LED Mapping • Strategic FG facilitation • Development of a local strategy 	
Contact person: Frosina Gjorgievska Project Coordinator, Biljana Georgievska Contact information: Biljana.georgievska@undp.org								

2019	<u>Project title</u>		<i>Grant – Project: Social interaction and economic empowerment of Youth, within a RELOAD, EU, UNDP program and Municipality of Resen.</i>					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje – co applicant	Macedonia	13.992 EUR	90% both partners	3	/	<i>REALOAD, EU, UNDP program, Municipality of Resen</i>	12/2018-8/2019	LAG Prespa
Detailed description of project							Type of services provided	
<p>The project Social Interaction and Economic Empowerment of Youth is implemented by Prespa Local Action Group in Resen in partnership with the Center for Economic Analysis from Skopje. This project was implemented under the Western Balkans Regional Program for Local Democracy - ReLOaD funded by the European Union (EU) and implemented by the United Nations Development Program (UNDP). Within the project, CEA was responsible for the project management, and aims to enable conditions for opening a Youth Club with entertaining and educational content; to develop a program for social inclusion of young people and providing various trainings for improving their soft skills and practical skills within the Youth Club; to encourage youth volunteering through the opening of the Youth Club.</p>							<ul style="list-style-type: none"> Youth mapping Improved skills for job searching, communication skills of youth in Resen Renovation and equipping of sport hall for Youth Club Open Youth Club Resen 	
<p>Contact person: Jovica Volkanovski Project Coordinator, Biljana Georgievska Contact information: Biljana.georgievska@undp.org</p>								

2018	<u>Project title</u>		<i>Increasing the power of the citizens' influence over the local policies in municipality of Sopishte</i>					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje – co applicant	Macedonia	4300 EUR	100%	2	/	<i>Foundation Open Society Macedonia</i>	6/2018-10/2018	
Detailed description of project							Type of services provided	
CEA received a grant for implementation of project activities for Increasing the power of the citizens' influence over the local policies in municipality of Sopishte, through identification of the citizens' needs for local economic development through direct inclusion in a public debate/forum for expressing their positions and priorities in front of the local policy makers.							<ul style="list-style-type: none"> • Survey among citizens / priority polling • LED Mapping and priorities • Strategic FGs facilitation • Local deliberative polling 	
Contact person: Ana Marija Petrovska Project Coordinator, Adrijana Lavchiska Contact information: adrijana.lavchiska@fosm.mk								

<u>2019-2014</u>	<u>Project title</u>		International Capacity Building in Public Finance Management					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Bangladesh ESwatini Tunisia Jordan	/	100%	2	FSVC	/	2019 2018 2016 2014	FSVC
Detailed description of project							Type of services provided	
<p>Financial Services Volunteer Corps (FSVC) as a non-for-profit organization that helps strengthening the financial sectors in the developing countries, and partners with professionals throughout the world in the process of providing technical assistance to local partners. CEA staff was part of several missions for increasing the capacities of local partners in different countries throughout the years including:</p> <p>Bangladesh - Design and development of Citizen budget for the Union Parishads-UP (Bangladeshi LSGs). Facilitating CSO and UP representatives to design, develop and disseminate Citizen budget.</p> <p>ESwatini – training in Public finance management, fiscal transparency, for the MPs of the ESwatini Parliament, discussions of the role of parliament in budget oversight</p> <p>Tunisia - Budget planning and forecast training for the local government representatives of the regions of Tunis and Hammamed, Tunisia,</p> <p>Jordan - Training on 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</p>								
Contact person: Baly Murad Contact information: mbaly@fsvc.org								

2017-2019	<u>Project title</u>		<i>Regulatory Impact Assessment in the Shadow: Fostering evidence-based policy making in Macedonia</i>					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje – co applicant	Macedonia	332.000 EUR - budgeted	90% both partners	3	/	IPA Civil Society Facility and Media Programme 2015	1/1/2017-31/12/2019	IDSCS- Skopje
Detailed description of project							Type of services provided	
<p>The Institute for Democracy “Societas Civilis” (IDSCS) with the Center for Economic Analyses (CEA) analyzed how the process of Regulatory Impact Assessment (RIA) is implemented in the process of creation of laws and public policies in Macedonia and what are the opportunities for civil society organizations to engage in the process.</p> <p>RIA in the Shadow is project that was financially supported by the DEU and implemented by CEA together with IDSCS. The overall objective of the project was to contribute to advancement of good governance in Macedonia through networking and capacity-building of civil society for monitoring and analysis of RIA implementation, through increasing the possibilities for CSOs’ active involvement in the RIA process and the public policy reforms through networking, inclusive consultations and capacity-building, and by bringing the implementation of RIA closer to the public, understood as specific public embodied by CSOs but also as a wider public.</p> <p>The idea covered bolstering the awareness about the effects of laws, and initiate pressure from a wider set of groups for better implementation driven by informed discussion and analyses.</p> <p>The final beneficiaries of the project are the citizens. Good implementation and application of RIA will contribute to higher quality of legislation, higher inclusiveness of citizens, raised level of legal certainty, better financial planning and higher transparency of the legislative and policy processes. The project dedicates particular attention to create linkages between actors from the civil society and the state institutions, as well as between actors within both sectors.</p>							<ul style="list-style-type: none"> • Policy paper developed <p>Cost analyses of the RIA process in Macedonia (http://cea.org.mk/wp-content/uploads/2017/12/Analiza-na-trosoci_ANG.pdf)</p> <p>Analyses of the quality of RIA forms in Macedonia (http://cea.org.mk/wp-content/uploads/2017/12/Analiza-na-kvalitetot-na-formularite-za-PVR.pdf)</p> <p>Two policy brief how to improve RIA process in Macedonia (http://cea.org.mk/pvr-vo-senka-dva-dokumenti-za-javni-politiki-kako-da-se-podobri-pvr-vo-makedonija/)</p> <ul style="list-style-type: none"> • Public presentation of findings • Facilitation of a discussion meeting between former relevant representatives of the involved stakeholders, such as ministers of informatics and public administration, etc... • Policy and advocacy activities • Awareness raising activities • Review of the policies – Macedonian version • Network for better legislative • Sub granting related small-scale projects <p>All analyses, papers and other outputs are available on the following link: https://cea.org.mk/proekt-protsenka-na-vlijanieto-na-regulativata-vo-senka-promovirane-na-kreirane-politiki-bazirani-na-dokazi-vo-makedonija/</p>	
<p>Contact person: Ivana Najdoska/ ISCS/ Project Coordinator, Ruzica Andronikova/DEU – Skopje, Task manager</p> <p>Contact information: ivana@idscs.org.mk, delegation-fyrmacedonia@eeas.europa.eu (+389) 2 3248 500</p>								

2017-2021	<u>Project title</u>		Establishing Policy Bridges with the EU - CEA (Macedonia)					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	67.965 USD (~59.500 EUR)	100%		Open Society Initiative for Europe (OSIFE)	Foundation Open Society Institute (FOSI)	1/12/2017-30/11/2021	/
Detailed description of project							Type of services/activities/outputs	
<p>The goal of the project is to enable better and enhanced networking and collaboration between Macedonian thin tank CEA and western European think tanks in the process of Europeanization of the sector and the overall country towards EU.</p> <p>This OSIFE support is timely both for Macedonia as it opened the window for change as the government changed and opened the deadlocked communications with the EU. The new government relieved the pressure for the CSO sector and thus, helps the CSO sector in Macedonia not only to connect better with the EU based peers and provide synergy for opening the wider Macedonian society to the EU but also for the EU based CSO to better understand the development in the EU periphery.</p> <p>Building bridges component and visiting Berlin and Vienna for is focused on the policy research standards and quality. The communications and advocacy component is horizontal. The project covers fellowship and advocacy studies but also activities related to research capacity building, meetings and most important organizing events for scaling up to our regional CSO-Macedonian-CEA-network.</p>							<p>Development/Update of Macroabc model for Macedonia</p> <ul style="list-style-type: none">• Full update of inputs• Implemented fellowship visit and completely updated and operationalized model as of 2018 <p>https://cea.org.mk/tsea-macroabc-mk-model/</p> <p>Networking visits</p> <ul style="list-style-type: none">• CEA bridging visit, networking, advocacy in Germany with Berlin Aspen institute• Round table co-organized / high level joint event <p>https://cea.org.mk/trkalezna-masa-evroatlantska-idnina-za-makedonija/</p> <ul style="list-style-type: none">• Second bridging and capacity building in the Netherlands• Vienna based think tanks bridging visit <p>CEA communication strategy</p> <p>Networking events international</p> <p>Research support activities/Advocacy support activities</p>	
<p>Contact person: Vladyslav Galushko/OSIFE Program Manager,</p> <p>Contact information: vladyslav.galushko@opensocietyfoundations</p>								

2018	Project title		Civil Society for Roma Integration - In the Shadow					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	54.400 USD (~47.000 EUR)	~50%	3	Roma Initiatives of the Open Society Foundations	Roma Initiatives of the Open Society Foundations	15/10/2017-15/10/2018	Romalitico Skopje
Detailed description of activity							Type of services provided	
Overall objectives and outputs: <ul style="list-style-type: none">- Monitoring the progress of implementation and budgetary allocations for realization of sectoral measures under the National Roma Integration Strategy (NRIS); https://cea.org.mk/povik-za-dostavuvane-na-komentari-na-natsrt-izvestajot-pregled-na-sproveduvaneto-na-strategijata-za-romi-vo-rm/ https://cea.org.mk/wp-content/uploads/2018/04/Izvestaj-vo-senka-Strategija-Romi-RM-17042018.pdf https://cea.org.mk/wp-content/uploads/2018/04/1.-Final-2017-Report-on-Strategy-implementaion-MK-21092018.pdf- Contributing to a specific mainstream policy by addressing the issue of existing ineffective employment measures that supports high unemployment among Roma in Macedonia;- https://cea.org.mk/sledene-na-sproveduvaneto-na-strategijata-za-romi-prioritet-domuvane/ https://cea.org.mk/sledene-na-sproveduvaneto-na-strategijata-za-romi-prioritet-zdravstvo/ https://cea.org.mk/sledene-na-sproveduvaneto-na-strategijata-za-romi-prioritet-vrabotuvane/ https://cea.org.mk/sledene-na-sproveduvaneto-na-strategijata-za-romi-budhet/ https://cea.org.mk/proekt-gragansko-opshtestvo-za-integratsija-na-romite-vo-senka-pokana-za-uchestvo-na-fokus-grupa/ https://cea.org.mk/znaat-li-nevrabotenite-zoshto-kako-da-se-evidentiraat-kako-nevrabotenite-aktivni-pasivni-ili-neevidentirani/ https://cea.org.mk/brief-za-politiki-usoglasuvane-na-politikite-regulativata-za-mozhnostite-pravata-na-nevrabotenite-liitsa/ https://cea.org.mk/trkalezna-masa-sproveduvaneto-na-strategijata-za-romi-politikite-za-vrabotuvane/- Coordinating the selection of CSOs representatives for events held under the Roma Integration 2020 and organized by the Regional Cooperation Council.							The overall goals were pursued through <ul style="list-style-type: none">• Shadow reporting<ul style="list-style-type: none">○ Two detailed monitoring shadow reports prepared, publicly discussed and shared with policy makers• Advocacy for change with detailed focus on evidence based advocacy for policy reforms that will introduce effective measures on employment of Roma.<ul style="list-style-type: none">○ Issue identified, brief prepared and advocacy activities undertaken, over dozen of meetings conducted• Information sharing and inclusive selection procedure for participation of Macedonian civil society representatives to regional events organized by the Regional Cooperation Council within the Roma Integration 2020 initiative.<ul style="list-style-type: none">○ Support for overall process of informing and selection conducted	
Contact person: Neda Korunovska/ Open Society Foundation / RIO Office Contact information: neda.korunovska@opensocietyfoundations.org								

2016-2017	Project title		Employment for Roma Youth					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	R. Macedonia, Skopje, Tetovo, Kocani, Bitola	111.841 EUR	60%	4	/	IPA HRD Social inclusion and employment at local level	28/12/2016-28/12/2017	Svetla idnina – Kochani, Sonce – Tetovo, Sumnal Bitola
Detailed description of project							Type of services provided/Activities implemented	
<p>Project: Employment for Roma Youth</p> <p>The project aims at facilitating the inclusion of Roma youth in the labor market from selected locations with largest number of Roma citizens. This overall objective is intended to be achieved through: 1) increasing the skills and understanding of employability among Roma youth, 2) building a local workforce development system, and 3) developing local action plans for improved labor market inclusion.</p> <p>The project supports the social inclusion of Roma 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. The benefits of the project are of particular importance for Roma youth and for the businesses in the targeted region as well.</p> <ul style="list-style-type: none">• Research of needs and identification of target resources of the labor market• Engage relevant stakeholders and regional strategic framing for the priorities and the needs of the youth for improved social inclusion through the labor market• Training for employability• Mentored traineeships in CSOs and in Business sectors							<ul style="list-style-type: none">• <i>Research study on the labour market in the targeted municipalities</i> http://cea.org.mk/wp-content/uploads/2017/05/1.-Business-Labor-Demand-Employment-Roma-Wo-logo-WCip.pdf• <i>Profiling of the target group characteristics</i> http://cea.org.mk/wp-content/uploads/2017/05/Profile-Labor-Supply-1.pdf• <i>Implementation of training</i>• <i>Enable practical traineeship in the business/NGO sector & Offering transitional employment/training.</i>• <i>Analysis of the labor market services, national and local policies and incentives relevant to the employment needs of the target population</i> https://goo.gl/EWYKF5• <i>Development of Strategic Guide and action plan for labor market inclusion of Roma youth</i> http://cea.org.mk/strateshki-vodich-za-efektivni-strategii-za-kreirane-na-rabotni-mesta-vrabotuvane-partitsipatsija/	
<p>Contact/Reference person: Nafi Saracini / Advisor at EU Delegation, Biljana Petrovska, Head of Section, Ministry of Finance, CFCD</p> <p>Contact information: (+389 2) 3296363 , Biljana.Petrovska@finance.gov.mk</p>								

2016-2018	Project title		Strengthening Financial Accountability and Transparency in Macedonia 1					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Republic of Macedonia	CEA part: 11.100	/	2	/	British Embassy in Skopje	01.09.2018-30.11.2018	Westminster Foundation for Democracy And PricewaterhouseCoopers
Detailed description of activity							Type of services provided	
<p>Project: Increasing public accountability and transparency in Macedonia through improving implementation of SAO recommendations</p> <p>The State Audit Office has made significant progress in straightening its capacity, efficiency and effectiveness. However, the 2018 Country Progress Report points out that: In the following period, the country should in particular improve follow- to the State Audit Office's recommendations by the Government and the Parliament.</p> <p>As a continuity of the project, Strengthening Financial Accountability and Transparency in Macedonia CEA, WFD and PwC implemented activities that aimed to improve implementation of SAO's recommendations by assessing and enhancing institutional follow up mechanisms, through both increased visibility and better public understanding of the work of the SAO by institutional stakeholders and the public.</p> <p>The objective of the CEA's assignment was to analyze the processes of preparation of the annual programme of audits by SAO, review the legal mechanisms, role and effects that the Ministry of finance has in the past audit process, and map out the needs that are necessary so that the Ministry can increase its efficiency in the process. The outputs were conducted for internal use.</p>							<p>Concrete activities CEA undertook in this project are:</p> <p>-Assessment of the phases in the audit process (planning, execution, reporting) was prepared and presented to the SAO of the Republic of Macedonia.</p> <p>Improvement plan: Strengthening the process of implementation and recommendations of the SAO has been prepared and presented</p> <p>Prepared White policy document (manual) for improving the implementation of the SAO recommendations in the country.</p>	
<p>Contact person: Emil Atanasovski / head of WFD Western Balkans programme ; Damir Neziri / Programme Coordinator at WFD</p> <p>Contact information: Emil.atanasovski@wfd.org ; Damir.neziri@wfd.org</p>								

2016-2018	Project title		Strengthening Financial Accountability and Transparency in Macedonia 2					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Republic of Macedonia	CEA part: 21.850	/	2	/	British Embassy in Skopje	01.09.2016-30.04.2018	Westminster Foundation for Democracy
Detailed description of activity							Type of services provided	
<p>Project: Strengthening Financial Accountability and Transparency in Macedonia</p> <p>The State Audit Institution is one of the rare independent regulatory bodies that fulfils its mandate. Even though the reports produced by SAO contain information that would be very helpful to MPs in the process of conducting oversight, the MPs within the Parliament do not have the practice to review the individual audit reports.</p> <p>By implementing activities with SAO and Parliament, we worked towards changing the practices of the MPs and motivating them to review the individual audit reports. This practice enabled MPs to do more and better financial and budgetary oversight. Additionally we made efforts to SAO continue with the public presentation of the findings by using innovative online and offline tools will aim to inform the public, CSOs and other stakeholders about the work of SAO and contribute towards creating a critical mass that will pressure MPs to review and use this reports when doing oversight.</p>							<p>Concrete activities CEA undertook in this project are:</p> <ul style="list-style-type: none"> Assessment of legislative/regulatory provisions on the work of SAO in Republic of Macedonia http://cea.org.mk/wp-content/uploads/2017/02/WFD-CEA-Finalna-publikacija-FINAL-ENG.pdf Map containing stakeholders related to the work of SAO and their internal relations containing assessment of mandates, scope and roles of different stakeholders related to the work of SAO; Methodology for monitoring of the work of SAO with matrix and indicators for monitoring Monitoring of the work of SAO -http://cea.org.mk/wp-content/uploads/2017/03/DZR_prv_kvartal_final.pdf -http://cea.org.mk/wp-content/uploads/2017/05/CEA-MONITORING-Q2.pdf -http://cea.org.mk/wp-content/uploads/2017/09/CEA-MONITORING-Q3_.pdf -http://cea.org.mk/wp-content/uploads/2017/12/WEB_CEA-MONITORING-Q4.pdf 	
<p>Contact person: Emil Atanasovski / head of WFD Western Balkans programme ; Damir Neziri / Programme Coordinator at WFD, Contact information: Emil.atanasovski@wfd.org ; Damir.neziri@wfd.org</p>								

2016-2018	Project title		Decentralized civic initiatives for more effective fiscal decentralization					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	~47.000 EUR	/	4	MCMS, Civica Mobilitas	Embassy of Switzerland in Macedonia	04/2016-06/2018	/
Detailed description of activity						Type of services provided		
<p>CEA in partnership with the Macedonian Center for International Cooperation (MCIC), under the civil society support facility- Civica Mobilitas, implemented the project “Decentralized civic initiatives for more effective fiscal decentralization”.</p> <p>The project aimed to Identify the causes and extent of regional development of the civil initiatives in Macedonia for more efficient fiscal decentralization and more balanced regional development of civil society (CSOs) also to enhance the capacities of local (grassroots) civil organizations for effective participation in local policies’ decision making and for decentralized impact.</p> <p>The achieved results are: (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 civic organizations in all regions in Macedonia for more effective participation in the decentralization process through involvement in local decision-making and policies.</p> <p>Regional Decentralization forum: https://cea.org.mk/se-odrzhaz-regionalen-forum-protsesot-na-detsentralizatsija-vo-makedonija/</p>						<ul style="list-style-type: none"> Research about decentralized civic initiatives in Macedonia (http://cea.org.mk/fiskalna-detsentralizatsija-za-podobar-regionalen-razvoj-na-graganskoto-opshtestvo/) Field research: Perception of the CSOs in Macedonia for the CSO sector development degree (http://cea.org.mk/pertseptsija-na-graganskite-organizatsii-za-stepenot-na-razvoj-na-graganskoto-opshtestvo-vo-makedonija/) Research (focus groups) for determination the factor for more decentralized and more developed CSO sector in Macedonia (http://cea.org.mk/regionalna-neednakvost-vo-razvojot-na-graganskoto-opshtestvo-pertseptsija-na-graganskite-organizatsii-vo-makedonija/) In depth analyses (3) in progress for determination the main factors for decentralized CSO development <p>https://cea.org.mk/wp-content/uploads/2018/07/Analiza-za-Vardarski-region-2.pdf</p> <p>https://cea.org.mk/wp-content/uploads/2018/05/Namena-na-finansiskite-sredstva-urbana-ruralna-FINAL.pdf</p> <p>https://cea.org.mk/wp-content/uploads/2018/04/Iskustva-i-perspektivi-na-graganite-ELS-i-megusebnata-zsorabotkata-na-GO-od-Pelagoniski-region-FINAL_lek.pdf</p> <p>https://cea.org.mk/wp-content/uploads/2018/04/0.-Pertseptsii-za-efektivnost-na-mrezhite-na-GO-vo-RM.pdf</p> <p>https://cea.org.mk/wp-content/uploads/2018/07/Analiza-za-Vardarski-region-2.pdf</p> <p>All outputs are available on the following link: https://cea.org.mk/proekt-fiskalna-detsentralizatsija-za-podobar-regionalen-razvoj-na-graganskoto-opshtestvo/</p>		
Contact person: Monika Bozinovska mbz@mcms.mk								

2017-2018	Project title		Handbook for the mayors and council members in the municipalities in Republic of Macedonia” as ad hoc activity					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	~6.500	/	1	MCMS, Civica Mobilitas	Embassy of Switzerland in Macedonia	12/2017-02/2018	/
Detailed description of activity							Type of services provided	
<p>CEA in partnership with the Macedonian Center for International Cooperation (MCIC), under the civil society support facility- Civica Mobilitas, implemented the project “Handbook for the mayors and council members in the municipalities in Republic of Macedonia” as ad hoc activity.</p> <p>The project aimed to increase the capacities of the new leading structures in the municipalities for efficient and effective implementation of the competences and increasing the awareness of the citizens for monitoring the municipality work.</p> <p>The achieved results are: 1) Increased capacity of the new lead structures in the municipalities for responsible implementation of the competencies; 2) Increased awareness of the citizens and municipalities about the competences and obligations that the municipalities have.</p>							<p>The overall goal was pursued through the implementation of the following activities:</p> <ol style="list-style-type: none"> 1. Developing a Handbook for new mayors and members of municipal councils in the Republic of Macedonia; 2. Promotion and dissemination of the Handbook to stakeholders. <p>1. Meetings with the Ministry of Local Self-Government and the Community of the Units of Local Self-Government of the Republic of Macedonia in order to promote the Handbook.</p> <p>The Handbook can be found on the following link: https://cea.org.mk/prirachnik-za-gradonachalnitsi-chlenovi-na-sovetot-na-opshtinite-vo-republika-makedonija/</p>	
<p>Contact person: Adil Bakiu</p> <p>Contact information: abk@mcms.mk</p>								

2016-2017	<u>Project title</u>		<i>Entrepreneurship policies in Macedonia for overcoming Roma othering</i>					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	45.736 EUR	100	2	/	Think Thank Fund and RIO -Budapest	15/02/2016 – 15/2/2017	IRIZ - Skopje
Detailed description of project							Type of services provided	
<p>Project: <i>Entrepreneurship policies in Macedonia for overcoming Roma othering</i></p> <p>The project was under the program 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.</p> <p>The project is focused on three distinct levels where ‘fear, the security mindset and ‘othering’ of Roma’ happens: politics, policy and public discourses.</p> <p><i>Overall objective:</i> Contribute to an improved socio-economic inclusion policies of Roma through removing entrepreneurship development obstacles. More specifically the project aims to more closely identify the impediments for access to entrepreneurship market policies and measures of Roma in Macedonia and assess the Roma level of awareness related to entrepreneurship policies both from a demand and supply side (policy makers and implementers) in R. M. Also, to provide recommendations for policy alterations and engage in advocacy activities for stimulating Roma inclusion and increased awareness of the impediments and perceptions</p> <p>http://cea.org.mk/wp-content/uploads/2016/12/CEA-Analiza_DRUGOSTA-WEB-1.pdf</p> <p>http://cea.org.mk/wp-content/uploads/2017/01/publication2-1.pdf</p> <p>http://cea.org.mk/pregled-na-politikite-za-pretpriemnishtvo-vo-makedonija-poseben-osvrt-kon-romite/</p> <p>http://cea.org.mk/wp-content/uploads/2017/01/policy-brief-1.pdf</p> <p>http://cea.org.mk/wp-content/uploads/2017/01/policy-brief-2-.pdf</p>							<ul style="list-style-type: none"> • Policy paper developed • Public presentation of findings • <i>Facilitation of a discussion meeting between former relevant representatives of the involved stakeholders, such as ministers of finance, presidents of parliament, etc.</i> • Policy and advocacy activities • Awareness raising activities • Review of the policies – Macedonian version • Analysis of the policies for entrepreneurship in Macedonia for overcoming “othering” among Roma <p>http://cea.org.mk/drugosta-pretpriemnishtvo-vo-makedonija/</p> <p>http://cea.org.mk/pretpriemnishtvo-i-drugosta-vo-makedonija/</p>	
<p>Contact person: <i>Neda Korunovska/ open society foundation /Think thank fund</i></p> <p>Contact information: neda.korunovska@opensocietyfoundations.org</p>								

2017	Project title		GDP Fetish in Macedonia					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	/	/	2	/	CEA	08/2017 – 12/2017	/
Detailed description of activity							Type of services provided	
CEA in order to popularize that GDP is not an end in itself and that there are other aspects of the quality of life of citizens that are not covered by this monitoring measure conducted a research: GDP- the fetish in Republic of Macedonia: What means quality of life and progress for Macedonian citizens?! http://cea.org.mk/bdp-fetishot-vo-republika-makedonija-osven-bdp-da-se-presmetuvaat-drugi-indikatori/							<ul style="list-style-type: none">• <i>Policy paper developed</i>• <i>Public presentation of findings and promotion of the publication</i>	
Contact person Marjan Nikolov Contact information: makmar2000@yahoo.com								

2017	Project title		Pension fund sustainability in the Republic of Macedonia					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	/	/	2	/	CEA	09/2017-12/2017	/
Detailed description of activity							Type of services provided	
CEA conducted a research: Pension fund sustainability in the Republic of Macedonia. The research aims to answers the questions of whether the pension system in Macedonia is sustainable in the long term as well as whether the pension fund will collapse over the years as predicted by the IMF or will be sustainable and will start to generate surpluses?! http://cea.org.mk/odrzhlivost-na-penziskiot-fond-vo-republika-makedonija/							<ul style="list-style-type: none"> Policy paper developed Public presentation of findings 	
Contact person Marjan Nikolov Contact information: makmar2000@yahoo.com								

2016-2017	Project title		OECD Competitiveness in the South East Europe – A Policy Outlook, Macedonia					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje-Service contract	Macedonia		100	4	Crimson Capital Corp.	OECD	12/2016-3/2017	
Detailed description of activity							Type of services provided	
<p>OECD through Crimson Capital contracted CEA to undertake and complete an independent assessment of the specific dimensions associated with the OECD Competitiveness in SE Europe- A Policy Outlook, for four dimensions for Macedonia.</p> <p>The South East Europe Competitiveness Outlook is an analysis of reform progress across 15 policy areas key to competitiveness in economies in South East Europe, including Albania, Bosnia and Herzegovina, Macedonia, Kosovo, Montenegro and Serbia. The assessment involves an analysis of more than 350 quantitative and qualitative indicators, across 15 policy areas/sectors in each country.</p> <p>The assessment included: Desk research, external stakeholders interviews, complete questionnaire, participate in reconciliation and fact finding meeting.</p> <p>The publications for the whole region was published 2018 and presented on a national event organized by Ministry of Finance in Macedonia for Macedonia</p> <p>http://www.oecd.org/publications/competitiveness-in-south-east-europe-9789264298576-en.htm https://www.slideshare.net/OECDpsd/pocketbook-competitiveness-in-south-east-europe-2018</p>							<p><i>Dimensions covered by CEA, for Macedonia, OECD Competitiveness in SE Europe- A Policy Outlook, 2018</i></p> <ul style="list-style-type: none"> • <i>Energy Dimensions</i> • <i>Tax Policy Dimension</i> • <i>Competition Policy Dimension</i> • <i>Anti-Corruption Dimension</i> 	
Contact person: Darko Arsov, darko.arsov@crimsoncapital.org								

2015-2017	Project title		Creating employment pathways for rural youth					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	126.733	70%	2	Fostering Social Inclusion, IPA Human Resource Development.	IPA EU HRD	14/12/2015-13/8/2017	Federation of Farmers in Republic of Macedonia (FFRM)
Detailed description of project							Type of services provided	
<p>Project: Creating employment pathways for rural youth</p> <p>The project is under the program Fostering Social Inclusion, IPA Human Resource Development.</p> <p>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.</p> <p>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.</p> <p>http://cea.org.mk/wp-content/uploads/2016/10/Analiza_Politiki_Soc_Ink_PTrud-w-disclamer-CIP-21092016.pdf http://cea.org.mk/istrazhuvane-na-pazarot-na-trud-mladite-nevraboteni-vo-severoistochniot-planski-region/ http://cea.org.mk/analiza-na-pazarot-na-trud-pobaruвачka-na-rabotna-sila-vo-severoistochniot-planski-region/</p>							<ul style="list-style-type: none"> Research of needs and identification of target resources of the labor market Establish workforce development system Build a climate for change - engage relevant stakeholders and regional strategic framing for the priorities and the needs of the youth for improved social inclusion through the labor market Promotion and advocacy Training for employability Facilitation of private public dialogue for regional strategy for social inclusion of the youth through the labor market, through support of a workgroup comprised of the local self-government representatives (LED) and the Center for regional development 	
<p>Contact person: Biljana Petrovska, Head of Section, Ministry of Finance, CFCD, Biljana.Petrovska@finance.gov.mk Nafi Saracini, Task Manger, DEU, Nafi.SARACINI@eeas.europa.eu, Andreja Tonc, External TA Monitoring Expert, adreja.tonc@gmail.com</p>								

2017	Project title		Promoting Social Dialogue: Analysis of the minimum wage in the country					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	/	/	2	Promoting social Dialogue, International Labor Organization ILO	EU	2017	/
Detailed description of activity							Type of services provided	
<p>CEA conducted an analysis of the relation between minimum wage as a concept introduced in Macedonia several years ago, its effects over the overall salary level and the economy in general. The final analysis was presented together with the findings and the recommendations and discussed with relevant social partners and in front of the National Economic Social Council.</p> <p>The analysis was requested by the NESC presenting a relevant body which is a social partner of the government comprised of multi-level stakeholders</p>							<p><i>The Analysis provided:</i></p> <ul style="list-style-type: none">- <i>Insight of the legal framework for minimum wage</i>- <i>Regional practices and cases</i>- <i>Forms of determining minimum wage in number of countries</i>- <i>Sector overview of the minimum wage</i>- <i>Age and gender analysis</i>- <i>Correlation between minimum wage and poverty, GDP, productivity, etc.</i>- Findings presented to the NESC, discussion with the NESC members for promoting social dialogue	
Contact person: Natasha Mechkaroska Simjanovska, project coordinator, Promoting Social Dialogue								

2010, 2012, 2014, 2016, 2018, 2021, 2023	Project title		Open Budget Index for Macedonia					
			Open Budget Survey Tracker					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Republic of Macedonia	1.500 per year	/	1	International Budget Partnership	International Budget Partnership	2010, 2012, 2014, 2016, 2017, 2020, 2023	/
Detailed description of activity							Type of services provided	
<p>From 2010, CEA is engaged for monitoring the fiscal transparency in Macedonia, under The <u>Open Budget Index (OBI)</u> is the world's only independent, comparative measure of central government budget transparency. The OBI assigns countries covered by the Open Budget Survey a transparency score on a 100-point scale using 109 of the 140 questions on the Survey. These questions focus specifically on whether the government provides the public with timely access to comprehensive information contained in eight key budget documents in accordance with international good practice standards</p> <p>CEA is also conducting <u>The Open Budget Survey (OBS) Tracker</u> which was a pilot project run between November 2013 and November 2015, which allowed citizens, civil society, media, and others to monitor in near-real time whether central governments were releasing the requisite information on how the government is managing public finances. Using data collected by independent civil society budget experts in the 30 countries included in the pilot, the OBS Tracker monitored and reported on whether central governments were publishing, on time, the eight key budget documents required by international standards on budget transparency.</p>							<p>-Monitoring and Fulfilling questionnaire for budget transparency in Macedonia, based on concrete methodology.</p> <p>-Public presentation on the results</p> <p>Results of the work:</p> <p>https://www.internationalbudget.org/opening-budgets/open-budget-initiative/open-budget-survey/publications-2/rankings-key-findings/rankings/</p> <p>https://cea.org.mk/severna-makedonija-go-namali-svoeto-megunarodno-rangirane-vo-budhetsk-transparentnost/</p> <p>https://cea.org.mk/wp-content/uploads/2019/09/TSEA-Otvoreni-budheti-merene-2021-MK.pdf</p>	
<p>Contact person: Anjali Grag and Suad Hasan, International Budget Partnership;</p> <p>Contact information: agarg@internationalbudget.org ; shasan@internationalbudget.org</p>								

2016-2017	Project title		Level of budget process transparency among the LSGUs in Macedonia					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje – subgrant	Macedonia	3.200	/	2	Metamorphosis, British Embassy	British Embassy	2016-2017	/
Detailed description of activity							Type of services provided	
<p>CEA implemented project the analysis Level of budget process transparency among the LSGUs in Macedonia. Through the established methodology, budget related documentation, and through direct meetings with LSGU, with an aim to increase awareness and promote transparency at the local level, visualization and promotion of the results. The project is part of accountability through civic engagement, supported by the British Embassy in Skopje, implemented by the Foundation Metamorphosis.</p>							<p><i>The activities included:</i></p> <ul style="list-style-type: none"> - Index of transparency for all 81 LSGUs - Comparison with previous years - Awareness raising infographic - Public debate / Conference presentation <p>http://cea.org.mk/stepen-na-transparentnost-na-budhetskiot-protses-kaj-opshtinite-vo-r-makedonija/</p> <p>http://metamorphosis.org.mk/en/aktivnosti_arhiva/building-accountability-through-citizen-engagement-the-final-conference-took-place/</p>	
Contact person: Goran Rizaov, goran@metamorphosis.org.mk								

2015-2016	<u>Project title</u>		Monitoring of the Budget Expenditures in the Pre-election and Election Period					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje – co applicant	Macedonia, 24 LSGUs	120.000 EUR	90%	2	/	Netherland Embassy in Skopje	11/2015-12/2016	TIM – Skopje
Detailed description of project							Type of services provided	
<p>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.</p> <p>The project aimed at increased 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.</p> <p>http://cea.org.mk/wp-content/uploads/2016/06/FINALEN-CEA-Izvestaj-CEA-TI_2.pdf</p> <p>http://cea.org.mk/wp-content/uploads/2016/06/CEA-Executive-Summary-Final-Report-ENG.pdf</p> <p>Monthly reports prepared and uploaded regularly on the website, see details http://cea.org.mk/category/proekti/</p>							<ul style="list-style-type: none"> • Monitoring methodology, and tools developed both for public expenditure (central and local budgets of 24 municipalities) and political campaign • Monitoring reports monthly developed both for the campaigns, central and local budgets • Sub-granting and capacity building of local monitoring organizations (eight) mentored, developed, etc. 	
<p>Contact person: Arlinda Idrizi/ Netherland Embassy - Skopje</p> <p>Contact information: arlinda.idrizi@minbuza.nl</p>								

2016	Project title		Industrial and green Zones, technical and financial aspects					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	/	/	2	USAID Clean Energy Project, Winrock International, support to the Ministry of Economy		2016	
Detailed description of activity							Type of services provided	
CEA provided local expertize for the Project Clean Energy, funded by the USAID, for support to the Ministry of Economy, for provision of expertize on industrial and economic zones with focus on the technical and financial aspects. The support included: assessment of the present Law on industrial and green zones, comparative study with other countries, preparation of field survey, review of draft law and bylaw.								
Contact person: Samir Latif, Chief of party, info-cei@winrock.org								

2015-2016	<u>Project title</u>		Pathways for fair and free elections					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje-subgrant service	Macedonia		100	3	Most	Supported by the British Embassy, Netherland Embassy in Skopje, NDI	2015-2016	
Detailed description of project							Type of services provided	
<p>In partnership with the Civic Association MOST, CEA started with implementation of the project “Pathways for fair and free elections”, monitoring of the agriculture subsidies in the pre-election period.</p> <p>The project provided 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 focused on the subsidies payments in the agriculture in the pre-election period.</p>							<ul style="list-style-type: none"> Monitoring methodology, and tools developed Monitoring reports monthly developed Monitoring capacity building of local monitors developed 	
<p>Contact person: Darko Aleksov</p> <p>Contact information: darko@most.org.mk</p>								

2015-2016	Project title		Benefits and costs from Foreign Direct Investments in the Technological Industrial Development Zones. Supported by the British Embassy					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje – Co-beneficiary, provider of service within action or sub grantee	Macedonia	7.000	100%	4	British Embassy in Skopje, through Dialogues for vision EPI Skopje project		10/2015-1/2016	
Detailed description of activity							Type of services provided	
<p>CEA conducted the first research on the effects (cost - benefit) of FDI in Free Economic Zones in Macedonia and looked 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 opening the debate. 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.</p> <p>Therefore, this research attempted to quantify the effects of FDI on the economy through multiple indicators considering the confidentiality of the governmental support provided to FDIs through state aid. As a result the issue of the access to information, the benefits of the policy was widely debated, put on the agenda of the OGP new plan as well as the need for increased transparency of the public finance in Macedonia.</p>							<p>The study covered:</p> <ol style="list-style-type: none"> 1. Macroeconomic aspects of FDI in Macedonia, 2. The added value of FDI in free economic zones (FEZ), 3. Cost-benefit of state aid and subsidies for FDI in FEZ 4. Case study - co FDI with local domestic enterprises, 5. Policy recommendations for FDI. <p>Publication link: http://cea.org.mk/benefiti-troshotsi-od-stranskite-direktni-investitsii-vo-tehnoloshko-industriskite-razvojni-zoni/</p>	
Contact person: <i>Simonida Kacarska</i> , info-cei@winrock.org								

2014-2015	Project title		Coalition budget monitoring					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	184.101	81,81	4	/	European Commission, IPA Civil Society Facility Program	06/03/2014 06/09/2015	FORUM Center for Strategic Research and documentation
Detailed description of project							Type of services provided	
<p>Project: Coalition 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 though inclusion of the civil society in the decision-making process. During the implementing process, a specific monitoring methodology was developed, sub grantees - grass root organizations were 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 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 is 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. The CSO initiative enabled improved public private dialogue and increased awareness of the LSGUs for the need of inclusive budgeting process on a local level often used by the DEU as a positive example of CSO initiative. Project's web page: www.kbm.mk http://cea.org.mk/documents/Transparentnost%20na%20bp%20kaj%20opshtinit%20FINAL%20MK.pdf</p>							<ul style="list-style-type: none">Empowered watchdog activities over public expenditures in municipalities in order to disable the abuse of public money;Created new environment for citizens to take active role in local budgeting, by stating their needs and priorities during the process of creation of local budgets and increased concern to monitor in long terms how their money are spent;Improved and transparent practices of local government in the process of creation and spending of budgets.	
<p>Contact person: Irena Ivanova, Task Manager, Civil Society , Delegation of EU Contact information: + 389 2 3248 500, irena.ivanova@eeas.europa.eu</p>								

2014-2015	Project title		Enhancing Transparency & Accountability through Performance Budgeting					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	99.295	90	3	/	European Commission, EIDHR Programme	17/02/2014 – 17/02/2015	Institute for Democracy – Societas Civilis
Detailed description of project							Type of services provided/Activities implemented	
<p>Project: Enhancing Transparency & Accountability through Performance Budgeting</p> <p>The main project objective is enhancement of the transparency & the accountability of the state Budget 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. Provided that there was a need for capacity development for introduction of the concept for the budget users, CEA & IDSCS organized and implemented a capacity building for selected central budget user staff for potential implementation of performance budgeting and 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.</p> <p><i>The overall action initiated dialogue and debate among the public sector stakeholders – central budget users and the expert public for initiation and potential piloting of the concept of performance budgeting in Macedonia</i></p> <p>http://cea.org.mk/budhet-baziran-na-performansi-za-podobar-budhetski-protses-i-zgolemuwane-na-transparentnosta-i-otchetnost/</p> <p>http://cea.org.mk/soopshtenie-do-mediumi-izveshtaj-od-monitoring-na-transparentnosta-i-otchetnost-na-budhetskite-korisnitsi/</p> <p>http://cea.org.mk/fizibiliti-studija-budhet-baziran-na-performansi-za-podobar-budhetski-protses-i-zgolemuwane-na-transparentnosta-i-otchetnost/</p>							<ul style="list-style-type: none"> •Monitoring report of transparency and accountability of central Budget users •Developing policy paper on transparency and accountability of Budget users •Developing policy paper about needs and benefits of performance budgeting •Study trip to EU country experienced in performance budgeting •Capacity building for central budget users for performance budgeting •National workshop on implementation of the performance budgeting •Developing feasibility study about the process of implementation of performance budgeting •National conference for performance budgeting 	
<p>Contact/Reference person: Panoreja Desovska, Task Manager, Civil Society, Delegation of EU</p> <p>Contact information: Panoreja.DESOVSKA@eeas.europa.eu</p>								

2013-2014	<u>Project title</u>		<u>Good Governance through Improved Fiscal Transparency</u>					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	3.700	100	2	/	Slovak Aid Balkan Civil Society Development Network	11/2013-03/2014	
Detailed description of project							Type of services provided	
<p>Project: Good Governance through Improved Fiscal Transparency</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Publication link: http://cea.org.mk/documents/CEA_Fiscal%20transparency_budget_proces_FINAL.pdf</p>							<ul style="list-style-type: none"> • Policy paper developed • Public presentation of findings • <i>Facilitation of a discussion meeting between former relevant representatives of the involved stakeholders, such as ministers of finance, presidents of parliament, etc.</i> 	
<p>Contact person: <i>Deniza Bundalevska, Balkan Civil Society Development Network</i></p> <p>Contact information: dbn@balkancsd.net</p>								

2013	Project title		Research for improvement of efficiency and effectiveness in the allocation of funds from the IPARD Program					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	3.000	100		USAID AgBiz Program Funded	USAID AgBiz Program Funded	2013	
Detailed description of activity							Type of services provided	
<p>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.</p> <p>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.</p>								
<p>Contact person Marija Gjoseva Kovacevikj Strategic Analyst of the Federation of the Farmers of R. Macedonia (FFRM)</p> <p>Contact information marija.gjkovacevic@ffrm.org.mk</p>								

2013	Project title		Review of the development of agriculture in Macedonia in the last ten year					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	3.000	100		Think Tank Fund	Think Tank Fund	2013	
Detailed description of activity							Type of services provided	
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.								
Contact person Mr. Goran Buldioski								
Contact information Goran.Buldioski@opensocietyfoundations.org								

2013-2014	Project title		Amending the Law on the Budget and Rulebook of the Parliament Study on the improvement of the budget process in the Republic of Macedonia					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	5.670	100	2	/	National Democratic Institute - NDI	10/2013 05/2014	
Detailed description of project							Type of services provided	
<p>Project: Amending the Law on the Budget and Rulebook of the Parliament Study on the improvement of the budget process in the Republic of Macedonia</p> <p>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.</p> <p>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.</p> <p>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.</p> <p><i>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.</i></p> <p>Publication link: http://cea.org.mk/studija-za-podobruvane-na-budhetskoti-protse-vo-republika-makedonija/</p> <p>Contact person: Filip Chaparovski, Program Manager</p> <p>Contact information: +389 (70) 276-228 , fchaparoski@ndi.org</p>							<ul style="list-style-type: none"> • A study developed • Public presentation of findings • <i>Advocacy activities for improvement of the budget process among relevant stakeholders encouraging improved public private dialogues</i> 	

2013	Project title		Regional Feasibility Study for Development of industrial Zone					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Skopje Region	/	/	2	Center for Development of Skopje Region		2013	
Detailed description of activity							Type of services provided	
CEA Prepared a detailed feasibility study for development of an industrial zone within the municipality of Gazi Baba, as a regional industrial zone for boosting regional economic development. The feasibility study considered all social, economic, environmental, financial aspects for potential development of such an industrial zone in order to provide services for the interested businesses. The study provided analysis of the space, its potential strengths and weaknesses as well as implications for the development of the zone considering different scenarios and concepts for development of the zone based on other experiences in the region.								
Contact person: Aneta L Rowlinson, Director, Center for development of the Skopje Planning region								

2013	Project title		Fiscal Transparency, Fiscal Future Economic Growth Public Debate, together with IMF					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	/	/				April 2013	/
Detailed description of activity							Type of services provided	
Fiscal Transparency, Fiscal Future Economic Growth Public Debate, organized together with IMF, multi-stakeholder debate among the CSO, expert public, business sector, media, NGO was organized and held on the issue. 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.								
Contact person: Alexander F Tieman, IMF Resident Representative, IMF atieman@imf.org								

2013	Project title		Mariovo as a sustainable Tourist destination					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	/	/	2	OSI TTF	OSI TTF		/
Detailed description of activity							Type of services provided	
<p>CEA conducted a study on the sustainable tourist development of a specific region Mariovo, in Pelagonija region of Macedonia. The objectives of the study were to: a) Assess Mariovo as a potential tourism destination; b) suggest a mission, positioning, strategy and marketing mix to develop and establish Mariovo as a new, sustainable tourism destination; and, c) provide a realistic short-term action plan to get the process started.</p> <p>http://cea.org.mk/documents/Developing%20Mariovo%20Tourism.pdf</p>								
<p>Contact person: Contact person: Goran Buldioski, Co-Director Contact information: goran.buldioski@opensocietyfoundations.org</p>								

2012	Project title		Citizens' Budget of the Republic of Macedonia for 2013					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	15.300	100	4	/	USAID Macedonia	2012 2013	
Detailed description of project							Type of services provided	
<p>Citizens' Budget of the Republic of Macedonia for 2013</p> <p>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.</p> <p><i>With this initiative CEA was the first initiator of opening the stakeholder dialogue for Citizen budget as a necessary budget related document that needs to be prepared by the MoF in order to initiate a relevant inclusive and transparent budget process. An initiative that has become a part of the OGP for several years as part of the Open Government Partnership, where CEA is a member of the group for budget transparency and accountability.</i></p> <p>Publication link: http://cea.org.mk/graganski-budhet-na-rm-za-2013-godina/</p>							<ul style="list-style-type: none"> • Case study analyses • A study developed • Public presentation of findings • Advocacy for initiation of the process of preparation of Citizens' budget 	
<p>Contact person: Vesna Stevkovska Administrative & Project Management Assistant</p> <p>Contact information: vstevkovska@usaid.gov</p>								

2012	Project title		Lending to agriculture-perspectives and condition					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	3000	/	2	OSI TTF	OSI TTF		/
Detailed description of activity							Type of services provided	
<p>A research study which is a result of cooperation of two non-governmental organizations: Federation of Farmers of Republic of Macedonia (FFRM) and the Center for Economic Analyses (CEA).</p> <p>The project included research on the lending in the primary agricultural sector and resulted with</p> <ul style="list-style-type: none"> - recommendations on overcoming issues related to lending to agriculture - Recommendations on the potential effect of increasing the quality and quantity of credit activities of banks towards farmers - Round table discussion which enabled the stakeholders to discuss the findings and consider improvement 								
<p>Contact person: Contact person: Goran Buldioski, Co-Director, TTF Contact information: goran.buldioski@opensocietyfoundations.org</p>								

2012	Project title		Microfinancing for poor households with emphasis on Roma people					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	7000	/	2	OSI TTF	OSI TTF		/
Detailed description of activity							Type of services provided	
<p>A research study with an objective 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.</p> <p>The aim of the study was to contribute to a better understanding of the financial problems of the poor households, their needs, the unemployment and the indebtedness.</p> <p>The analysis gave an overview of the structure of the poor households and their income sources.</p> <p>The research included an in-depth analysis 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 loans i.e. credits.</p>								
<p>Contact person: Contact person: Goran Buldioski, Co-Director, TTF Contact information: goran.buldioski@opensocietyfoundations.org</p>								

2012	Project title		Enhancing advocacy based on evidence and facts about budgets in Republic of Macedonia					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	21.600	/		OSI TTF	OSI TTF		/
Detailed description of activity							Type of services provided	
<p>The project created an online web portal containing budget data for Macedonia. The basic information was gathered from in-house data sets, online PDFs and information acquired through the country's Law for Freedom of Information. The portal for a first time enables access to a "cleaned up" data that which has been analyzed and adjusted for bias. It provided an information not only on public spending (national and municipal), but also promotional campaign spending and unexplained expenses.</p> <p>This is an interactive portal which offers to the users to "test" different budget policies and measure the expected potential outcomes. The results of the assignment are:</p> <ul style="list-style-type: none"> • Website for visualization of the Budget of Republic of Macedonia (www.mkbudget.org) • Tool for on-line testing on budget policies in Republic of Macedonia • Conference for the civil society participation in the budget policies in Republic of Macedonia 								
<p>Contact person: Contact person: Goran Buldiovski, Co-Director, TTF Contact information: goran.buldioski@opensocietyfoundations.org</p>								

2012	Project title		Lending to agriculture-perspectives and condition					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	3000	/	2	OSI TTF	OSI TTF		/
Detailed description of activity							Type of services provided	
<p>A research study which is a result of cooperation of two non-governmental organizations: Federation of Farmers of Republic of Macedonia (FFRM) and the Center for Economic Analyses (CEA).</p> <p>The project included research on the lending in the primary agricultural sector and resulted with</p> <ul style="list-style-type: none"> - recommendations on overcoming issues related to lending to agriculture - Recommendations on the potential effect of increasing the quality and quantity of credit activities of banks towards farmers - Round table discussion which enabled the stakeholders to discuss the findings and consider improvement 								
<p>Contact person: Contact person: Goran Buldioski, Co-Director, TTF Contact information: goran.buldioski@opensocietyfoundations.org</p>								

2012	Project title		Significance of private transfers in Tetovo and Kumanovo from Afghanistan and Iraq					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	3000	/	2	OSI TTF	OSI TTF		/
Detailed description of activity							Type of services provided	
<p>CEA conducted a field research and published study about significance of private transfers in Tetovo and Kumanovo from Afghanistan and Iraq.</p> <p>In partnership with Southeast European University and Municipality of Kumanovo, the assignment included</p> <ul style="list-style-type: none"> - Organization and conducting of two public discussions on investments from private transfers from Afghanistan and Iraq in the municipalities of Kumanvo and Tetovo - Prepared a policy paper on the political economy of Tetovo and Kumanovo illustrating 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, and illustrate the recent rational behavior of the citizens of Kumanovo and Tetovo that are engaged in the economy of Afghanistan and Iraq. 								
<p>Contact person: Contact person: Goran Buldioski, Co-Director, TTF Contact information: goran.buldioski@opensocietyfoundations.org</p>								

2012	Project title		Shadow economy in Macedonia					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia		/	3	OSI TTF	OSI TTF		/
Detailed description of activity							Type of services provided	
<p>The assignment included a research measurement and assessment of the shadow economy in R. Macedonia.</p> <p>The 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. As a result of the findings of the study and the recommendations were considered and accepted by the policy makers. The recommendations for improvement and simplification of labor procedures for seasonal workers were accepted and implemented by the Government of Macedonia</p> <p>http://www.cea.org.mk/documents/studii/CEA%20SHADOW%20ECONOMY%20IN%20MACEDONIA%20FINAL_4.pdf</p>								
<p>Contact person: Goran Buldioski, Co-Director, TTF</p> <p>Contact information: goran.buldioski@opensocietyfoundations.org</p>								

2011-2012	<u>Project title</u>		<i>Developing web site for the Budget of the Republic of Macedonia: www.mkbudget.org</i>					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia,	20 000 EUR	100%	3	/	OSI- Think Thank Fund	11/2011-12/2012	/
Detailed description of project							Type of services provided	
<p>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</p> <p>www.mkbudget.org</p>							<ul style="list-style-type: none"> methodology, and tools developed) mkbudget.org.mk web application for budget transparency developed 	
<p>Contact person: <i>Neda Korunovska/ open society foundation /Think thank fund</i></p> <p>Contact information: neda.korunovska@opensocietyfoundations.org</p>								

2011	Project title		Global Integrity Report					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	3000	/	1	Global Integrity	Global Integrity	2011	/
Detailed description of activity							Type of services provided	
<p>CEA conducted research about governance and anti-corruption mechanisms in Macedonia, as a part of The Global Integrity Report.</p> <p>This report was developed according to an innovative and award-winning research methodology and is used as a tool for understanding governance and anti-corruption mechanisms at the national level.</p> <p>http://www.globalintegrity.org/report</p>								
<p>Contact person: Carrie Golden, Manager, Global Integrity Innovations for Transparency and Accountability E-mail: carrie.golden@globalintegrity.org</p>								

2011	Project title		Increasing employment of youth Roma					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	2000	/	1	City of Skopje	City of Skopje	2011	RRC
Detailed description of activity							Type of services provided	
<p>The project objective was to contribute in increased employment by helping in implementation of the active policies for employment.</p> <p>CEA in partnership with Roma Resource Center organized and implemented trainings for increased employability skills for Roma population in Skopje.</p>								
Contact person: Department for cooperation and support of the CSOs and foundations , City of Skopje								

2009-2014	Project title		Straightening of the influence of macroeconomic analyses and researches on the choices of Policy Makers					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	120.000	/		Think Tank Fund	Think Tank Fund	2009-2014	
Detailed description of activity							Type of services provided	
<p>Objectives and results of the action:</p> <p>Public promotion of CEA and its mission – articles in magazines and newspapers, expert opinions on TV stations on radio stations are establishing awareness of issues of public interest among public and participants in policy making, initiating the public debate on essential issues and influencing on policy – making process;</p> <p>Staff specialization in research capacity throughout providing qualitative and quantitative analysis, shaping public policy debates, policy suggestions and strong influence on policy-making process;</p> <p>Fellowships to young graduates and internships to students. These activities provided policy research environment to the interested students and help them to become the successor generations of the work of CEA and other think tanks in Macedonia and abroad.</p>								
<p>Contact person: Goran Buldioski, Co-Director, TTF</p> <p>Contact information: goran.buldioski@opensocietyfoundations.org</p>								

I. ORGANIZATION & CONDUCTING EVENTS / DEBATES/ Conferences

Various	Project title N/A		Various events, trainings, meetings, focus groups, etc. organized and implemented by CEA	
Center For Economic Analyses – Skopje	Country Macedonia	Overall project value (EUR)	Proportion carried out by candidate (%)	
Detailed description of Activities: Trainings, Workshops, Roundtables, Conferences, Focus groups, organized and facilitated by CEA				
<p>Project: Enhancing Transparency & Accountability through Performance Budgeting</p> <ol style="list-style-type: none"> 1. Training: performance budgeting; Target: Central budget users 2. Workshop: possibility from piloting performance based budgeting and the selected central budget users readiness for the concept 3. National conference: participants CB users, experts national and international, experience from other countries, cost benefit from potential implementation of performance budgeting (the main objective of the conference was to enable dissemination and awareness raising for all of the findings and knowledge from all activities preceding the event through a public and inclusive discussion/debate. Also, enabled discussion for expert debate on performance budgeting and its potential implementation. The results of the final feasibility study were presented. Within the study, among other findings, the research resulted in an indicative finding that for every 1 denar invested in the reform of performance budgeting, the further expected gross added value is about 2600 denars, if the technological efficiency improvement is 13%, or if the technological efficiency improvement is 40%, the gross added value would be around 8000 denars. Publication link: http://cea.org.mk/documents/Feasibility%20study_MK.pdf) <p>View more on the following links:</p> <p>http://cea.org.mk/natsionalna-konferentsija-transparentnost-performansi-i-otchetnost-na-budhetot-na-rm/</p> <p>http://cea.org.mk/budhet-baziran-na-performansi-za-podobar-budhetski-protses-i-zgolemuwane-na-transparentnosta-i-otchetnosta/</p> <p>http://cea.org.mk/izvestaj-od-monitoring-na-transparentnosta-i-otchetnosta-na-budhetskite-korisnitsi/</p> <p>http://cea.org.mk/fizibiliti-studija-budhet-baziran-na-performansi-za-podobar-budhetski-protses-i-zgolemuwane-na-transparentnosta-i-otchetnosta/</p> <p>http://cea.org.mk/zgolemuwane-na-transparentnosta-i-otchetnosta-preku-budhetirane-po-performansi/</p> <p>Project: Coalition budget monitoring</p> <ol style="list-style-type: none"> 1. Training: municipal budget expenditures spending monitoring, inclusive and open budget process; policy brief, advocacy, etc. Target: local grass root civil society organizations, conducting interviews, and practicing public information act 				

Various	Project title N/A		Various events, trainings, meetings, focus groups, etc. organized and implemented by CEA	
Center For Economic Analyses – Skopje	Country Macedonia	Overall project value (EUR)	Proportion carried out by candidate (%)	
<p>2. National conference: participants LSGU mayors and councils, CSO, experts national and local experts in the area (As a key general findings of the research are the barriers that weaken the relationship and communication between local government and citizens: there is a citizens' lack of motivation and initiative to participate in the budget process because of the limited opportunities for participation; and there is a low capacity of the municipalities, to transform the citizens' feedback in actions)</p> <p>Project: Good Governance through Improved Fiscal Transparency</p> <p>1. Meetings: facilitation of meeting with relevant current and former representatives in the parliament, ministers for the issues of good governance and fiscal transparency</p> <p>Vie more on the following links:</p> <p>http://kbm.mk/</p> <p>http://cea.org.mk/koalitsija-za-budhetski-monitoring-monitoring-na-budhetskiot-protses-na-els-vo-rm/</p> <p>Project: Regulatory Impact Assessment in the Shadow: Fostering evidence-based policy making in Macedonia</p> <p>1. Organized two training sessions for strategic planning of the network for better legislation</p> <p>2. External CEA expert provided cost analyses of the RIA process in Macedonia</p> <p>3. Organized 2 public events for presenting the main findings of the recently published policy briefs regarding the RIA process in Macedonia</p> <p>See more on the following links:</p> <p>http://cea.org.mk/pvr-vo-senka-formularite-za-pvr-ne-ja-postignuvaat-tselta-treba-da-se-presmetuvaat-troshotsite-na-trudot-na-administratsijata-site-zasegnati-vo-pvr-protsesite/</p> <p>http://cea.org.mk/pvr-vo-senka-dva-dokumenti-za-javni-politiki-kako-da-se-podobri-pvr-vo-makedonija/</p> <p>http://cea.org.mk/prva-konferentsija-od-proektot-pvr-vo-senka-soopshtenie-za-javnost/</p> <p>http://cea.org.mk/pvr-vo-senka-otvoren-povik-za-vkluchuvane-vo-mrezhata-za-podobra-legislativa/</p> <p>https://www.facebook.com/PVRvoSenka/</p> <p>Project: Creating employment pathways for rural youth</p> <p>1. Training series: for employability and entrepreneurship for unemployed, including soft skills development, communication skills, business and entrepreneurship skills, business plan development, etc. Target: skilled and unskilled rural youth</p> <p>2. Training and workshop: strategic frame and action plan for the regional development of the NEPR in Macedonia, Target: Local economic development head of sectors for the LSGUs in the region, as the representatives of the Center for development of the NEPR of Macedonia, for development of a regional strategy for social inclusion of youth through labor market</p>				

Various	Project title N/A		Various events, trainings, meetings, focus groups, etc. organized and implemented by CEA	
Center For Economic Analyses – Skopje	Country Macedonia	Overall project value (EUR)	Proportion carried out by candidate (%)	
<p>View more on the following links:</p> <p>http://cea.org.mk/proekt-sozdavane-mozhnost-za-vrabotuvane-na-mladi-od-ruralnite-sredini-tselosnata-oprema-od-proektot-beshe-predadena-na-opshtinite-lipkovo-staro-nagorichane-kriva-palanka/</p> <p>http://cea.org.mk/analiza-i-pregled-na-politikite-za-sotsijalno-vkluchuvane-na-mladite/</p> <p>http://cea.org.mk/istrazhuvane-na-pazarot-na-trud-mladite-nevraboteni-vo-severoistochniot-planski-region/</p> <p>http://cea.org.mk/analiza-na-pazarot-na-trud-pobaruvačka-na-rabotna-sila-vo-severoistochniot-planski-region/</p> <p>http://cea.org.mk/povik-za-anqazhirane-na-lokalni-treneri-mentori-vo-rabotni-klubovi-lipkovo-staro-nagorichane-kriva-palanka/</p> <p>https://www.facebook.com/sozdavanjemozhnosti/</p> <p>http://cea.org.mk/povik-za-uchesnitsi-na-besplatni-obuki-za-zgolemuвање-na-vrabotlivosta-na-mladite-od-sipr/</p> <p>http://cea.org.mk/proekt-sozdavane-mozhnosti-za-vrabotuvane-na-mladite-od-ruralnite-sredini-soopshtenie-za-javnost/</p> <p>Project CIVICA Mobilitas: Decentralized civic initiatives for more effective fiscal decentralization</p> <ol style="list-style-type: none"> 1. ICT Survey – development of a detailed online questionnaire for a 35 CSO representatives throughout Macedonia was conducted as a basis for primary research for determining the financing sources, development level, and the determinants for regional development of the CSOs. 2. Direct interviews – conducted direct in details for determining the main factors and determinants for the lack of equal development and the decentralized “effectiveness” of the civil society sector in Macedonia. The primary research resulted in a detailed analysis and identification of main underlying factors and determinants for CSO development. 3. Focus group discussion facilitation – CEA organized 4. Direct interviews - conducted directly with the citizens, CSO representatives, CSO networks members and the representatives from the municipalities for the needs of the in-depth analyses <p>View more on the following links:</p> <p>http://cea.org.mk/proekt-fiskalna-detsentralizatsija-za-podobar-regionalen-razvoj-na-graganskoto-opshtestvo/</p> <p>http://cea.org.mk/fiskalna-detsentralizatsija-za-podobar-regionalen-razvoj-na-graganskoto-opshtestvo/</p> <p>http://cea.org.mk/pertseptsija-na-graganskite-organizatsii-za-stepenot-na-razvoj-na-graganskoto-opshtestvo-vo-makedonija/</p> <p>http://cea.org.mk/regionalna-neednakvost-vo-razvojot-na-graganskoto-opshtestvo-pertseptsija-na-graganskite-organizatsii-vo-makedonija/</p> <p>Project: Metamorphosis, Local Budget Transparency - Round Tables & discussions for the LSGU budget transparency level, eight round tables were organized for the representatives of the LSGUs in all eight planning regions invited and discussed with, the issues of: index of budget transparency, online budget transparency, availability of main budget documents.</p>				

Various	Project title N/A	Various events, trainings, meetings, focus groups, etc. organized and implemented by CEA		
Center For Economic Analyses – Skopje	Country Macedonia	Overall project value (EUR)	Proportion carried out by candidate (%)	
<p>Other trainings, events, organized and delivered by CEA members:</p> <ol style="list-style-type: none"> 1. Two trainings for strategic planning and leading CSO networks, under the project: <i>Regulatory Impact Assessment in the Shadow: Fostering evidence-based policy making in Macedonia</i>; 2. Two trainings for journalists for better understanding the SAOs work and the audit reports they produce, under the project: <i>Strengthening Financial Accountability and Transparency in Macedonia</i>; 3. <i>The Rule of Law: Where Are We Heading?</i> This international event brought together representatives from academia, think tanks, civil society and policy-making to take stock of where we are today and we are heading when it comes to the Rule of Law in Europe, This Event was co-organized between the Centre for European Policy Studies (CEPS) in Brussels, the Centre for Economic Analyses (CEA) in Skopje (http://cea.org.mk/rule-law-heading-programme-report/); 4. Trainings for: Soft skills; Communication; Job Seeking, Entrepreneurship and Fund Raising under the project <i>Creating employment for rural youth</i>”; 5. Trainings for: Soft skills; Communication; Job Seeking, Entrepreneurship and Fund Raising under the project “<i>Employment for Roma youth</i>”; 6. The regional World Bank MFSA experts provided training for Iraqi MPs on PFM topics - training delivered in Erbil and Sylamania by CEA, contracted by NDI; 7. MFSA training for NALAS - training designed and conducted for representatives of the LSGUs from Western Balkan; 8. Training in PPP in Macedonia and Decentralization presentation at the National Bank for the National Bank of RM for the research department. 9. Fiscal decentralization training for local government finance representatives of the West Balkan, as part of NALAS Summer School 2016; 10. Budget planning and forecast training for the local government representatives of the regions of Tunis and Hammamed, Tunisia, as part of the FSVC Program; 11. Financing of the political parties and their expenditures during the campaigns in pre-election process – training for the members of the platform of civic organizations against the corruption. 12. Training: PPP in Macedonia (USAID Funded) Discussion: CEA helped the Ministry of economy to train administration in Macedonia. Conference/workshops: 8 trainings within the 8 regions in Macedonia Outcome: More private initiatives to assume delivery of public services. Private finance generation for providing public services. 13. Training: Models of Public Private Partnership, IPA SEE, Project Common advanced virtual accessibility to support public services in SEE 14. Training on 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 (http://cea.org.mk/obuka-na-ministerstvoto-za-finansii-i-sektor-budhet-na-jordan-za-pojasen-graganski-budhet-i-polugodishen-izveshtaj-za-izvrshuvane-na-budhetot-na-jordan/); 15. Training for journalists for Fiscal Transparency for increasing the capacity of journalists for the need of greater fiscal transparency and using www.mkbudget.org in their journalistic research. 				
Contact person: please see in the specific project reference persons for specific training and reference letters				

Various	Project title		Ex-ante evaluation of financial instruments for operational program Regions in Growth					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Bulgaria	/	/	1	Price Waterhouse Coopers Bulgaria			
Detailed description of activity							Type of services provided	
Short term expertise in the project of Ex-ante evaluation of financial instruments for operational program Regions in Growth, Bulgaria, for the tasks of: <ul style="list-style-type: none">- Support in defining monitoring indicators for the reporting system for each financial instrument identified- Assessment of indicators in the OP RG and valuation of relevant ones as well as guidance to find appropriate information to measure and benchmark them.								
Contact person: Francoise Toussaint, SEE Manager, PWC Bulgaria, bulgaria@bg.pwc.com								

Various	Project title		Regional Public private partnership (PPP) expertise					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Balkan Region	/	/	1	ReSPA, Regional Public School of Public Administration			
Detailed description of activity							Type of services provided	
ReSPA engaged CEA President as a regional PPP expert and conducted a survey on the state of play in the field of PPP, concession and public procurement in Macedonia, collected and analyzed data, policy analysis, institutional and legal PPP framework for local and central level government. In addition for Macedonia the prepared the country report comprised of an analysis, conclusions and recommendations and monitoring of PPP instruments. -								
Contact person: Goran Pastrovic, Director, ReSPA, g.pastrovic@respaweb.eu .								

Various	Project title		PPP Feasibility Studies					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	/	/		Different LSGUs			/
Detailed description of activity							Type of services provided	
<ul style="list-style-type: none"> • PPP feasibility study for sport hall for archery in Bitola, for the Municipality of Bitola • PPP feasibility study for parking lots in Bitola, for the Municipality of Bitola • PPP feasibility study for street lighting 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 • PPP feasibility study for improvement of the parking services of the Municipality of Negotino • PPP feasibility study for street lightning in Makedonski Brod • PPP feasibility studies for organizing parking spaces in the Municipalities of Bitola and Tetovo. • PPP feasibility study for solid waste management for Ilinden municipality • PPP feasibility study for Municipality of Gorce Petrov on building administrative building • PPP feasibility study for Municipality Gazi Baba on building administrative building • PPP feasibility study for Public transportation company JSP - Skopje for "smart ticketing" • PPP needs assessment and feasibility study on LED at LSG Gorce Petrov <p>http://cea.org.mk/fizibiliti-studija-za-javno-privatno-partnerstvo-za-opshtina-gorche-petrov/</p> <p>Contact person:</p>							<p>CEA has assisted a number of municipalities in the PPP utilization by preparing several feasibility studies, procurement documents and draft PPP contracts.</p> <p>Prepared documents: Needs assessment, risk analysis, economic and financial analyses, and legal aspects.</p> <p>Part of the services cover as well as presentation and dialogue with the Municipal Councils for the potential implementation of the PPP contracts in question.</p>	

Various	Project title		PAD Project Appraisal Documents for Capital Project for Local Service, World Bank Loan Mechanism, Ministry of Finance					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	/	/	2	Different LSGUs			/
Detailed description of activity							Type of services provided	
<p>CEA assisted several municipalities in the process of development of project Assessment Documents - PAD for transparency, financial sustainability and municipal services financed by the MSIP, IBRD Loan through preparation of:</p> <ul style="list-style-type: none"> • 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; • PAD feasibility study for primary school in Municipality of Gazi Baba; • PAD feasibility study for Municipality Veles for water supply improvement 							<p>CEA has assisted a number of municipalities in the PAD preparation for different local services improvement on a local level as a mechanism to apply of loans management by the MoF by the MSIP, provided by the World Bank. The PAD covers a specific World Bank methodology for feasibility study with cost benefit analysis.</p>	
Contact person: Vanco Apostolov, Mayor, Negotino, info@negotino.gov.mk								

Various	Project title		Local / Regional Strategic Documents					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Center For Economic Analyses – Skopje	Macedonia	/	/	/	Different LSGUs			/
Detailed description of activity							Type of services provided	
<p>CEA prepared several strategic document for number of LSGUs and regions</p> <ul style="list-style-type: none"> - LSGU Gazi Baba, Local Economic Development strategy - LSGU Gazi Baba, Rural Development Strategy - LSGU Tetovo, Sustainable Economic Development Strategy - Region of Southeast planning region, SME strategy for the SEPR in Macedonia, GIZ financed - Regional Strategic Document with action plan for social inclusion of youth through labor market, EU project financed - Local Strategic Guide with Action Plan for employment for LSGUs EU financed project - LSGU Resen, Rural Tourism Development Strategy 							<p>CEA has been managing and facilitating the development of several local economic strategies throughout the years, stating from the needs assessments and analyses of the business sectors, the creditworthiness of the LSGUs, the level of potential for implementing of the strategies, and preparation of action plans for the strategies.</p>	
<p>Contact person: Pavle Donev, GIZ Macedonia, RED-info@giz.de Salajdin Idrizi, ESA Tetovo, esale@t-home.mk Ruzica Perevska, LSGU Resen, ruzica.perevska@resen.gov.mk</p>								



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