



## **CENTER FOR ECONOMIC ANALYSES - CEA**

**<References and track record>**

**2026, Skopje**

## **1. General information about CEA**

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Date: 31.12.2025

Dear reader,

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 2026 we will celebrate our 23<sup>rd</sup> 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.



2025-expected 2028	Project Title:		Grant Contract: Strengthening Integrity in Climate Finance: Transparent and accountable Climate Finance for Corruption prevention, EC, EU for Rule of Law						
Role of Center for Economic Analyses - CEA	Country	Overall (or partner) 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	
Lead Implementer	North Macedonia	Est. 275.000	90%	4	/	EC, EU for Rule of Law, Zero Tolerance for Corruption	12/2025- expected 6/2028	-	
Detailed description of project		Type of activities implemented							
<p>The <b>overall objective</b> of the project is to strengthen the integrity, transparency, and accountability of climate finance at the local level in North Macedonia, thereby reducing corruption risks and improving local resource allocation.</p> <p>Specific objectives:</p> <ul style="list-style-type: none"> <li>- To improve LSGU adherence to regulatory frameworks and institutionalize the proactive disclosure of climate finance data to mitigate corruption risks.</li> <li>- To increase awareness and knowledge of local government officials, civil society, and the general public on the specific financial and social risks associated with corruption in local climate initiatives.</li> <li>- To empower CSOs and citizens with the technical methodologies and digital tools necessary for the rigorous monitoring of financial flows and evidence-based advocacy for improved governance.</li> </ul>		<p>CEA activities &amp; outputs - <u>planned</u></p> <p>The project is structured across four strategic work packages</p> <ul style="list-style-type: none"> <li>• Baseline Research and Risk Mapping: The initiative will begin with an analytical assessment of climate finance and public financial management at both central and local levels. This phase includes the identification of specific corruption vulnerabilities and the development of a methodology to quantify governance standards.</li> <li>• Institutional Capacity Building: The project will provide technical assistance to eight pilot LSGUs. Focus areas will include acquaintance and introduction with climate budgeting into municipal workflows and the implementation of risk management protocols.</li> <li>• Civil Society Monitoring and Advocacy: To ensure external oversight, the project will provide subgrants and specialized training to 8 CSOs.</li> <li>• Public Awareness and Civic Participation: This component will focus on engaging for public scrutiny of climate-related decision-making and collaborative environment for anti-corruption efforts.</li> </ul>			<p>CEA activities &amp; outputs</p> <p><b>* Study: <u>Baseline Assessment: Climate Finance in North Macedonia: Analysis of Public Financial Management Processes within the Context of the Budget Cycle</u></b></p> <p><b>*Policy Brief #1: <u>Strengthening Integrity in Local Climate Finance: Enhancing Transparency and Accountability in the Municipal Budget Cycle</u></b></p> <p><b>*Mapping summary report of current climate financing <u>practices</u> in nine pilot local self-government units in the Republic of North Macedonia</b></p> <p>Web link to project outputs:  <a href="https://cea.org.mk/proekt-zajaknuvane-na-integritetot-vo-lokalnoto-klimatsko-finansirane/">https://cea.org.mk/proekt-zajaknuvane-na-integritetot-vo-lokalnoto-klimatsko-finansirane/</a>  <a href="https://cea.org.mk/strengthening-integrity-in-climate-finance/?lang=en">https://cea.org.mk/strengthening-integrity-in-climate-finance/?lang=en</a></p>				
<p>Reference contact: Marzia Palotta, program Manager, <a href="mailto:marzia.palotta@eeas.europa.eu">marzia.palotta@eeas.europa.eu</a></p>									



CENTER FOR ECONOMIC ANALYSES (CEA)

We are making a difference

2025-2026	Project Title:		Professional Services Contract: Open Budget Partnership					
Role of Center for Economic Analyses - CEA	Country	Overall (or partner) 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
Contractor	North Macedonia	11.500 USD	100%	2	IBP	EC, EU for Rule of Law, Zero Tolerance for Corruption	12/2025- expected 6/2028	-
Detailed description of project					Type of activities implemented			
<p>The Center for Economic Analyses (CEA) has been the dedicated local partner monitoring fiscal transparency and budget accountability in North Macedonia since 2010. This long-term initiative is anchored in the Open Budget Survey (OBS), which is the world’s only independent, comparative, and regular measure of central government budget transparency, public participation, and oversight.</p> <p><b>The Open Budget Index (OBI)</b> - As part of the survey, countries are evaluated and assigned a transparency score on a 100-point scale using a rigorous research questionnaire.</p> <p>Another pillar of the research is measuring opportunities for public participation in the throughout the budget process and the third pillar is the strength of budget oversight</p> <p>The focus of the OBI IPB in the resent years has shifted from mere formal <b>compliance</b> (publishing documents to pass a checklist) to <b>credibility</b> (ensuring data is actionable, high-quality, and actively used for accountability).</p> <p>Recent rounds of the survey show that while North Macedonia made early strides—such as launching its Open Finance Portal—budget transparency and data disclosures have hit a plateau and are showing signs of stagnation. The project now concentrates on pushing the government to move from transparency in the <i>planning</i> stages to transparent <i>execution</i> and managing fiscal risks.</p>					<p>CEA core activities include:</p> <ul style="list-style-type: none"> <li>• <b>Independent Research and Monitoring:</b> Conducting the comprehensive biennial survey, evaluating the availability, timeliness, and depth of North Macedonia’s eight key budget documents against international benchmarks.</li> <li>• <b>Targeted Advocacy for Systemic Improvement:</b> CEA conducts direct advocacy campaigns targeted at primary state stakeholders responsible for managing, overseeing, and approving public money:</li> <li>• <b>High-Level Regional Dialogue &amp; Expert Panels:</b> Actively participating in regional Western Balkan and international public finance networks to share data, benchmark stagnation, and push for European Union integration standards regarding dialogue between public authorities and CSOs.</li> </ul> <p>Web link to project outputs:</p> <p><a href="https://cea.org.mk/open-budget-survey-2025-from-compliance-to-credibility-strengthening-budget-accountability-in-the-western-balkans-and-turky/?lang=en">https://cea.org.mk/open-budget-survey-2025-from-compliance-to-credibility-strengthening-budget-accountability-in-the-western-balkans-and-turky/?lang=en</a></p> <p><a href="https://cea.org.mk/anketata-za-otvoren-budhet-2025-obs-severna-makedonija-belezhi-stagnacija-vo-transparentnosta/">https://cea.org.mk/anketata-za-otvoren-budhet-2025-obs-severna-makedonija-belezhi-stagnacija-vo-transparentnosta/</a></p> <p><a href="https://internationalbudget.org/open-budget-survey/country-results/2025/north-macedonia">https://internationalbudget.org/open-budget-survey/country-results/2025/north-macedonia</a></p> <p><a href="https://internationalbudget.org/mk/open-budget-survey/country-results/2025/severna-makedonija">https://internationalbudget.org/mk/open-budget-survey/country-results/2025/severna-makedonija</a></p>			
<p><b>Reference contact: Andrés Ponce Morales Senior Program Officer, TTAN <a href="mailto:aponce@internationalbudget.org">aponce@internationalbudget.org</a> Nermin Kujovic Senior Program Officer (Western Balkans) <a href="mailto:nkujovic@internationalbudget.org">nkujovic@internationalbudget.org</a></b></p>								



2025	Project Title:		Professional Services Contract: Baseline Assessments for Public Finance Management (PFM) in six pilot municipalities					
Role of Center for Economic Analyses - CEA	Country	Overall (or partner) 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
Contractor	North Macedonia	NA	100%	3	NDI, IDC Project	SIDA, SDC	3/2025-12/2025	-
Detailed description of project			Type of activities implemented					
<p>The Center for Economic Analyses (CEA) has been engaged co conduct A Baseline Assessment of Current Public Finance Management Practices at The Local Level, Along with Recommendations for Improvements.</p> <p>CEA’s engagement has been with the Integrity-Driven Communities (IDC) project, a comprehensive initiative implemented by the National Democratic Institute (NDI) funded by the Governments of Switzerland and Sweden. The NDI project is designed to institutionalize robust municipal integrity systems, minimize corruption risks, and restore citizen trust across pilot municipalities in North Macedonia. Operationally, the initiative drives progress across two core pillars: equipping local governments to identify and mitigate corruption vulnerabilities through enhanced regulatory mechanisms, open data, and multi-institutional policy dialogue; and empowering civil society and media to conduct independent oversight, lead public anti-corruption campaigns, and engage in data-driven advocacy.</p>			<p>CEA was commissioned as an expert organization by NDI to conduct Baseline Assessments for Public Finance Management (PFM) in six pilot municipalities: Bitola, Bogovinje, Gazi Baba, Kumanovo, Shtip, and Strumica.</p> <p>To ensure precise, objective, and applicable findings for the local self-governments, we applied a triangulation methodology, executing the process in three key phases:</p> <ul style="list-style-type: none"> <li>▪ Assessment: We identified current practices in PFM, conducting a detailed review of the institutional setup and performance in key local competencies over the past few years.</li> <li>▪ Analysis: We conducted an in-depth evaluation of corruption risks at the systemic, institutional, and individual levels.</li> <li>▪ Formulation: We developed structured recommendations and guidelines to mitigate risks and improve management efficiency.</li> </ul> <p>CEA’s activities involved direct and intensive engagement with stakeholders through:</p> <ol style="list-style-type: none"> <li>1. Administering structured questionnaires covering the entire budget cycle.</li> <li>2. Conducting on-site interviews with representatives of the local self-governments.</li> <li>3. Performing detailed reviews and verification of official documents and transparency tools.</li> </ol> <p>The process concluded with validation workshops, where we co-confirmed the findings with the municipalities and defined the priority recommendations.</p> <p>The findings prepared by CEA provide insights into systemic challenges (such as planning gaps, fragmented risk management, and human resource constraints). These reports can serve as a valuable tool for municipalities to strengthen the resilience of local systems against corruption and to create concrete action plans for reform.</p> <p>Web link to project outputs: outputs are not public</p>					
Reference contact: David Sip Senior Resident Project Director, <a href="mailto:dsip@ndi.org">dsip@ndi.org</a> , Ana Angelovska Senior Program Manager <a href="mailto:aangelovska@ndi.org">aangelovska@ndi.org</a>								



2021-2025	Project Title:		Subcontracting Grant: Strengthening Resource Mobilization Activity (SRMA), USAID					
Role of Center for Economic Analyses - CEA	Country	Overall (or partner) 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
Local Partner in Implementation, subcontract	North Macedonia	128.000	/	4	/	USAID	2021-2025	Leading: Cardno/DT Global, other local partners SDC Consulting, IDEAS Depo
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 all North Macedonia’s municipalities through collaboration and assistance to raise and independently manage the resources necessary to fund services demanded by its citizens by: 1. Strengthening of the local tax and fee collection system, 2. Improving the management of own-source revenues and the budgeting process; 3. Increasing local government’s ability to access external funding to meet the needs of the community.</p> <p>CEA as a partner takes the lead in specific tasks in the project including preparation of specific topic analyses and policy research with recommendations, as well as task for implementation of activity for increased resource mobilization as well as monitoring and boosting transparency among the municipalities (budget and tax) as well as participation and accountability.</p> <p>More details can find more <a href="#">here</a>.</p>		<p>CEA activities &amp; outputs:</p> <p><i>*Comprehensive Review of PFM Processes in Local Government:</i> Prepared a baseline report and rapid assessments evaluating local government public finance, focusing on regional development, local development, decentralization, own-source revenues, regulatory frameworks, budget planning and execution challenges, and fiscal transparency.</p> <p><i>*Local Tax Behavioral Insights for Revenue Mobilization:</i> Developed a <a href="#">methodology</a> and assessed the local property tax status. Facilitated processes (RCT) to enhance tax responsibility (tax behavior insights), successfully increasing property tax collection without raising tax rates among 13 LSGUs.</p> <p><i>*Policy Document on <a href="#">Asymmetrical Administrative Decentralization</a>:</i> Created a policy document outlining scenarios for asymmetrical administrative decentralization in North Macedonia, presenting options for asymmetric expenditure assignments.</p> <p><i>*Urban Audit Development:</i> Adapted methodology and toolkits for LSGUs, enabling objective selection of investment needs and priorities for service improvement.</p>				<p><i>*Transparency Assessment and Budgeting Challenges:</i> Conducted a study identifying challenges and gaps in budgeting within LSGUs in North Macedonia. Developed a methodology for measuring fiscal and tax transparency, leading to repeated and comparable <a href="#">annual</a> reports on <a href="#">Local Budget Transparency Assessment</a> for all 81 LSGUs.</p> <p><i>*Curriculum Development and Training on Fiscal Transparency:</i> Developed a comprehensive curriculum and <a href="#">training materials</a> on fiscal, budget, and tax transparency. Conducted training for public administration staff in LSGUs across North Macedonia.</p> <p><i>*Review of <a href="#">Fiscal Decentralization and Regional Development</a>:</i> Conducted an empirical analysis to evaluate the relationship between fiscal decentralization processes and regional disparities in North Macedonia, identifying gaps and challenges. Provided practical recommendations for policy improvements aimed at promoting balanced regional development.</p> <p><i>*<a href="#">Efficiency Assessment</a> of Property Tax Administration:</i> Authored a policy research paper evaluating the inefficiencies in the property tax administration process among LSGUs. Provided suggestions for regulatory framework improvements and enhanced management of tax goal setting to contribute more effectively to municipal fiscal revenue management.</p> <p>Web link to project outputs: <a href="https://cea.org.mk/proekt-za-zajaknuvane-na-kapatsitetite-za-iskoristuvane-na-resursite/">https://cea.org.mk/proekt-za-zajaknuvane-na-kapatsitetite-za-iskoristuvane-na-resursite/</a></p>		
<p>Reference contact: <a href="#">Barhyl Marku, CoP, <a href="mailto:barhyl.marku@srmamk.com">barhyl.marku@srmamk.com</a></a>, <a href="#">Ginka Kapitanova, former CoP <a href="mailto:ginka.kapitanova@srmamk.com">ginka.kapitanova@srmamk.com</a></a></p>								



2022-2025		Project Title:		Grant: Foster Research Excellence for Green Transition in the Western Balkans (GreenFORCE), EU Horizon 2020				
Role of Center for Economic Analyses - CEA	Country	Overall (or partner) 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
National Partner in Implementation, Grant	North Macedonia	87.000	n.a	5	/	EU European Research Executive Agency (REA) – Horizon Program HORIZON-WIDERA-2021	7/2022- 6/25	Leading partner: Co-PLAN (Albania), National partners: CEA (North Macedonia), UB-GEF (Serbia); Twinning Partners: POLITO (Italy) and Nordregio (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.</p> <p>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 Nordregio (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 on the project, activities &amp; deliverables see the website: <a href="https://greenforcetwinning.net/">https://greenforcetwinning.net/</a>, Social Media <a href="#">FB</a> and see the PROJECT <a href="#">Factsheet</a></p> <p>*Newsletters for a 6-month period <a href="#">here</a></p> <p>*Deliverable status: <a href="https://greenforcetwinning.net/projects/results-and-deliverables/">https://greenforcetwinning.net/projects/results-and-deliverables/</a></p> <ul style="list-style-type: none"> <li>- D4.1 Report on WB <a href="#">green transition conceptualization</a></li> <li>- D4.2 The <a href="#">regional mapping report</a></li> <li>- D1.2 1st Report <a href="#">on RAB</a> meetings minutes and results</li> <li>- D3.3 1st Package of Curricula of <a href="#">Teaching Exchange and Secondments</a> Plan/Dossier</li> <li>- D4.5 <a href="#">Research Study Report 1</a></li> <li>- D3.7 Report on the 1st <a href="#">Stand-alone Teaching</a> Event</li> <li>- Policy brief <a href="#">Just Green Transition in the Western Balkans: Overcoming Transition Fatigue</a></li> <li>- Policy brief <a href="#">Waste to Energy: Unlocking the Potential of Waster as an Alternative Source of Energy in the Western Balkans</a></li> <li>- Policy Brief <a href="#">Building up Governance Pathways for Just Energy Transition: The Case of North Macedonia</a></li> </ul>	
Reference contact: Anila Bejko Gjika, Executive Director, Co-PLAN, <a href="mailto:anila_gjika@co-plan.org">anila_gjika@co-plan.org</a>								



2022-2024	Project Title		Grant: Assessing & Streamlining the Potentials of the Open Balkan Initiative					
Role of Center for Economic Analyses - CEA	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
<b>Lead in Implementation, Grant</b>	North Macedonia	165.000	100%	2	/	Open Society Foundation	10/2022-7/24	pool of independent experts and/or think tank organizations from the six WB countries
<b>Detailed description of project</b>							<b>Type of activities implemented</b>	
<p>CEA implemented a project supported by the Open Society Foundations aimed at assessing and streamlining the potential of the Open Balkan initiative. The endeavor seeks to enhance cooperation among the six participating countries by identifying key challenges and opportunities, leading to more effective and systematic implementation of the initiative.</p> <p>Project Activities and Outputs:            Diagnosis of Cooperation Bottlenecks: An independent pool of experts from the six member countries diagnosed and investigated existing barriers to cooperation and coordination. This analysis adds value to the political will demonstrated for the Open Balkan initiative, laying the groundwork for more structured development.</p> <ul style="list-style-type: none"> <li>• Rapid Analyses</li> <li>• Studies and Analyses - Country and Regional Focus</li> <li>• Country Disparity Analyses:</li> <li>• Cluster Analysis:</li> </ul>			<p>Details on the project and the activities can be found here: <a href="https://cea.org.mk/project-assessing-streamlining-the-potentials-of-the-open-balkan-initiative/?lang=en">https://cea.org.mk/project-assessing-streamlining-the-potentials-of-the-open-balkan-initiative/?lang=en</a></p> <p>All the deliverables can be accessed in English and the languages spoken in the WB region in the regional languages can be accessed <a href="#">here</a></p> <p><b>Rapid analyses:</b>            1) <a href="#">OPEN BALKAN, BERLIN PROCESS AND EU'S ACQUIS</a>: Rapid analysis within the assessing and streamlining potentials of the Open Balkan Initiative            2) <a href="#">ECONOMIC EFFECTS OF THE OPEN BALKAN INITIATIVE</a>: Rapid analysis within the assessing and streamlining potentials of the Open Balkan Initiative</p> <p><b>Studies and analyses – country &amp; regional:</b>            1) SCREENING OF THE OPEN BALKAN INITIATIVE – <a href="#">COUNTRY ANALYSES</a></p>			<p>2) Disparity Analyses</p> <ul style="list-style-type: none"> <li>*Volume 1: <a href="#">Country disparity analyses</a></li> <li>*Volume 2: Analysis of the <a href="#">territorial challenges</a>, needs and potential of the six Western Balkan countries: An economic view</li> <li>*Volume 3: Country disparity analyses: <a href="#">Cluster analysis</a> + Cluster analysis <a href="#">Maps</a>,                *Executive Summary <a href="#">ENG</a></li> <li>*Peer Review and editor <a href="#">letter</a> Task 1 &amp; Task 2</li> </ul> <p>3) <a href="#">Strategic assessment of present state</a>, how it is planned &amp; the administrative gap identification for the agreement on conditions for free access to the labour market in the WB</p> <p>4) Western Balkan <a href="#">Economic forecasts: Open Balkan &amp; Berlin Process</a></p> <p>5) Update Report on the OBI state of play, on adoption and ratification of the OBI agreements and MoUs <a href="#">UPDATE ON THE IMPLEMENTATION OF THE OPEN BALKAN INITIATIVE – PARTICIPATING COUNTRIES</a></p> <p>6) Rapid <a href="#">macro-forecast of the potential effects of the cohesion policies</a> for North Macedonia</p> <p>7) UPDATE: <a href="#">Progress with narrowing the Administrative Gap</a> for free access to labor market</p> <p>8) Progress with narrowing the <a href="#">Administrative gap for free access to labor market – the Businesses' View</a></p>		
<p><b>Reference contact: Andi Dobrushki, Director for Western Balkans, Open Society Foundation, <a href="mailto:andi.dobrushki@osfa.al">andi.dobrushki@osfa.al</a></b></p>								

2023-2024	Project title		Grant: North Macedonia's Near-Border Economic Activities with Bulgaria: Neglected dimension					
Role of Center for Economic Analyses - CEA	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
<b>Lead in Implementation, Grant</b>	North Macedonia	23.000 EUR	100%	3	/	Bulgarian Development Aid Bulgarian Embassy	3/2023-3/2024	Beneficiaries: LSGUs -municipalities, Delchevo, Berovo, Pehchevo
Detailed description of project							Type of activities implemented	
<p>Overall Objective:</p> <p>To enhance socio-economic cohesion by fostering collaborative relationships among young people, promoting good neighborly relations, ensuring regional stability, and facilitating mutual cooperation and socio-economic development.</p> <p>Specific Objectives:</p> <ul style="list-style-type: none"> <li>- Build capacity among grassroots youth through targeted research initiatives.</li> <li>- Facilitate evidence-based discussions regarding economic activities along the border in the regions of Delcevo, Pehcevo, and Berovo.</li> <li>- Increase awareness of the importance of improved infrastructure connectivity between North Macedonia and Bulgaria.</li> </ul> <p>Target Group: The local population of Berovo, Pehcevo, and Delcevo, along with relevant state and local municipal administration officials. The aim is to engage as many community members as possible to ensure broad dissemination of the project outcomes.</p>							<p>Report:</p> <p>Quarterly survey results reports</p> <p><a href="#">*First quarter research results</a></p> <p><a href="#">*Second quarter research results</a></p> <p><a href="#">*Third and final report from research results MK EN</a></p> <p><a href="https://cea.org.mk/wp-content/uploads/2019/09/1-CEA-Report-May-2023_1-1.pdf">https://cea.org.mk/wp-content/uploads/2019/09/1-CEA-Report-May-2023_1-1.pdf</a></p> <p>More on the project can be found here:</p> <p><a href="https://cea.org.mk/proekt-ekonomskite-aktivnosti-vo-pogranichnite-regioni-na-severna-makedonija-so-bugarija-zapostavena-dimenzija/">https://cea.org.mk/proekt-ekonomskite-aktivnosti-vo-pogranichnite-regioni-na-severna-makedonija-so-bugarija-zapostavena-dimenzija/</a></p> <p><a href="https://cea.org.mk/project-north-macedonia-near-border-economic-activities-with-bulgaria-neglected-dimension/?lang=en">https://cea.org.mk/project-north-macedonia-near-border-economic-activities-with-bulgaria-neglected-dimension/?lang=en</a></p>	
<p><b>Reference contact: Reni Ivanova, Third Secretary /Press and NGOs, reni.ivanova@mfa.bg</b></p>								

2018-2021	Project Title		Grant: Europeanization more than a process: Networking and capacity building - Foundation Open Society Institute, Opened Society Initiative for Europe					
Role of Center for Economic Analyses - CEA	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
National Implementation, Beneficiary, Grant	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 &amp; 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> <ol style="list-style-type: none"> <li>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</li> <li>2. Policy research standards and quality: increased capacities and exchange of experience in complementary and similar areas of interest</li> <li>3. Press conferences/releases/meetings</li> </ol> <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"> <li>- bridging and follow ups, high level event at Berlin Aspen institute</li> <li>- Bridging and capacity building organization and implementation with MMC in the Netherlands, with several follow up activities,</li> <li>- Established connections, meetings with research institute at the University Macedonia from Thessaloniki</li> <li>- Attended the international week of civil society in Belgrade</li> <li>- Established as a co-founder TGWeb regional network in the Western Balkan,</li> <li>- CEA improved communication &amp; visibility of website</li> <li>- prepared and conducted meetings in Netherlands in the area around Den Haag and Amsterdam, then Belgium</li> <li>- prepared, presented and networking activities in the European week of regions and cities, panel discussions, networking established</li> <li>- Organized the special session at a conference in Lublin among the TG-WeB,</li> <li>- Established a contact with the think tank Clingedendael,</li> <li>-prepared a line of policy papers/articles/briefs on subjects of interest and expertise, these have been shared widely</li> <li>Etc.</li> </ul>	
<p>Reference contact: Zorana Gajic, Program Analyst, Open Society Initiative for Europe (OSIFE): <a href="mailto:zorana.gajic@opensocietyfoundations.org">zorana.gajic@opensocietyfoundations.org</a></p>								

2021	Project Title:		Grant: Make it Easy - Establishing first crowdfunding platform for civic initiatives, Civica Mobilias Program, MCMS, North Macedonia					
Role of Center for Economic Analyses - CEA	Country	Overall (or partner) 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
Partner in Implementation, Grant	North Macedonia	<5.000 EUR	n.a	2	/	Civica Mobilias Program MCMS, North Macedonia	2021-2022	Lead partner: Innohub Skopje
<b>Detailed description of project</b>							<b>Type of activities implemented</b>	
<p>Center for Economic Analyses – CEA was partner in the project implementation of Make it Easy - Establishing first crowdfunding platform for civic initiatives.</p> <p>The goal of the project was to establish and put into function a crowdfunding platform that will be focuses on civic initiatives for North Macedonia.</p> <p>CEA with its 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, as well as assistance in the promotion and registration to and of interested users.</p>							<p>Prepared Practical tax-related guidelines for an e-crowdfunding platform for non-profit organizations given the regulation in North Macedonia.</p> <p>See more:  <a href="https://cea.org.mk/ecrowd-mk-prva-kraudfanding-platforma-vo-makedonija-za-graganskite-organizatsii/">https://cea.org.mk/ecrowd-mk-prva-kraudfanding-platforma-vo-makedonija-za-graganskite-organizatsii/</a>  <a href="https://ecrowd.mk/">https://ecrowd.mk/</a></p>	
Reference contact: Ljupco Petkovski, Innohub: <a href="mailto:ljupcho.petkovski@innohub.mk">ljupcho.petkovski@innohub.mk</a>								

2021		Project Title:		Contract & Memorandum for Cooperation with Institute for communication studies, ICS, Project 'Razbistri se', financed by UKAID, British Embassy				
Role of Center for Economic Analyses - CEA	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
Subcontract, alliance member	North Macedonia	CEA share: small grant size	n.a %	2	ICS	UKAID, British Embassy	2021-2022	Lead partner: Institute for communication studies - ICS
Detailed description of project							Type of activities implemented	
<p>Center for Economic Analyses – CEA as collaborator and member of the alliance in the campaign 'Razbistri se' lead by ICS is focusing on the problems of water resource management and inspection supervision against excessive use of natural resources.</p> <p>CEA in line with the alliance goals identified the following problem and prepared a monitoring study:</p> <ul style="list-style-type: none"> <li>- 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.</li> </ul>							<p>Prepared Report:</p> <p>Monitoring Report of the Institutions working in the hydrological activity In Macedonian language: <a href="https://cea.org.mk/wp-content/uploads/2021/09/Izveshtaj_TSEA_vodi_finalno-zakoritsi_2.0.pdf">https://cea.org.mk/wp-content/uploads/2021/09/Izveshtaj_TSEA_vodi_finalno-zakoritsi_2.0.pdf</a></p> <p>Policy Brief: <a href="https://cea.org.mk/wp-content/uploads/2021/09/Kratki_Monitoring-CEA_1final.pdf">https://cea.org.mk/wp-content/uploads/2021/09/Kratki_Monitoring-CEA_1final.pdf</a></p>	
Reference contact: Dejan Andonov, Program Coordinator, Institute for Communication Studies (IKS): <a href="mailto:dandonov@vs.edu.mk">dandonov@vs.edu.mk</a>								

2021	Project Title		Grant: Analysis of State Aid for Renewable Energy Sources (RES) in the Republic of North Macedonia					
Role of Center for Economic Analyses - CEA	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
Contract for research study, small grant	North Macedonia	CEA share: small grant size	n.a %	2	/	EKO-SVEST	2021-2022	
Detailed description of project							Type of activities implemented	
<p>In collaboration with the Center for Environmental Research and Information - Eko Svest, the CEA has developed a study analyzing state aid for renewable energy sources (RES). This study compares the legal framework in North Macedonia with that of EU member states, aiming to provide conclusions, guidelines, and recommendations for policy changes and best practices.</p> <p>Description:</p> <p>An important part of the Republic of North Macedonia's obligations in the process of EU integration is the implementation of the Directive on renewable energy sources ((EU) 2018/2001), which mandates an increase in the share of renewable sources in energy consumption. In response, the government has established a mechanism with measures to support the production of electricity from renewable sources, which has been in place with certain modifications since 2007.</p> <p>The study provides an overview of the state of RES in North Macedonia, detailing the support measures for RES, financial payments to preferred producers, and the legal treatment of feed-in tariffs and premiums, viewed through the lens of state aid. It further compares these aspects to EU regulations.</p>							<p>The full study in Macedonian language and an Executive Summary in English can be found here: <a href="https://cea.org.mk/analiza-na-drzhavnata-pomosh-za-obnovlivi-izvori-na-energija-vo-republika-severna-makedonija/">State Aid for RES in North Macedonia</a> - <a href="https://cea.org.mk/analiza-na-drzhavnata-pomosh-za-obnovlivi-izvori-na-energija-vo-republika-severna-makedonija/">https://cea.org.mk/analiza-na-drzhavnata-pomosh-za-obnovlivi-izvori-na-energija-vo-republika-severna-makedonija/</a></p> <p>Key Recommendation: To enhance the integration of RES in RNM, it is crucial to increase the share of diverse RES beyond hydropower, which currently accounts for 91% of the total RES energy production. While RNM has made strides in solar and wind energy, achieving production levels of 23 GWh and 97 GWh, respectively, from 2011 to 2018, the continued reliance on hydropower limits the overall potential for sustainable energy growth. Therefore, it is recommended that the government implements supportive measures, such as competitive bidding processes, to encourage investment in solar, wind, and bioenergy projects.</p> <p>Additionally, the promotion of preferential tariffs and premiums should be optimized to incentivize new RES projects, aiming to fulfill national energy consumption targets while contributing to environmental protection efforts.</p>	
<p>Reference contact: Ana Colovic Lesoska, Executive director, Eko Svest: <a href="mailto:info@ekosvest.com.mk">info@ekosvest.com.mk</a></p>								

2020-2021		Project Title		Grant: Tax Responsibility Project, European Commission, European Instrument for Democracy & Human Rights, 2018-2019,CBSS				
Role of Center for Economic Analyses - CEA	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
Lead	North Macedonia	188.119 EUR	100%	4	/	European Commission, EIDHR Programme	1/2020-12/2021	N/A
Detailed description of project				Type of activities implemented				
<p>The project, funded by the European Union through the European Instrument for Democracy and Human Rights, aimed to enhance social responsibility in the Republic of North Macedonia by addressing both civic and governmental accountability. On the civic side, it employed evidence-based research and awareness-raising initiatives to boost tax morale while simultaneously strengthening government transparency and accountability. This initiative introduced an innovative approach based on behavioral economics to inform policy-making and improve public services, ultimately delivering positive outcomes for individuals and communities regarding tax morale and compliance.</p> <p>The primary objective was to foster civic responsibility in North Macedonia through enhanced tax citizenship. This involved inductively motivating and promoting active, responsible citizenship that recognized the social importance of taxes while ensuring that government expenditures were transparent and efficient, thus facilitating human development and social cohesion. By the end of the project, it aimed to identify the key factors influencing tax morale among citizens through the practical application of behavioral insights and evidence-based research. Additionally, the project sought to enhance civic responsibility and tax compliance, increase transparency and accountability in tax authorities, and promote active citizen engagement in decision-making processes.</p>				<p><b>Publications:</b></p> <p><a href="#"><u>Analysis of the tax morale determinants</u></a>  <a href="#"><u>Tax morale-tax payers' profile</u></a>  <a href="#"><u>Challenges in the Local Tax System in the Municipalities: Focus on Property Tax</u></a>  <a href="#"><u>Promoting tax responsibility through taxpayers' behavior insights: Property tax in selected pilot municipalities</u></a>  <a href="#"><u>Tax morale in North Macedonia: Analysis of tax morale factors</u></a>  <a href="#"><u>Tax morale in North Macedonia: Profile of tax payers</u></a>  <a href="#"><u>Populism and Clientelism in Public Expenditures at the Local Level: Early Warning Index for Populism and Clientelism MK</u></a>  <a href="#"><u>Citizen Report Cards for LSGUs</u></a></p> <p><b>Briefs:</b></p> <p><a href="#"><u>Tax Transparency of Municipalities in North Macedonia: Availability of Data and Information on Local Taxes</u></a>  <a href="#"><u>Fiscal Transparency of Municipalities in North Macedonia</u></a>  <a href="#"><u>Probability testing of Tax Behavior Nudges in Republic of North Macedonia</u></a>  <a href="#"><u>Determinants of Tax Morale in North Macedonia: Institutional Factors</u></a>  <a href="#"><u>Determinants of Tax Morale in North Macedonia: Socio-Economic Factors</u></a>  <a href="#"><u>Limited Trust in Institutions and Taxpayer Behavior</u></a></p> <p>More here <a href="https://cea.org.mk/proekt-za-danochna-odgovornost-kon-graganska-odgovornost-i-odgovorni-danotsi/"><u>https://cea.org.mk/proekt-za-danochna-odgovornost-kon-graganska-odgovornost-i-odgovorni-danotsi/</u></a></p>				
Reference contact: Ms. Emilija Belogaska, Programme Manager, DEU North Macedonia: <a href="mailto:emilija.belogaska@ec.europa.eu"><u>emilija.belogaska@ec.europa.eu</u></a>								



2020-2021	Project Title		Grant: Competition and State Aid Policy Monitor: 8 Matters UNOPS, Nordic Support for Progress of North Macedonia, SIDA					
Role of Center for Economic Analyses - CEA	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
Lead	North Macedonia	32.600 EUR	100%	3	United Nations Office for Project Services (UNOPS)	Swedish International Development Agency (Sida)	12/2019-2/2021	N/A
Detailed description of project							Type of activities implemented	
<p>The Center for Economic Analyses (CEA) implemented the project “Monitoring of Competition Policy and State Aid Control: 8 Matters!”, which was funded by the Swedish International Development Agency (Sida) through the “Nordic Support for Progress of North Macedonia” Project, carried out by the United Nations Office for Project Services (UNOPS).</p> <p>Despite a positive assessment of the national legislation’s compliance with the EU acquis concerning competition policy, there was a need to align with new EU legal acts and policies. Over the past few years, key remarks from the European Commission (EC) highlighted a lack of progress in this area and emphasized the necessity for a strengthened portfolio of enforceable legislation, particularly in antitrust matters. In response, CEA initiated a project aimed at increasing state aid and competition policy enforcement activities, enhancing transparency, and raising awareness about the importance of these policies through monitoring and advocacy, as outlined in EU negotiation chapter 8.</p> <p>The project identified obstacles to the effective implementation of state aid control and competition policy, established a framework for regular monitoring, and sought to increase public awareness of the significance and role of competition policy.</p>							<p>CEA developed series of analyses and activities:</p> <ol style="list-style-type: none"> <li>1. Detailed comprehensive policy study on the state of chapter 8: <a href="#">Competition and state aid policy: Key to a market economy</a></li> <li>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: <a href="#">Race to the Bottom or necessity?</a></li> <li>3. <a href="#">Regularly prepared and published quarterly monitoring reports for 2020</a></li> </ol> <p>All project outputs about the monitoring can be accessed <a href="#">here</a>.</p>	
<p>Reference contact: Mr. Dejan Stojanov, Communication Associate, UNOPS Skopje Office, Email: <a href="mailto:DejanS@unops.org">DejanS@unops.org</a></p>								



2020		<b>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</b>						
Role of Center for Economic Analyses - CEA	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
De-minimis Contract, Lead	North Macedonia	n.a	100%	3	UNWOMEN	UNWOMEN	9/2020-12/2020	N/A
<b>Detailed description of project</b>							<b>Type of services provided</b>	
<p>The Center for Economic Analyses (CEA) developed a methodology for estimating the additional costs associated with the deinstitutionalization of individuals with physical disabilities.</p> <p>CEA implemented several approaches to evaluate the costs and benefits of deinstitutionalization based on ongoing practices in North Macedonia. Furthermore, the cost-benefit analysis (CBA) specifically addressed gender-related issues and the impacts of the COVID-19 pandemic on this process.</p>								
<p><b>Reference contact: Vesna Ivanovikj-Castarede, Programme Specialist/Head of Office UN Women, Skopje Email: vesna.ivanovikj@unwomen.org</b></p>								

2020	Project title		Grant: COVID-19 and the Municipalities in North Macedonia - Civica Mobilitas Program, MCMS, North Macedonia					
Role of Center for Economic Analyses - CEA	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
Lead	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 activities implemented				
<p>The project aimed to contribute to the discussion on the local effects of the COVID-19 crisis and its impact on local public finance, specifically focusing on municipal revenues. It also sought to provide insights for policymakers to foster more resilient regions. Titled "COVID-19 and the Municipalities in North Macedonia: Will the Municipalities Request New Financial Funds Through Borrowing from the Central Government?", this project was implemented by CEA.</p> <p>The CEA study, "Municipalities and COVID-19 in Northern Macedonia: Implications for Public Finance in Municipalities," offered an overview of the implications for the public finances of local self-governing units (LSGUs) in North Macedonia during the first three quarters of 2020. It compared these findings with the previous period and made recommendations for future actions.</p> <p>For further details, you can access the full report <a href="#">here</a> and the brief titled "Municipal Public Finances and COVID-19 in Northern Macedonia" <a href="#">here</a>.</p> <p>Key recommendations underscored the necessity of revisiting the effectiveness of decentralization in North Macedonia through a comprehensive analysis of all its pillars. Local self-governments (LSGs) were encouraged to enhance communication with taxpayers and promote tax behavior and ethics as foundational principles of sound tax administration. Additionally, LSGUs were advised to strengthen the monitoring of public enterprise operations. Municipalities in North Macedonia needed to plan and implement crisis management systems more effectively and align their strategic plans with the financial components of their budgets.</p>				<p>All project activities and analyses can be found here <a href="https://cea.org.mk/proekt-covid-19-i-opshtinite-vo-makedonija-ke-baraat-li-opshtinite-novi-finanski-sredstva-preku-zadolzhuvane-kaj-tsentralnata-vlast/">https://cea.org.mk/proekt-covid-19-i-opshtinite-vo-makedonija-ke-baraat-li-opshtinite-novi-finanski-sredstva-preku-zadolzhuvane-kaj-tsentralnata-vlast/</a></p> <p>Infographics:</p> <p><a href="https://cea.org.mk/wp-content/uploads/2021/01/ELS-COVID_Infographic_20200120_Transferi.png">https://cea.org.mk/wp-content/uploads/2021/01/ELS-COVID_Infographic_20200120_Transferi.png</a></p> <p><a href="https://cea.org.mk/wp-content/uploads/2021/01/ELS-COVID_Infographic_20200120_Obvrski.png">https://cea.org.mk/wp-content/uploads/2021/01/ELS-COVID_Infographic_20200120_Obvrski.png</a></p> <p><a href="https://cea.org.mk/wp-content/uploads/2021/01/ELS-COVID_Infographic_20200120_Kapitalni-rashodi.png">https://cea.org.mk/wp-content/uploads/2021/01/ELS-COVID_Infographic_20200120_Kapitalni-rashodi.png</a></p> <p><a href="https://cea.org.mk/wp-content/uploads/2021/01/ELS-COVID_Infographic_20200120_Cumulative.png">https://cea.org.mk/wp-content/uploads/2021/01/ELS-COVID_Infographic_20200120_Cumulative.png</a></p>				
<p><b>Reference contact:</b> National Coordinator for Small Grants- <b>Sara Mustafa</b> , Civica Mobilitas, <b>Contact information:</b> <a href="mailto:sms@mcms.mk">sms@mcms.mk</a></p>								

2019	Project title		<i>Service Contract-Project Strengthening Social Dialogue, Needs Assessment for trade unions in North Macedonia, International Labor Organization</i>					
Role of Center for Economic Analyses - CEA	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
Lead, contract	North Macedonia	3.000 EUR	100%	2	International Labor Organization (ILO)	ILO	8-9/2019	/
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 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. 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: Specific objective 1: Enhanced participation of the ESC in shaping the national economic and social reform agenda Specific objective 2: Enhanced participation of local ESCs in formulation and implementation of local employment policies Specific objective 3: Increased effectiveness of Trade Unions and Employers' Organizations.</p>							<ol style="list-style-type: none"> <li>1. A brief diagnostic review of KSOM;</li> <li>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;</li> <li>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.</li> <li>4. Suggested ways to measure increased number and quality of new and enhanced services.</li> </ol>	
<p>Contact person: Gabriela Dimovska,CEA. Project Coordinator: Natasha Mechkaroska Simjanoska, , ILO, Contact information: <a href="mailto:simjanoska@ilo.org">simjanoska@ilo.org</a></p>								

2019	Project title		Grant – Project: Increasing employability and improving the economic situation of women in society – within a RELOAD, EU, UNDP program and Municipality of Kavadarci.					
Role of Center for Economic Analyses - CEA	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
Partner, coapplicant	Macedonia	9.996 EUR	100% both partners	2	/	RELOAD, EU, UNDP program, Municipality of Kavadarci	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 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 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"> <li>• Capacity building sessions</li> <li>• 15 days sewing workshop</li> <li>• 15 days knitting workshop</li> <li>• 15 days basket weaving workshop</li> <li>• Developing business plans for individuals</li> <li>• Local mapping of single mothers and women from rural areas</li> </ul> <p>The outputs of the project are available on the following link: <a href="https://cea.org.mk/zgolemuwane-na-vrabotlivosta-i-podobruvane-na-ekonomskata-sostoiba-na-zhenite-vo-opshtestvoto/">https://cea.org.mk/zgolemuwane-na-vrabotlivosta-i-podobruvane-na-ekonomskata-sostoiba-na-zhenite-vo-opshtestvoto/</a></p>	
<p>Contact person: <b>Blagica Koceva Todorova</b> Project Coordinator: Biljana Georgievska, Contact information: <a href="mailto:Biljana.georgievska@undp.org">Biljana.georgievska@undp.org</a></p>								

2019	Project title		<i>Grant – Project: Increased capacities of local grassroots - Veles Biking, National resource center for civil society organizations, MCIC, ADI and Media Plus</i>					
Role of Center for Economic Analyses - CEA	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
Partner, coapplicant	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"> <li>• Capacity building sessions               <ul style="list-style-type: none"> <li>○ Project management</li> <li>○ EU funded project management</li> <li>○ Financial management and document management</li> </ul> </li> <li>• Focus groups for strategic development</li> <li>• Development of strategic guidelines and document for strategic mid-term document</li> </ul>	
<p><b>Contact person: Ana Marija Petrovska</b> Project Coordinator: Jasmina Chaushkoska, <b>Contact information:</b> jch@mcms.mk</p>								

2019	Project Title		Grant: Fiscal Responsibility: Promoting Sustainability and Transparency of Public Debt					
Role of Center for Economic Analyses - CEA	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
Lead	Macedonia	6.107 EUR	100%	3	/	Sub granting, Analytica, European Commission, Regional Project	12/2018-5/2019	N/A
Detailed description of project							Type of Activities	
<p>The project received financial support from the think tank Analytica as part of the initiative "Civil Society Organizations as Equal Partners in Public Finance Monitoring," which was funded by the European Union. The activities conducted by CEA aimed to enhance fiscal accountability by advocating for improved sustainable and transparent public debt management in Macedonia through research and policy documents.</p> <p><b>Key Takeaways and Recommendations:</b></p> <p>The rising public debt in Macedonia raises significant risks, emphasizing the need for improved fiscal transparency and management to prevent unexpected debt increases. The IMF recommends a prudent public debt threshold of 25% of GDP, as emerging markets generally sustain lower debt levels due to economic and institutional challenges. The analysis reveals that political cycles often lead to increased spending and deficits, particularly before elections. Enhancing budget transparency is crucial to reduce political manipulation and educate citizens on public finances. Projections suggest that if trends continue, public debt could exceed 50% of GDP, necessitating a primary deficit below 2% for sustainability.</p> <p>To stabilize the debt-to-GDP ratio, a primary surplus will be necessary. The report stresses the importance of adopting prudent fiscal policies, strengthening institutions, and promoting transparency to ensure long-term economic stability in Macedonia.</p>							<p>Outputs:</p> <ol style="list-style-type: none"> <li><b>Political Economy of Public Debt &amp; Debt Sustainability: The Case of Macedonia</b> This report implemented the IMF's debt sustainability analysis tool for market access countries in the context of Macedonia. Read the report <a href="#">here</a>.</li> <li><b>Policy Brief: Does the Level of Public Debt Matter? Debt Sustainability of Macedonia</b> This brief examined the implications of public debt levels on Macedonia's economic sustainability. Access the brief <a href="#">here</a>.</li> <li><b>Public Debt Transparency as Part of Fiscal Transparency: Good Practices and Reviews for Macedonia</b> This document provided insights on good practices and reviews related to public debt transparency. View the document <a href="#">here</a>.</li> </ol> <p>Infographics</p> <ul style="list-style-type: none"> <li>#1 <a href="#">Unsustainable public debt</a></li> <li>#2 <a href="#">How much of an economic growth is needed to decrease the PD</a></li> <li>#3 <a href="#">Budget Spending structure</a></li> </ul>	
Contact person: Vesna Garvanlieva Project Coordinator: Analytica, Tamara Mijovic Spasova, Contact information: tmspasova@analyticamk.org								



2019	Project title		<i>Grant Activity - Strategic Document, for the Blagoj A. Kotlarovski Resen, within a REALOAD, EU, UNDP program and Municipality of Resen</i>					
Role of Center for Economic Analyses - CEA	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
	Macedonia	3300 EUR	100%	2	/	<i>REALOAD, EU, UNDP program, Municipality of Resen</i>	12/2018-6/2019	LAG Prespa
<b>Detailed description of project</b>							<b>Type of services provided</b>	
<p>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.</p>							<ul style="list-style-type: none"> <li>• LED Mapping</li> <li>• Strategic FG facilitation</li> <li>• Development of a local strategy</li> </ul>	
<p><b>Contact person:</b> Frosina Gjorgjevska Project Coordinator, Biljana Georgievska  <b>Contact information:</b> <a href="mailto:Biljana.georgievska@undp.org">Biljana.georgievska@undp.org</a></p>								



2019	Project title		<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>RELOAD, EU, UNDP program, Municipality of Resen</i>	12/2018-8/2019	LAG Prespa
<b>Detailed description of project</b>							<b>Type of services provided</b>	
<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"> <li>• Youth mapping</li> <li>• Improved skills for job searching, communication skills of youth in Resen</li> <li>• Renovation and equipping of sport hall for Youth Club</li> <li>• Open Youth Club Resen</li> </ul>	
<p><b>Contact person:</b> Jovica Volkanovski Project Coordinator, Biljana Georgievska  <b>Contact information:</b> <a href="mailto:Biljana.georgievska@undp.org">Biljana.georgievska@undp.org</a></p>								



2018	Project title		Increasing the power of the citizens' influence over the local policies in municipality of Sopsishte					
Role of Center for Economic Analyses - CEA	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
lead	Macedonia	4300 EUR	100%	2	/	Foundation Open Society Macedonia	6/2018-10/2018	
<b>Detailed description of project</b>							<b>Type of services provided</b>	
<p>CEA received a grant for implementation of project activities for Increasing the power of the citizens' influence over the local policies in municipality of Sopsishte, 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.</p>							<ul style="list-style-type: none"> <li>• Survey among citizens / priority polling</li> <li>• LED Mapping and priorities</li> <li>• Strategic FGs facilitation</li> <li>• Local deliberative polling</li> </ul>	
<p><b>Contact person:</b> Ana Marija Petrovska Project Coordinator, Adrijana Lavchiska  <b>Contact information:</b> adrijana.lavchiska@fosm.mk</p>								



2014-2019	Activities/Tasks		In 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>The Financial Services Volunteer Corps (FSVC) is a nonprofit organization dedicated to strengthening the financial sectors in developing countries. It collaborates with professionals worldwide to provide technical assistance to local partners. Over the years, staff from the Center for Economic Analyses (CEA) have participated in several missions aimed at enhancing the capacities of local partners in various countries, including:</p> <ul style="list-style-type: none"> <li>• <b>Bangladesh:</b> Designed and developed a Citizen Budget for the Union Parishads (UPs), which are local government bodies. This initiative involved facilitating collaboration between civil society organizations and UP representatives to create, disseminate, and implement the Citizen Budget effectively.</li> <li>• <b>Eswatini:</b> Conducted training in public finance management and fiscal transparency for members of the Eswatini Parliament. The training included discussions on the essential role of parliament in overseeing the budget process.</li> <li>• <b>Tunisia:</b> Provided training in budget planning and forecasting for local government representatives from the Tunis and Hammamet regions, helping to enhance their fiscal management skills.</li> <li>• <b>Jordan:</b> Delivered training on Citizen Budget (CB) preparation and Mid-Year Review (MYR) processes for employees of the General Budget Department and the Ministry of Finance, aimed at improving government transparency and citizen engagement in budgeting.</li> </ul> <p>Through these initiatives, FSVC and CEA work collaboratively to empower local institutions, foster transparency, and enhance governance in financial management.</p>								
Contact person: Baly Murad Contact information: mbaly@fsvc.org								

2017-2019	Project title		Regulatory Impact Assessment in the Shadow: Fostering evidence-based policy making in Macedonia					
Role of Center for Economic Analyses - CEA	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
Partner, co applicant	Macedonia	332.000 EUR	40%	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><b>RIA in the Shadow</b> is project that was financially supported by the DEU and implemented by CEA together with IDSCS. The <b>overall objective</b> of the project was <b>to contribute to advancement of good governance in Macedonia through networking and capacity-building of civil society for monitoring and analysis of RIA implementation</b>, 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"> <li>• Policy paper developed</li> <li>• Cost analyses of the RIA process in Macedonia (<a href="http://cea.org.mk/wp-content/uploads/2017/12/Analiza-na-trosoci_ANG.pdf">http://cea.org.mk/wp-content/uploads/2017/12/Analiza-na-trosoci_ANG.pdf</a>)</li> <li>• Analyses of the quality of RIA forms in Macedonia (<a href="http://cea.org.mk/wp-content/uploads/2017/12/Analiza-na-kvalitetot-na-formularite-za-PVR.pdf">http://cea.org.mk/wp-content/uploads/2017/12/Analiza-na-kvalitetot-na-formularite-za-PVR.pdf</a>)</li> <li>• Two policy brief how to improve RIA process in Macedonia (<a href="http://cea.org.mk/pvr-vo-senka-dva-dokumenti-za-javni-politiki-kako-da-se-podobri-pvr-vo-makedonija/">http://cea.org.mk/pvr-vo-senka-dva-dokumenti-za-javni-politiki-kako-da-se-podobri-pvr-vo-makedonija/</a> )</li> <li>• Public presentation of findings</li> <li>• <b>Facilitation of a discussion meeting between former relevant representatives of the involved stakeholders, such as ministers of informatics and public administration, etc...</b></li> <li>• Policy and advocacy activities</li> <li>• Awareness raising activities</li> <li>• Review of the policies – Macedonian version</li> <li>• Network for better legislative</li> <li>• Sub granting related small-scale projects</li> </ul> <p>All analyses, papers and other outputs are available on the following link: <a href="https://cea.org.mk/proekt-protsenka-na-vlijanieto-na-regulativata-vo-senka-promovirane-na-kreirane-politiki-bazirani-na-dokazi-vo-makedonija/">https://cea.org.mk/proekt-protsenka-na-vlijanieto-na-regulativata-vo-senka-promovirane-na-kreirane-politiki-bazirani-na-dokazi-vo-makedonija/</a></p>	
<p><b>Contact person:</b> Ivana Najdoska/ ISCS/ Project Coordinator, Ruzica Andronikova/DEU – Skopje, Task manager, <b>Contact information:</b> <a href="mailto:ivana@idscs.org.mk">ivana@idscs.org.mk</a>, <b>delegation-fyrmacedonia@eeas.europa.eu</b> (+389) 2 3248 500</p>								

2017-2021	Project title		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"> <li>• Full update of inputs</li> <li>• Implemented fellowship visit and completely updated and operationalized model as of 2018</li> </ul> <p><a href="https://cea.org.mk/tsea-macroabc-mk-model/">https://cea.org.mk/tsea-macroabc-mk-model/</a></p> <p>Networking visits</p> <ul style="list-style-type: none"> <li>• CEA bridging visit, networking, advocacy in Germany with Berlin Aspen institute</li> <li>• Round table co-organized / high level joint event <a href="https://cea.org.mk/trkalezna-masa-evroatlantska-idnina-za-makedonija/">https://cea.org.mk/trkalezna-masa-evroatlantska-idnina-za-makedonija/</a></li> <li>• Second bridging and capacity building in the Netherlands</li> <li>• Vienna based think tanks bridging visit</li> </ul> <p>CEA communication strategy Networking events international Research support activities/Advocacy support activities</p>	
<p><b>Contact person:</b> Vladyslav Galushko/OSIFE Program Manager, <b>Contact information:</b> <a href="mailto:vladyslav.galushko@opensocietyfoundations">vladyslav.galushko@opensocietyfoundations</a></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
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<p><b>Overall objectives and outputs:</b></p> <ul style="list-style-type: none"> <li>- Monitoring the progress of implementation and budgetary allocations for realization of sectoral measures under the National Roma Integration Strategy (NRIS);  <a href="https://cea.org.mk/povik-za-dostavuvane-na-komentari-na-natsrt-izveshtajot-preqled-na-sproveduvaneto-na-strategijata-za-romi-vo-rm/">https://cea.org.mk/povik-za-dostavuvane-na-komentari-na-natsrt-izveshtajot-preqled-na-sproveduvaneto-na-strategijata-za-romi-vo-rm/</a>  <a href="https://cea.org.mk/wp-content/uploads/2018/04/Izveshtaj-vo-senka-Strategija-Romi-RM-17042018.pdf">https://cea.org.mk/wp-content/uploads/2018/04/Izveshtaj-vo-senka-Strategija-Romi-RM-17042018.pdf</a>  <a href="https://cea.org.mk/wp-content/uploads/2018/04/1.-Final-2017-Report-on-Strategy-implemmentaion-MK-21092018.pdf">https://cea.org.mk/wp-content/uploads/2018/04/1.-Final-2017-Report-on-Strategy-implemmentaion-MK-21092018.pdf</a></li> <li>- Contributing to a specific mainstream policy by addressing the issue of existing ineffective employment measures that supports high unemployment among Roma in Macedonia;</li> <li>-  <a href="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-domuvane/</a>  <a href="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-zdravstvo/</a>  <a href="https://cea.org.mk/sledene-na-sproveduvaneto-na-strategijata-za-romi-prioritet-vrabortuvane/">https://cea.org.mk/sledene-na-sproveduvaneto-na-strategijata-za-romi-prioritet-vrabortuvane/</a>  <a href="https://cea.org.mk/sledene-na-sproveduvaneto-na-strategijata-za-romi-budhet/">https://cea.org.mk/sledene-na-sproveduvaneto-na-strategijata-za-romi-budhet/</a></li> <li>-  <a href="https://cea.org.mk/proekt-gragansko-opshtestvo-za-integratsija-na-romite-vo-senka-pokana-za-uchestvo-na-fokus-grupa/">https://cea.org.mk/proekt-gragansko-opshtestvo-za-integratsija-na-romite-vo-senka-pokana-za-uchestvo-na-fokus-grupa/</a>  <a href="https://cea.org.mk/znaat-li-nevrabotenite-zoshto-kako-da-se-evidentiraat-kako-nevraboteni-aktivni-pasivni-ili-neevidentirani/">https://cea.org.mk/znaat-li-nevrabotenite-zoshto-kako-da-se-evidentiraat-kako-nevraboteni-aktivni-pasivni-ili-neevidentirani/</a>  <a href="https://cea.org.mk/brijf-za-politiki-usoglasuvane-na-politikite-regulativata-za-mozhnostite-pravata-na-nevrabotenite-litsa/">https://cea.org.mk/brijf-za-politiki-usoglasuvane-na-politikite-regulativata-za-mozhnostite-pravata-na-nevrabotenite-litsa/</a>  <a href="https://cea.org.mk/trkalezna-masa-sproveduvaneto-na-strategijata-za-romi-politikite-za-vrabortuvane/">https://cea.org.mk/trkalezna-masa-sproveduvaneto-na-strategijata-za-romi-politikite-za-vrabortuvane/</a></li> <li>- Coordinating the selection of CSOs representatives for events held under the Roma Integration 2020 and organized by the Regional Cooperation Council.</li> </ul>							<p><b>The overall goals were pursued through</b></p> <ul style="list-style-type: none"> <li>• Shadow reporting <ul style="list-style-type: none"> <li>○ Two detailed monitoring shadow reports prepared, publicly discussed and shared with policy makers</li> </ul> </li> <li>• 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"> <li>○ Issue identified, brief prepared and advocacy activities undertaken, over dozen of meetings conducted</li> </ul> </li> <li>• 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"> <li>○ Support for overall process of informing and selection conducted</li> </ul> </li> </ul>	
<p><b>Contact person:</b> Neda Korunovska/ Open Society Foundation / RIO Office  <b>Contact information:</b> <a href="mailto:neda.korunovska@opensocietyfoundations.org">neda.korunovska@opensocietyfoundations.org</a></p>								

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
<b>Detailed description of project</b>							<b>Type of services provided/Activities implemented</b>	
<p><b>Project: Employment for Roma Youth</b></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"> <li>• Research of needs and identification of target resources of the labor market</li> <li>• Engage relevant stakeholders and regional strategic framing for the priorities and the needs of the youth for improved social inclusion through the labor market</li> <li>• Training for employability</li> <li>• Mentored traineeships in CSOs and in Business sectors</li> </ul>							<ul style="list-style-type: none"> <li>• Research study on the labour market in the targeted municipalities <a href="http://cea.org.mk/wp-content/uploads/2017/05/1.-Business-Labor-Demand-Emplyment-Roma-Wo-logo-WCip.pdf">http://cea.org.mk/wp-content/uploads/2017/05/1.-Business-Labor-Demand-Emplyment-Roma-Wo-logo-WCip.pdf</a></li> <li>• Profiling of the target group characteristics <a href="http://cea.org.mk/wp-content/uploads/2017/05/Profile-Labor-Supply-1.pdf">http://cea.org.mk/wp-content/uploads/2017/05/Profile-Labor-Supply-1.pdf</a></li> <li>• Implementation of training</li> <li>• Enable practical traineeship in the business/NGO sector &amp; Offering transitional employment/training.</li> <li>• Analysis of the labor market services, national and local policies and incentives relevant to the employment needs of the target population <a href="https://goo.gl/EWYKf5">https://goo.gl/EWYKf5</a></li> <li>• Development of Strategic Guide and action plan for labor market inclusion of Roma youth <a href="http://cea.org.mk/strateshki-vodich-za-efektivni-strategii-za-kreirane-na-robotni-mesta-vrabotuvane-partitsipatsija/">http://cea.org.mk/strateshki-vodich-za-efektivni-strategii-za-kreirane-na-robotni-mesta-vrabotuvane-partitsipatsija/</a></li> </ul>	
<p><b>Contact/Reference person: Nafi Saracini / Advisor at EU Delegation, Biljana Petrovska, Head of Section, Ministry of Finance, CFCD</b></p> <p><b>Contact information: (+389 2) 3296363 , <a href="mailto:Biljana.Petrovska@finance.gov.mk">Biljana.Petrovska@finance.gov.mk</a></b></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
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<p><b>Project: Increasing public accountability and transparency in Macedonia through improving implementation of SAO recommendations</b></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, <b>Strengthening Financial Accountability and Transparency in Macedonia</b> 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><b>-Assessment of the phases in the audit process (planning, execution, reporting) was prepared and presented to the SAO of the Republic of Macedonia.</b></p> <p><b>Improvement plan: Strengthening the process of implementation and recommendations of the SAO has been prepared and presented</b></p> <p><b>Prepared White policy document (manual) for improving the implementation of the SAO recommendations in the country.</b></p>	
<p><b>Contact person: Emil Atanasovski / head of WFD Western Balkans programme ; Damir Neziri / Programme Coordinator at WFD</b></p> <p><b>Contact information: <a href="mailto:Emil.atanasovski@wfd.org">Emil.atanasovski@wfd.org</a> ; <a href="mailto:Damir.neziri@wfd.org">Damir.neziri@wfd.org</a></b></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
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<p><b>Project: Strengthening Financial Accountability and Transparency in Macedonia</b></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"> <li>Assessment of legislative/regulatory provisions on the work of SAO in Republic of Macedonia <a href="http://cea.org.mk/wp-content/uploads/2017/02/WFD-CEA-Finalna-publikacija-FINAL-ENG.pdf">http://cea.org.mk/wp-content/uploads/2017/02/WFD-CEA-Finalna-publikacija-FINAL-ENG.pdf</a></li> <li>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;</li> <li>Methodology for monitoring of the work of SAO with matrix and indicators for monitoring</li> <li>Monitoring of the work of SAO <a href="http://cea.org.mk/wp-content/uploads/2017/03/DZR_prv_kvartal_final.pdf">-http://cea.org.mk/wp-content/uploads/2017/03/DZR_prv_kvartal_final.pdf</a> <a href="http://cea.org.mk/wp-content/uploads/2017/05/CEA-MONITORING-Q2.pdf">-http://cea.org.mk/wp-content/uploads/2017/05/CEA-MONITORING-Q2.pdf</a></li> </ul> <p><a href="http://cea.org.mk/wp-content/uploads/2017/09/CEA-MONITORING-Q3_.pdf">-http://cea.org.mk/wp-content/uploads/2017/09/CEA-MONITORING-Q3_.pdf</a> <a href="http://cea.org.mk/wp-content/uploads/2017/12/WEB_CEA-MONITORING-Q4.pdf">-http://cea.org.mk/wp-content/uploads/2017/12/WEB_CEA-MONITORING-Q4.pdf</a></p>	
<p><b>Contact person: Emil Atanasovski / head of WFD Western Balkans programme ; Damir Neziri / Programme Coordinator at WFD, Contact information: <a href="mailto:Emil.atanasovski@wfd.org">Emil.atanasovski@wfd.org</a> ; <a href="mailto:Damir.neziri@wfd.org">Damir.neziri@wfd.org</a></b></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	/
<b>Detailed description of activity</b>						<b>Type of services provided</b>		
<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: <a href="https://cea.org.mk/se-odrzhazha-regionalen-forum-protsesot-na-detsentralizatsija-vo-makedonija/">https://cea.org.mk/se-odrzhazha-regionalen-forum-protsesot-na-detsentralizatsija-vo-makedonija/</a></p>						<ul style="list-style-type: none"> <li>• Research about decentralized civic initiatives in Macedonia (<a href="http://cea.org.mk/fiskalna-detsentralizatsija-za-podobar-regionalen-razvoj-na-graqanskoto-opshtestvo/">http://cea.org.mk/fiskalna-detsentralizatsija-za-podobar-regionalen-razvoj-na-graqanskoto-opshtestvo/</a>)</li> <li>• Field research: Perception of the CSOs in Macedonia for the CSO sector development degree (<a href="http://cea.org.mk/pertseptsija-na-graqanskite-organizatsii-za-stepenot-na-razvoj-na-graqanskoto-opshtestvo-vo-makedonija/">http://cea.org.mk/pertseptsija-na-graqanskite-organizatsii-za-stepenot-na-razvoj-na-graqanskoto-opshtestvo-vo-makedonija/</a>)</li> <li>• Research (focus groups) for determination the factor for more decentralized and more developed CSO sector in Macedonia (<a href="http://cea.org.mk/regionalna-neednakvost-vo-razvoiot-na-graqanskoto-opshtestvo-pertseptsija-na-graqanskite-organizatsii-vo-makedonija/">http://cea.org.mk/regionalna-neednakvost-vo-razvoiot-na-graqanskoto-opshtestvo-pertseptsija-na-graqanskite-organizatsii-vo-makedonija/</a>)</li> <li>• In depth analyses (3) in progress for determination the main factors for decentralized CSO development</li> </ul> <p><a href="https://cea.org.mk/wp-content/uploads/2018/07/Analiza-za-Vardarski-region-2.pdf">https://cea.org.mk/wp-content/uploads/2018/07/Analiza-za-Vardarski-region-2.pdf</a></p> <p><a href="https://cea.org.mk/wp-content/uploads/2018/05/Namena-na-finansiskite-sredstva-urbana-ruralna-FINAL.pdf">https://cea.org.mk/wp-content/uploads/2018/05/Namena-na-finansiskite-sredstva-urbana-ruralna-FINAL.pdf</a></p> <p><a href="https://cea.org.mk/wp-content/uploads/2018/04/Iskustva-i-perspektivi-na-graganite-ELS-i-mequsebnata-zsorabotkata-na-GO-od-Pelagoniski-region-FINAL_lek.pdf">https://cea.org.mk/wp-content/uploads/2018/04/Iskustva-i-perspektivi-na-graganite-ELS-i-mequsebnata-zsorabotkata-na-GO-od-Pelagoniski-region-FINAL_lek.pdf</a></p> <p><a href="https://cea.org.mk/wp-content/uploads/2018/04/0.-Pertseptsii-za-efektivnosta-na-mrezhite-na-GO-vo-RM.pdf">https://cea.org.mk/wp-content/uploads/2018/04/0.-Pertseptsii-za-efektivnosta-na-mrezhite-na-GO-vo-RM.pdf</a></p> <p><a href="https://cea.org.mk/wp-content/uploads/2018/07/Analiza-za-Vardarski-region-2.pdf">https://cea.org.mk/wp-content/uploads/2018/07/Analiza-za-Vardarski-region-2.pdf</a></p> <p>All outputs are available on the following link: <a href="https://cea.org.mk/proekt-fiskalna-detsentralizatsija-za-podobar-regionalen-razvoj-na-graqanskoto-opshtestvo/">https://cea.org.mk/proekt-fiskalna-detsentralizatsija-za-podobar-regionalen-razvoj-na-graqanskoto-opshtestvo/</a></p>		
Contact person: Monika Bozinovska <a href="mailto:mbz@mcms.mk">mbz@mcms.mk</a>								

2017-2018	Project title		Handbook for the mayors and council members in the municipalities in Republic of Macedonia” ad hoc 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 – Skopje	Macedonia	~6.500	/	1	MCMS, Civica Mobilitas	Embassy of Switzerland in Macedonia	12/2017-02/2018	/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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"> <li>1. <i>Developing a Handbook for new mayors and members of municipal councils in the Republic of Macedonia;</i></li> <li>2. <i>Promotion and dissemination of the Handbook to stakeholders.</i></li> </ol> <p>1. <i>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.</i></p> <p><i>The Handbook can be found on the following link:</i>  <a href="https://cea.org.mk/prirachnik-za-gradonachalnitsi-chlenovi-na-sovetot-na-opshtinite-vo-republika-makedonija/">https://cea.org.mk/prirachnik-za-gradonachalnitsi-chlenovi-na-sovetot-na-opshtinite-vo-republika-makedonija/</a></p>	
<p>Contact person: Adil Bakiu            Contact information: <a href="mailto:abk@mcms.mk">abk@mcms.mk</a></p>								

2016-2017	Project title		<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><a href="http://cea.org.mk/wp-content/uploads/2016/12/CEA-Analiza_DRUGOSTA-WEB-1.pdf">http://cea.org.mk/wp-content/uploads/2016/12/CEA-Analiza_DRUGOSTA-WEB-1.pdf</a></p> <p><a href="http://cea.org.mk/wp-content/uploads/2017/01/publication2-1.pdf">http://cea.org.mk/wp-content/uploads/2017/01/publication2-1.pdf</a></p> <p><a href="http://cea.org.mk/pregled-na-politikite-za-pretpriemnishtvo-vo-makedonija-poseben-osvrt-kon-romite/">http://cea.org.mk/pregled-na-politikite-za-pretpriemnishtvo-vo-makedonija-poseben-osvrt-kon-romite/</a></p> <p><a href="http://cea.org.mk/wp-content/uploads/2017/01/policy-brief-1.pdf">http://cea.org.mk/wp-content/uploads/2017/01/policy-brief-1.pdf</a></p> <p><a href="http://cea.org.mk/wp-content/uploads/2017/01/policy-brief-2-.pdf">http://cea.org.mk/wp-content/uploads/2017/01/policy-brief-2-.pdf</a></p>							<ul style="list-style-type: none"> <li>• Policy paper developed</li> <li>• Public presentation of findings</li> <li>• <b>Facilitation of a discussion meeting between former relevant representatives of the involved stakeholders, such as ministers of finance, presidents of parliament, etc.</b></li> <li>• Policy and advocacy activities</li> <li>• Awareness raising activities</li> <li>• Review of the policies – Macedonian version</li> <li>• Analysis of the policies for entrepreneurship in Macedonia for overcoming “othering” among Roma</li> </ul> <p><a href="http://cea.org.mk/drugosta-pretpriemnishtvoto-vo-makedonija/">http://cea.org.mk/drugosta-pretpriemnishtvoto-vo-makedonija/</a></p> <p><a href="http://cea.org.mk/pretpriemnishtvoto-i-drugosta-vo-makedonija/">http://cea.org.mk/pretpriemnishtvoto-i-drugosta-vo-makedonija/</a></p>	
<p><b>Contact person:</b> <i>Neda Korunovska/ open society foundation /Think thank fund</i></p> <p><b>Contact information:</b> <a href="mailto:neda.korunovska@opensocietyfoundations.org">neda.korunovska@opensocietyfoundations.org</a></p>								

2017	Project title		Publication Discussion: 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	/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
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?! <a href="http://cea.org.mk/bdp-fetishot-vo-republika-makedonija-osven-bdp-da-se-presmetuvaat-drugi-indikator/">http://cea.org.mk/bdp-fetishot-vo-republika-makedonija-osven-bdp-da-se-presmetuvaat-drugi-indikator/</a>							<ul style="list-style-type: none"> <li>• <i>Policy paper developed</i></li> <li>• <i>Public presentation of findings and promotion of the publication</i></li> </ul>	
Contact person <i>Marjan Nikolov</i> Contact information: <a href="mailto:makmar2000@yahoo.com">makmar2000@yahoo.com</a>								

2017	Project title		Publication Paper: 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	/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<p>CEA conducted a research: Pension fund sustainability in the Republic of Macedonia.</p> <p>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?!</p> <p><a href="http://cea.org.mk/odrzhlivost-na-penziskiot-fond-vo-republika-makedonija/">http://cea.org.mk/odrzhlivost-na-penziskiot-fond-vo-republika-makedonija/</a></p>							<ul style="list-style-type: none"> <li>• <i>Policy paper developed</i></li> <li>• <i>Public presentation of findings</i></li> </ul>	
<p><b>Contact person Marjan Nikolov</b>  <b>Contact information: <a href="mailto:makmar2000@yahoo.com">makmar2000@yahoo.com</a></b></p>								

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	
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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><a href="http://www.oecd.org/publications/competitiveness-in-south-east-europe-9789264298576-en.htm">http://www.oecd.org/publications/competitiveness-in-south-east-europe-9789264298576-en.htm</a>  <a href="https://www.slideshare.net/OECDpsd/pocketbook-competitiveness-in-south-east-europe-2018">https://www.slideshare.net/OECDpsd/pocketbook-competitiveness-in-south-east-europe-2018</a></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"> <li>• Energy Dimensions</li> <li>• Tax Policy Dimension</li> <li>• Competition Policy Dimension</li> <li>• Anti-Corruption Dimension</li> </ul>	
<b>Contact person: Darko Arsov, darko.arsov@crimsoncapital.org</b>								

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)
<b>Detailed description of project</b>							<b>Type of services provided</b>	
<p><b>Project: Creating employment pathways for rural youth</b>            The project is under the program Fostering Social Inclusion, IPA Human Resource Development.            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><a href="http://cea.org.mk/wp-content/uploads/2016/10/Analiza_Politiki_Soc_Ink_PTrud-w-disclamer-CIP-21092016.pdf">http://cea.org.mk/wp-content/uploads/2016/10/Analiza_Politiki_Soc_Ink_PTrud-w-disclamer-CIP-21092016.pdf</a>  <a href="http://cea.org.mk/istrazhuvane-na-pazarot-na-trud-mladite-nevraboteni-vo-severoistochniot-planski-region/">http://cea.org.mk/istrazhuvane-na-pazarot-na-trud-mladite-nevraboteni-vo-severoistochniot-planski-region/</a>  <a href="http://cea.org.mk/analiza-na-pazarot-na-trud-pobaruvachka-na-rabotna-sila-vo-severoistochniot-planski-region/">http://cea.org.mk/analiza-na-pazarot-na-trud-pobaruvachka-na-rabotna-sila-vo-severoistochniot-planski-region/</a></p>							<ul style="list-style-type: none"> <li>• Research of needs and identification of target resources of the labor market</li> <li>• Establish workforce development system</li> <li>• 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</li> <li>• Promotion and advocacy</li> <li>• Training for employability</li> <li>• <b>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</b></li> </ul>	
<p>Contact person: <b>Biljana Petrovska</b>, Head of Section, Ministry of Finance, CFCD, <a href="mailto:Biljana.Petrovska@finance.gov.mk">Biljana.Petrovska@finance.gov.mk</a>  <b>Nafi Saracini</b>, Task Manger, DEU, <a href="mailto:Nafi.SARACINI@eeas.europa.eu">Nafi.SARACINI@eeas.europa.eu</a>, <b>Andreja Tonc</b>, External TA Monitoring Expert, <a href="mailto:adreja.tonc@gmail.com">adreja.tonc@gmail.com</a></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	/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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><b>The analysis was requested by the NESCS presenting a relevant body which is a social partner of the government comprised of multi-level stakeholders</b></p>							<p><i>The Analysis provided:</i></p> <ul style="list-style-type: none"> <li>- <i>Insight of the legal framework for minimum wage</i></li> <li>- <i>Regional practices and cases</i></li> <li>- <i>Forms of determining minimum wage in number of countries</i></li> <li>- <i>Sector overview of the minimum wage</i></li> <li>- <i>Age and gender analysis</i></li> <li>- <i>Correlation between minimum wage and poverty, GDP, productivity, etc.</i></li> <li>- <b>Findings presented to the NESCS, discussion with the NESCS members for promoting social dialogue</b></li> </ul>	
<p><b>Contact person: Natasha Mechkaroska Simjanovska, project coordinator, Promoting Social Dialogue</b></p>								

2010, 2012, 2014, 2016, 2018, 2021, 2023, 2025		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	International Budget Partnership	International Budget Partnership	2010, 2012, 2014, 2016, 2017, 2020, 2023, 2025	/
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. -Public presentation on the results Results of the work: <a href="https://www.internationalbudget.org/opening-budgets/open-budget-initiative/open-budget-survey/publications-2/rankings-key-findings/rankings/">https://www.internationalbudget.org/opening-budgets/open-budget-initiative/open-budget-survey/publications-2/rankings-key-findings/rankings/</a>  <a href="https://cea.org.mk/severna-makedonija-go-namali-svoeto-megunarodno-rangirane-vo-budhetska-transparentnost/">https://cea.org.mk/severna-makedonija-go-namali-svoeto-megunarodno-rangirane-vo-budhetska-transparentnost/</a>  <a href="https://cea.org.mk/wp-content/uploads/2019/09/TSEA-Otvoreni-budhetti-merene-2021-MK.pdf">https://cea.org.mk/wp-content/uploads/2019/09/TSEA-Otvoreni-budhetti-merene-2021-MK.pdf</a></p>	
<p><b>Contact person:</b> Anjali Grag and Suad Hasan, International Budget Partnership; <b>Contact information:</b> <a href="mailto:agarg@internationalbudget.org">agarg@internationalbudget.org</a> ; <a href="mailto:shasan@internationalbudget.org">shasan@internationalbudget.org</a></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	/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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"> <li>- Index of transparency for all 81 LSGUs</li> <li>- Comparison with previous years</li> <li>- Awareness raising infographic</li> <li>- Public debate / Conference presentation</li> </ul> <p><a href="http://cea.org.mk/stepen-na-transparentnost-na-budhetskiot-protses-kaj-opshtinite-vo-r-makedonija/">http://cea.org.mk/stepen-na-transparentnost-na-budhetskiot-protses-kaj-opshtinite-vo-r-makedonija/</a></p> <p><a href="http://metamorphosis.org.mk/en/aktivnosti_arhiva/building-accountability-through-citizen-engagement-the-final-conference-took-place/">http://metamorphosis.org.mk/en/aktivnosti_arhiva/building-accountability-through-citizen-engagement-the-final-conference-took-place/</a></p>	
<p><b>Contact person:</b> Goran Rizaov, <a href="mailto:goran@metamorphosis.org.mk">goran@metamorphosis.org.mk</a></p>								

2015-2016	Project title		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, plus specific to 24 LSGUs	120.000 EUR	90%	2	/	Netherland Embassy in Skopje	11/2015-12/2016	TIM – Skopje
<b>Detailed description of project</b>							<b>Type of services provided</b>	
<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><a href="http://cea.org.mk/wp-content/uploads/2016/06/FINALEN-CEA-Izvestaj-CEA-TI_2.pdf">http://cea.org.mk/wp-content/uploads/2016/06/FINALEN-CEA-Izvestaj-CEA-TI_2.pdf</a></p> <p><a href="http://cea.org.mk/wp-content/uploads/2016/06/CEA-Executive-Summary-Final-Report-ENG.pdf">http://cea.org.mk/wp-content/uploads/2016/06/CEA-Executive-Summary-Final-Report-ENG.pdf</a></p> <p>Monthly reports prepared an uploaded regularly on the website, see details <a href="http://cea.org.mk/category/proekti/">http://cea.org.mk/category/proekti/</a></p> <p><a href="https://cea.org.mk/izveshtaj-za-mesets-fevruari-monitoring-na-trosHENata-od-budhetite-i-politichkite-partii-vo-predizborniot-i-izborniot-protsets/">https://cea.org.mk/izveshtaj-za-mesets-fevruari-monitoring-na-trosHENata-od-budhetite-i-politichkite-partii-vo-predizborniot-i-izborniot-protsets/</a></p>							<ul style="list-style-type: none"> <li>Monitoring methodology, and tools developed both for public expenditure (central and local budgets of 24 municipalities) and political campaign</li> <li>Monitoring reports monthly developed both for the campaigns, central and local budgets</li> <li>Sub-granting and capacity building of local monitoring organizations (eight) mentored, developed, etc.</li> </ul> <p><a href="https://cea.org.mk/kumulativen-izveshtaj-monitoring-na-trosHENata-od-budhetite-politichkite-partii-vo-predizborniot-izborniot-protsets/">https://cea.org.mk/kumulativen-izveshtaj-monitoring-na-trosHENata-od-budhetite-politichkite-partii-vo-predizborniot-izborniot-protsets/</a></p> <p><a href="https://cea.org.mk/wp-content/uploads/2016/06/CEA-Executive-Summary-Final-Report-ENG.pdf">https://cea.org.mk/wp-content/uploads/2016/06/CEA-Executive-Summary-Final-Report-ENG.pdf</a></p> <p><a href="https://cea.org.mk/wp-content/uploads/2016/05/1.-Executive-Summary-April-English.pdf">https://cea.org.mk/wp-content/uploads/2016/05/1.-Executive-Summary-April-English.pdf</a></p>	
<p><b>Contact person:</b> Arlinda Idrizi/ Netherland Embassy - Skopje</p> <p><b>Contact information:</b> <a href="mailto:arlinda.idrizi@minbuza.nl">arlinda.idrizi@minbuza.nl</a></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	
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
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.								
<b>Contact person: Samir Latif, Chief of party, <a href="mailto:info-cei@winrock.org">info-cei@winrock.org</a></b>								



2015-2016	Project title		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
<b>Center For Economic Analyses – Skopje-subgrant service</b>	Macedonia		100	3	Most	Supported by the British Embassy, Netherland Embassy in Skopje, NDI	2015-2016	
<b>Detailed description of project</b>							<b>Type of services provided</b>	
<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"> <li>• Monitoring methodology, and tools developed</li> <li>• Monitoring reports monthly developed</li> <li>• Monitoring capacity building of local monitors developed</li> </ul>	
<p><b>Contact person: Darko Alekov</b> <b>Contact information: <a href="mailto:darko@most.org.mk">darko@most.org.mk</a></b></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	
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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"> <li>1. Macroeconomic aspects of FDI in Macedonia,</li> <li>2. The added value of FDI in free economic zones (FEZ),</li> <li>3. Cost-benefit of state aid and subsidies for FDI in FEZ</li> <li>4. Case study - co FDI with local domestic enterprises,</li> <li>5. Policy recommendations for FDI.</li> </ol> <p>Publication link: <a href="http://cea.org.mk/benefiti-troshotsi-od-stranskite-direktni-investitsii-vo-tehnoloshko-industriskite-razvojni-zoni/">http://cea.org.mk/benefiti-troshotsi-od-stranskite-direktni-investitsii-vo-tehnoloshko-industriskite-razvojni-zoni/</a></p>	
<p>Contact person: <i>Slmonida Kacarska, <a href="mailto:info-cei@winrock.org">info-cei@winrock.org</a></i></p>								

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
<b>Detailed description of project</b>							<b>Type of services provided</b>	
<p><b>Project: Coalition budget monitoring</b>  <b>The objective of enhanced transparency of the municipal budgeting process in Macedonia was to encourage the citizens to take more active role in the prioritization of the local public expenditures through inclusion of the civil society in the decision-making process.</b>            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.  <b>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.</b>            Project's web page: <a href="http://www.kbm.mk">www.kbm.mk</a>  <a href="http://cea.org.mk/documents/Transparentnost%20na%20bp%20kaj%20opshtinit%20FINAL%20MK.pdf">http://cea.org.mk/documents/Transparentnost%20na%20bp%20kaj%20opshtinit%20FINAL%20MK.pdf</a></p>							<ul style="list-style-type: none"> <li>Empowered watchdog activities over public expenditures in municipalities in order to disable the abuse of public money;</li> <li><b>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;</b></li> <li>Improved and transparent practices of local government in the process of creation and spending of budgets.</li> </ul>	
<p><b>Contact person: Irena Ivanova, Task Manager, Civil Society, Delegation of EU</b>  <b>Contact information: + 389 2 3248 500, <a href="mailto:irena.ivanova@eeas.europa.eu">irena.ivanova@eeas.europa.eu</a></b></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
<b>Detailed description of project</b>							<b>Type of services provided/Activities implemented</b>	
<p><b>Project: Enhancing Transparency &amp; Accountability through Performance Budgeting</b></p> <p>The main project objective is enhancement of the transparency &amp; 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 &amp; Benefits for performance based budgeting, and a policy paper for Transparency &amp; Accountability in Macedonia. Provided that there was a need for capacity development for introduction of the concept for the budget users, CEA &amp; 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><a href="http://cea.org.mk/budhet-baziran-na-performansi-za-podobar-budhetskii-protses-i-zqolemuvane-na-transparentnosta-i-otchetnosta/">http://cea.org.mk/budhet-baziran-na-performansi-za-podobar-budhetskii-protses-i-zqolemuvane-na-transparentnosta-i-otchetnosta/</a>  <a href="http://cea.org.mk/soopshtenie-do-mediumi-izveshtaj-od-monitoring-na-transparentnosta-i-otchetnosta-na-budhetskite-korisnitsi/">http://cea.org.mk/soopshtenie-do-mediumi-izveshtaj-od-monitoring-na-transparentnosta-i-otchetnosta-na-budhetskite-korisnitsi/</a>  <a href="http://cea.org.mk/fizibiliti-studija-budhet-baziran-na-performansi-za-podobar-budhetskii-protses-i-zqolemuvane-na-transparentnosta-i-otchetnosta/">http://cea.org.mk/fizibiliti-studija-budhet-baziran-na-performansi-za-podobar-budhetskii-protses-i-zqolemuvane-na-transparentnosta-i-otchetnosta/</a></p>							<ul style="list-style-type: none"> <li>•Monitoring report of transparency and accountability of central Budget users</li> <li>•Developing policy paper on transparency and accountability of Budget users</li> <li>•Developing policy paper about needs and benefits of performance budgeting</li> <li>•Study trip to EU country experienced in performance budgeting</li> <li>•Capacity building for central budget users for performance budgeting</li> <li>•National workshop on implementation of the performance budgeting</li> <li>•Developing feasibility study about the process of implementation of performance budgeting</li> <li>•National conference for performance budgeting</li> </ul>	
<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	Project title		Good Governance through Improved Fiscal Transparency					
	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	
<b>Detailed description of project</b>							<b>Type of services provided</b>	
<p>Project: <b>Good Governance through Improved Fiscal Transparency</b></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:<a href="http://cea.org.mk/documents/CEA_Fiscal%20transparency_budget_proces_FINAL.pdf">http://cea.org.mk/documents/CEA_Fiscal%20transparency_budget_proces_FINAL.pdf</a></p>							<ul style="list-style-type: none"> <li>• Policy paper developed</li> <li>• Public presentation of findings</li> <li>• <b>Facilitation of a discussion meeting between former relevant representatives of the involved stakeholders, such as ministers of finance, presidents of parliament, etc.</b></li> </ul>	
<p><b>Contact person: Deniza Bundalevska, Balkan Civil Society Development Network</b></p> <p><b>Contact information: <a href="mailto:dbn@balkancsd.net">dbn@balkancsd.net</a></b></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	
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
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.								
<b>Contact person</b> Mr. Goran Buldioski								
<b>Contact information</b> <a href="mailto:Goran.Buldioski@opensocietyfoundations.org">Goran.Buldioski@opensocietyfoundations.org</a>								

2013-2014	Project title		<i>Amending the Law on the Budget and Rulebook of the Parliament Study on the improvement of the budget process in the Republic of 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	Macedonia	5.670	100	2	/	National Democratic Institute - NDI	10/2013 05/2014	
<b>Detailed description of project</b>							<b>Type of services provided</b>	
<p><b>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</b></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><b>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.</b></p> <p>Publication link: <a href="http://cea.org.mk/studija-za-podobruvane-na-budhetskiot-protses-vo-republika-makedonija/">http://cea.org.mk/studija-za-podobruvane-na-budhetskiot-protses-vo-republika-makedonija/</a></p>							<ul style="list-style-type: none"> <li>• A study developed</li> <li>• Public presentation of findings</li> <li>• <b>Advocacy activities for improvement of the budget process among relevant stakeholders encouraging improved public private dialogues</b></li> </ul>	
<p><b>Contact person: Filip Chaparovski, Program Manager</b></p> <p><b>Contact information: +389 (70) 276-228 , <a href="mailto:fchaparoski@ndi.org">fchaparoski@ndi.org</a></b></p>								

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	
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<p>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.</p>								
<p><b>Contact person: Aneta L Rowlinson, Director, Center for development of the Skopje Planning region</b></p>								



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	/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<p>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.</p>								
<p><b>Contact person: Alexander F Tieman, IMF Resident Representative, IMF <a href="mailto:atieman@imf.org">atieman@imf.org</a></b></p>								

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		/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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><a href="http://cea.org.mk/documents/Developing%20Mariovo%20Tourism.pdf">http://cea.org.mk/documents/Developing%20Mariovo%20Tourism.pdf</a></p>								
<p><b>Contact person:</b>  <b>Contact person: Goran Buldioski, Co-Director</b>  <b>Contact information: <a href="mailto:goran.buldioski@opensocietyfoundations.org">goran.buldioski@opensocietyfoundations.org</a></b></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	
<b>Detailed description of project</b>							<b>Type of services provided</b>	
<p><b>Citizens' Budget of the Republic of Macedonia for 2013</b></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: <a href="http://cea.org.mk/graganski-budhet-na-rm-za-2013-godina/">http://cea.org.mk/graganski-budhet-na-rm-za-2013-godina/</a></p>							<ul style="list-style-type: none"> <li>• Case study analyses</li> <li>• A study developed</li> <li>• Public presentation of findings</li> <li>• Advocacy for initiation of the process of preparation of Citizens' budget</li> </ul>	
<p><b>Contact person: Vesna Stevkovska Administrative &amp; Project Management Assistant</b></p> <p><b>Contact information: <a href="mailto:vstevkovska@usaid.gov">vstevkovska@usaid.gov</a></b></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		/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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"> <li>- recommendations on overcoming issues related to lending to agriculture</li> <li>- Recommendations on the potential effect of increasing the quality and quantity of credit activities of banks towards farmers</li> <li>- Round table discussion which enabled the stakeholders to discuss the findings and consider improvement</li> </ul>								
<p><b>Contact person:</b>  <b>Contact person: Goran Buldioski, Co-Director, TTF</b>  <b>Contact information: <a href="mailto:goran.buldioski@opensocietyfoundations.org">goran.buldioski@opensocietyfoundations.org</a></b></p>								

2012	Project title		<i>Microfinancing for poor households with emphasis on Roma people</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	7000	/	2	OSI TTF	OSI TTF		/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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><b>Contact person:</b>  <b>Contact person: Goran Buldioski, Co-Director, TTF</b>  <b>Contact information: <a href="mailto:goran.buldioski@opensocietyfoundations.org">goran.buldioski@opensocietyfoundations.org</a></b></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		/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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.</p> <p>The portal for a first time enables access to a "cleaned up" data that which has been analyzed and adjusted for bias.</p> <p>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"> <li>• Website for visualization of the Budget of Republic of Macedonia (<a href="http://www.mkbudget.org">www.mkbudget.org</a> )</li> <li>• Tool for on-line testing on budget policies in Republic of Macedonia</li> <li>• Conference for the civil society participation in the budget policies in Republic of Macedonia</li> </ul>								
<p><b>Contact person:</b>  <b>Contact person: Goran Buldioski, Co-Director, TTF</b>  <b>Contact information: <a href="mailto:goran.buldioski@opensocietyfoundations.org">goran.buldioski@opensocietyfoundations.org</a></b></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		/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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"> <li>- recommendations on overcoming issues related to lending to agriculture</li> <li>- Recommendations on the potential effect of increasing the quality and quantity of credit activities of banks towards farmers</li> <li>- Round table discussion which enabled the stakeholders to discuss the findings and consider improvement</li> </ul>								
<p><b>Contact person:</b>  <b>Contact person: Goran Buldioski, Co-Director, TTF</b>  <b>Contact information: <a href="mailto:goran.buldioski@opensocietyfoundations.org">goran.buldioski@opensocietyfoundations.org</a></b></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		/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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"> <li>- Organization and conducting of two public discussions on investments from private transfers from Afghanistan and Iraq in the municipalities of Kumanvo and Tetovo</li> <li>- 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.</li> </ul>								
<p><b>Contact person:</b>  <b>Contact person: Goran Buldioski, Co-Director, TTF</b>  <b>Contact information: <a href="mailto:goran.buldioski@opensocietyfoundations.org">goran.buldioski@opensocietyfoundations.org</a></b></p>								



<b>2012</b>	<b>Project title</b>		<b>Shadow economy in Macedonia</b>					
Center For Economic Analyses – 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
	Macedonia		/	3	OSI TTF	OSI TTF		/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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><a href="http://www.cea.org.mk/documents/studii/CEA%20SHADOW%20ECONOMY%20IN%20MACEDONIA%20FINAL_4.pdf">http://www.cea.org.mk/documents/studii/CEA%20SHADOW%20ECONOMY%20IN%20MACEDONIA%20FINAL_4.pdf</a></p>								
<b>Contact person: Goran Buldioski, Co-Director, TTF, Contact information: <a href="mailto:goran.buldioski@opensocietyfoundations.org">goran.buldioski@opensocietyfoundations.org</a></b>								



2011-2012	Project title		Developing web site for the Budget of the Republic of Macedonia: <a href="http://www.mkbudget.org">www.mkbudget.org</a>					
Center For Economic Analyses – 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
	Macedonia,	20 000 EUR	100%	3	/	OSI- Think Thank Fund	11/2011-12/2012	/
<b>Detailed description of project</b>							<b>Type of services provided</b>	
<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><a href="http://www.mkbudget.org">www.mkbudget.org</a></p> <ul style="list-style-type: none"> <li>• methodology, and tools developed)</li> <li>• mkbudget.org.mk web application for budget transparency developed</li> </ul>								
<p><b>Contact person: Neda Korunovska/ open society foundation /Think thank fund, Contact information: <a href="mailto:neda.korunovska@opensocietyfoundations.org">neda.korunovska@opensocietyfoundations.org</a></b></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	/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
CEA conducted research about governance and anti-corruption mechanisms in Macedonia, as a part of The Global Integrity Report. 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. <a href="http://www.globalintegrity.org/report">http://www.globalintegrity.org/report</a>								
<b>Contact person:</b> Carrie Golden, Manager, Global Integrity Innovations for Transparency and Accountability E-mail: <a href="mailto:carrie.golden@globalintegrity.org">carrie.golden@globalintegrity.org</a>								

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
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
The project objective was to contribute in increased employment by helping in implementation of the active policies for employment. CEA in partnership with Roma Resource Center organized and implemented trainings for increased employability skills for Roma population in Skopje.								
<b>Contact person:</b> Department for cooperation and support of the CSOs and foundations , City of Skopje								

2009-2014	Project title		<i>Straightening of the influence of macroeconomic analyses and researches on the choices of Policy Makers</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	120.000	/		Think Tank Fund	Think Tank Fund	2009-2014	
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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><b>Contact person: Goran Buldioski, Co-Director, TTF</b>  <b>Contact information: <a href="mailto:goran.buldioski@opensocietyfoundations.org">goran.buldioski@opensocietyfoundations.org</a></b></p>								

EVENTS / DEBATES/ TRAININGS/ CONFERENCES

Various		Various events, trainings, meetings, focus groups, etc. organized and implemented by CEA
Center For Economic Analyses – Skopje	Country Macedonia	
Detailed description of Activities: Trainings, Workshops, Roundtables, Conferences, Focus groups, organized and facilitated by CEA		
<p><b>Enhancing Transparency &amp; Accountability through Performance Budgeting</b></p> <ol style="list-style-type: none"> <li>1. <b>Training: performance budgeting; Target: Central budget users</b></li> <li>2. <b>Workshop: possibility from piloting performance based budgeting and the selected central budget users readiness for the concept</b></li> <li>3. <b>National conference: participants CB users, experts national and international, experience from other countries, cost benefit from potential implementation of performance budgeting</b></li> </ol> <p>- (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: <a href="http://cea.org.mk/documents/Feasibility%20study_MK.pdf">http://cea.org.mk/documents/Feasibility%20study_MK.pdf</a> )</p> <p><b>View more on the following links:</b></p> <p><a href="http://cea.org.mk/natsionalna-konferentsija-transparentnost-performansi-i-otchetnost-na-budhetot-na-rm/">http://cea.org.mk/natsionalna-konferentsija-transparentnost-performansi-i-otchetnost-na-budhetot-na-rm/</a></p> <p><a href="http://cea.org.mk/budhet-baziran-na-performansi-za-podobar-budhetski-protses-i-zgolemuvane-na-transparentnosta-i-otchetnosta/">http://cea.org.mk/budhet-baziran-na-performansi-za-podobar-budhetski-protses-i-zgolemuvane-na-transparentnosta-i-otchetnosta/</a></p> <p><a href="http://cea.org.mk/izveshtaj-od-monitoring-na-transparentnosta-i-otchetnosta-na-budhetskite-korisnitsi/">http://cea.org.mk/izveshtaj-od-monitoring-na-transparentnosta-i-otchetnosta-na-budhetskite-korisnitsi/</a></p> <p><a href="http://cea.org.mk/fizibiliti-studija-budhet-baziran-na-performansi-za-podobar-budhetski-protses-i-zgolemuvane-na-transparentnosta-i-otchetnosta/">http://cea.org.mk/fizibiliti-studija-budhet-baziran-na-performansi-za-podobar-budhetski-protses-i-zgolemuvane-na-transparentnosta-i-otchetnosta/</a></p> <p><a href="http://cea.org.mk/zgolemuvane-na-transparentnosta-i-otchetnosta-preku-budhetirane-po-performansi/">http://cea.org.mk/zgolemuvane-na-transparentnosta-i-otchetnosta-preku-budhetirane-po-performansi/</a></p> <p><b>Coalition budget monitoring</b></p> <ol style="list-style-type: none"> <li>1. <b>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</b></li> <li>2. <b>National conference: participants LSGU mayors and councils, CSO, experts national and local experts in the area</b> (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)</li> </ol>		

Various		Various events, trainings, meetings, focus groups, etc. organized and implemented by CEA
Center For Economic Analyses – Skopje	Country Macedonia	
<p><i>Good Governance through Improved Fiscal Transparency</i></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  View more on the following links:  <a href="http://kbm.mk/">http://kbm.mk/</a>  <a href="http://cea.org.mk/koalitsija-za-budhetski-monitoring-monitoring-na-budhetskiot-protses-na-els-vo-rm/">http://cea.org.mk/koalitsija-za-budhetski-monitoring-monitoring-na-budhetskiot-protses-na-els-vo-rm/</a></p> <p><i>Regulatory Impact Assessment in the Shadow: Fostering evidence-based policy making in Macedonia</i></p> <ol style="list-style-type: none"> <li>1. Organized two training sessions for strategic planning of the network for better legislation</li> <li>2. External CEA expert provided cost analyses of the RIA process in Macedonia</li> <li>3. Organized 2 public events for presenting the main findings of the recently published policy briefs regarding the RIA process in Macedonia</li> </ol> <p>See more on the following links:  <a href="http://cea.org.mk/pvr-vo-senka-formularite-za-pvr-ne-ja-postignuvaat-tselta-treba-da-se-presmetuvaat-troshotsite-na-trudot-na-administratsijata-site-zaseqnati-vo-pvr-protsesite/">http://cea.org.mk/pvr-vo-senka-formularite-za-pvr-ne-ja-postignuvaat-tselta-treba-da-se-presmetuvaat-troshotsite-na-trudot-na-administratsijata-site-zaseqnati-vo-pvr-protsesite/</a>  <a href="http://cea.org.mk/pvr-vo-senka-dva-dokumenti-za-javni-politiki-kako-da-se-podobri-pvr-vo-makedonija/">http://cea.org.mk/pvr-vo-senka-dva-dokumenti-za-javni-politiki-kako-da-se-podobri-pvr-vo-makedonija/</a>  <a href="http://cea.org.mk/prva-konferentsija-od-proektot-pvr-vo-senka-soopshtenie-za-javnost/">http://cea.org.mk/prva-konferentsija-od-proektot-pvr-vo-senka-soopshtenie-za-javnost/</a>  <a href="http://cea.org.mk/pvr-vo-senka-otvoren-povik-za-vkluchuvane-vo-mrezhata-za-podobra-legislativa/">http://cea.org.mk/pvr-vo-senka-otvoren-povik-za-vkluchuvane-vo-mrezhata-za-podobra-legislativa/</a>  <a href="https://www.facebook.com/PVRvoSenka/">https://www.facebook.com/PVRvoSenka/</a></p> <p><i>Creating employment pathways for rural youth</i></p> <ol style="list-style-type: none"> <li>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</li> <li>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</li> </ol> <p>View more on the following links:  <a href="http://cea.org.mk/proekt-sozdavane-mozhnost-za-vrabotuvane-na-mladi-od-ruralnite-sredini-tselosnata-oprema-od-proektot-beshe-predadena-na-opshtinite-lipkovo-staro-naqorichane-kriva-palanka/">http://cea.org.mk/proekt-sozdavane-mozhnost-za-vrabotuvane-na-mladi-od-ruralnite-sredini-tselosnata-oprema-od-proektot-beshe-predadena-na-opshtinite-lipkovo-staro-naqorichane-kriva-palanka/</a>  <a href="http://cea.org.mk/analiza-i-pregled-na-politikite-za-sotsijalno-vkluchuvane-na-mladite/">http://cea.org.mk/analiza-i-pregled-na-politikite-za-sotsijalno-vkluchuvane-na-mladite/</a>  <a href="http://cea.org.mk/istrzhuvane-na-pazarot-na-trud-mladite-nevraboteni-vo-severoistochniot-planski-region/">http://cea.org.mk/istrzhuvane-na-pazarot-na-trud-mladite-nevraboteni-vo-severoistochniot-planski-region/</a></p>		

Various		Various events, trainings, meetings, focus groups, etc. organized and implemented by CEA
Center For Economic Analyses – Skopje	Country Macedonia	
<p> <a href="http://cea.org.mk/analiza-na-pazarot-na-trud-pobaruвачka-na-rabotna-sila-vo-severoistocniot-planski-region/">http://cea.org.mk/analiza-na-pazarot-na-trud-pobaruвачka-na-rabotna-sila-vo-severoistocniot-planski-region/</a>  <a href="http://cea.org.mk/povik-za-angazhirane-na-lokalni-treneri-mentori-vo-rabotni-klubovi-lipkovo-staro-naqorichane-kriva-palanka/">http://cea.org.mk/povik-za-angazhirane-na-lokalni-treneri-mentori-vo-rabotni-klubovi-lipkovo-staro-naqorichane-kriva-palanka/</a>  <a href="https://www.facebook.com/sozdavanjemoznosti/">https://www.facebook.com/sozdavanjemoznosti/</a>  <a href="http://cea.org.mk/povik-za-uchesnitsi-na-besplatni-obuki-za-zgolemuване-na-vrabotlivosta-na-mladite-od-sipr/">http://cea.org.mk/povik-za-uchesnitsi-na-besplatni-obuki-za-zgolemuване-na-vrabotlivosta-na-mladite-od-sipr/</a>  <a href="http://cea.org.mk/proekt-sozdavane-mozhnosti-za-vrabotuvane-na-mladite-od-ruralnite-sredini-soopshtenie-za-javnost/">http://cea.org.mk/proekt-sozdavane-mozhnosti-za-vrabotuvane-na-mladite-od-ruralnite-sredini-soopshtenie-za-javnost/</a> </p> <p><b>CIVICA Mobilias: Decentralized civic initiatives for more effective fiscal decentralization</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>3. Focus group discussion facilitation – CEA organized</li> <li>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</li> </ol> <p><i>View more on the following links:</i></p> <p> <a href="http://cea.org.mk/proekt-fiskalna-detsentralizatsija-za-podobar-regionalen-razvoj-na-graqanskoto-opshtestvo/">http://cea.org.mk/proekt-fiskalna-detsentralizatsija-za-podobar-regionalen-razvoj-na-graqanskoto-opshtestvo/</a>  <a href="http://cea.org.mk/fiskalna-detsentralizatsija-za-podobar-regionalen-razvoj-na-graqanskoto-opshtestvo/">http://cea.org.mk/fiskalna-detsentralizatsija-za-podobar-regionalen-razvoj-na-graqanskoto-opshtestvo/</a>  <a href="http://cea.org.mk/pertseptsija-na-graqanskite-organizatsii-za-stepenot-na-razvoj-na-graqanskoto-opshtestvo-vo-makedonija/">http://cea.org.mk/pertseptsija-na-graqanskite-organizatsii-za-stepenot-na-razvoj-na-graqanskoto-opshtestvo-vo-makedonija/</a>  <a href="http://cea.org.mk/regionalna-neednakvost-vo-razvoiot-na-graqanskoto-opshtestvo-pertseptsija-na-graqanskite-organizatsii-vo-makedonija/">http://cea.org.mk/regionalna-neednakvost-vo-razvoiot-na-graqanskoto-opshtestvo-pertseptsija-na-graqanskite-organizatsii-vo-makedonija/</a> </p> <p><i>Local Budget Transparency - Round Tables &amp; 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.</i></p> <p><b>Other trainings, events, organized and delivered by CEA members:</b></p> <ol style="list-style-type: none"> <li>1. Two trainings for strategic planning and leading CSO networks, under the project: Regulatory Impact Assessment in the Shadow: Fostering evidence-based policy making in Macedonia;</li> <li>2. Two trainings for journalists for better understanding the SAOs work and the audit reports they produce, under the project: Strengthening Financial Accountability and Transparency in Macedonia;</li> <li>3. <i>The Rule of Law: Where Are We Heading? 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 (<a href="http://cea.org.mk/rule-law-heading-programme-report/">http://cea.org.mk/rule-law-heading-programme-report/</a>);</i></li> </ol>		



Various		Various events, trainings, meetings, focus groups, etc. organized and implemented by CEA
Center For Economic Analyses – Skopje	Country Macedonia	
<ol style="list-style-type: none"> <li>4. <i>Trainings for: Soft skills; Communication; Job Seeking, Entrepreneurship and Fund Raising under the project Creating employment for rural youth”;</i></li> <li>5. <i>Trainings for: Soft skills; Communication; Job Seeking, Entrepreneurship and Fund Raising under the project “Employment for Roma youth”;</i></li> <li>6. <i>The regional World Bank MFSAs experts provided training for Iraqi MPs on PFM topics - training delivered in Erbil and Sylmania by CEA, contracted by NDI;</i></li> <li>7. <i>MFSAs training for NALAS - training designed and conducted for representatives of the LSGUs from Western Balkan;</i></li> <li>8. <i>Training in PPP in Macedonia and Decentralization presentation at the National Bank for the National Bank of RM for the research department.</i></li> <li>9. <i>Fiscal decentralization training for local government finance representatives of the West Balkan, as part of NALAS Summer School 2016;</i></li> <li>10. <i>Budget planning and forecast training for the local government representatives of the regions of Tunis and Hammamed, Tunisia, as part of the FSVC Program;</i></li> <li>11. <i>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.</i></li> <li>12. <i>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.</i></li> <li>13. <i>Training: Models of Public Private Partnership, IPA SEE, Project Common advanced virtual accessibility to support public services in SEE</i></li> <li>14. <i>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 (<a href="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/">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/</a>);</i></li> <li>15. <i>Training for journalists for Fiscal Transparency for increasing the capacity of journalists for the need of greater fiscal transparency and using <a href="http://www.mkbudget.org">www.mkbudget.org</a> in their journalistic research.</i></li> </ol>		
Contact person: -		

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			
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
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"> <li>- Support in defining monitoring indicators for the reporting system for each financial instrument identified</li> <li>- 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.</li> </ul>								
<b>Contact person: Francoise Toussaint, SEE Manager, PWC Bulgaria, <a href="mailto:bulgaria@bg.pwc.com">bulgaria@bg.pwc.com</a></b>								

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			
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
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.								
<b>Contact person: Goran Pastrovic, Director, ReSPA, <a href="mailto:g.pastrovic@respaweb.eu">g.pastrovic@respaweb.eu</a></b>								

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			/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<ul style="list-style-type: none"> <li>• PPP feasibility study for sport hall for archery in Bitola, for the Municipality of Bitola</li> <li>• PPP feasibility study for parking lots in Bitola, for the Municipality of Bitola</li> <li>• PPP feasibility study for street lighting Bitola, for the Municipality of Bitola</li> <li>• PPP feasibility study for a new kindergarten in the village of Kravari, for the Municipality of Bitola</li> <li>• PPP feasibility study for parking zones in Kavadarci, for improvement of the parking services of the Municipality of Kavadarci</li> <li>• PPP feasibility study for improvement of the parking services of the Municipality of Negotino</li> <li>• PPP feasibility study for street lightning in Makedonski Brod</li> <li>• PPP feasibility studies for organizing parking spaces in the Municipalities of Bitola and Tetovo.</li> <li>• PPP feasibility study for solid waste management for Ilinden municipality</li> <li>• PPP feasibility study for Municipality of Gorce Petrov on building administrative building</li> <li>• PPP feasibility study for Municipality Gazi Baba on building administrative building</li> <li>• PPP feasibility study for Public transportation company JSP - Skopje for "smart ticketing"</li> <li>• PPP needs assessment and feasibility study on LED at LSG Gorce Petrov</li> </ul> <p><a href="http://cea.org.mk/fizibiliti-studija-za-javno-privatno-partnerstvo-za-opshtina-gorce-petrov/">http://cea.org.mk/fizibiliti-studija-za-javno-privatno-partnerstvo-za-opshtina-gorce-petrov/</a></p> <p><b>Contact person: various</b></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			/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<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"> <li>• PAD feasibility study for water supply system in Negotino for improved infrastructure in Municipality of Negotino;</li> <li>• PAD feasibility study for local street infrastructure in Kochani for improved infrastructure in the Municipality of Kochani;</li> <li>• PAD feasibility study for primary school in Municipality of Gazi Baba;</li> <li>• PAD feasibility study for Municipality Veles for water supply improvement</li> </ul>							<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>	
<b>Contact person: Vanko Apostolov, Mayor, Negotino, <a href="mailto:info@negotino.gov.mk">info@negotino.gov.mk</a></b>								

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			/
<b>Detailed description of activity</b>							<b>Type of services provided</b>	
<p>CEA prepared several strategic document for number of LSGUs and regions</p> <ul style="list-style-type: none"> <li>- LSGU Gazi Baba, Local Economic Development strategy</li> <li>- LSGU Gazi Baba, Rural Development Strategy</li> <li>- LSGU Tetovo, Sustainable Economic Development Strategy</li> <li>- Region of Southeast planning region, SME strategy for the SEPR in Macedonia, GIZ financed</li> <li>- Regional Strategic Document with action plan for social inclusion of youth through labor market, EU project financed</li> <li>- Local Strategic Guide with Action Plan for employment for LSGUs EU financed project</li> <li>- LSGU Resen, Rural Tourism Development Strategy</li> <li>-</li> </ul>							<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, <a href="mailto:RED-info@giz.de">RED-info@giz.de</a>            Salajdin Idrizi, ESA Tetovo, <a href="mailto:esale@t-home.mk">esale@t-home.mk</a>            Ruzica Perevska, LSGU Resen, <a href="mailto:ruzica.perevska@resen.gov.mk">ruzica.perevska@resen.gov.mk</a></p>								

