

CEA Internship Program

Guidebook



Version 2.0,

Skopje, North Macedonia
2026
www.cea.org.mk

Contents

1. General information about CEA.....	3
2. About CEA	4
3. Mission.....	4
3.1. Strategic Goals	4
3.2. What CEA Is - and Is Not	4
4. Internship Program at a Glance	5
4.1. Format and Duration	5
4.2. Eligibility and Application.....	5
5. Onboarding (First Two Weeks)	5
6. Internship Program in Ten Steps	6
7. Confidentiality, Data Protection, and Research Ethics	7
8. Mentorship and Supervision.....	7
9. Key Performance Indicators.....	7
10. Internship Program Timetable (6 Months).....	8
11. Recognition and Certification	9
12. Contact.....	9
Annex — Typical Research Article Structure	10

1. General information about CEA

a) Logo:



b) Address:

CENTER FOR ECONOMIC ANALYSES (CEA)
Bld. Jane Sandanski 63/3,
1000 Skopje, Macedonia
Tel: + 389 (0)2 24 44 766
Mob: + 389 71310 974

TIN: 4030003479278

Reg. 5763061 under the law on Associations and foundations

c) Account number:

HALK BANKA AD Skopje
Account number: 270-0576306101-78

d) Web page and e-mail:

www.cea.org.mk

www.mkbudget.org

info@cea.org.mk

ceaorgmk@gmail.com

2. About CEA

CEA has been established in 2003 as independent research think in Macedonia. CEA is organized as a non-profit citizens' association, open to economists who share its vision, and is governed by its members and Board.

CEA members devote their time, efforts and knowledge to help make this vision become a reality. CEA is organized on a non-profit base (the legal form is a citizens' associations) and is open for membership to all economists operating in Macedonia and sharing the same vision.

The core members and founders of CEA are successful professionals with expertise ranges from econometrics, macroeconomics, and economic policy analyses to financial analyses strategies for local economic and rural development, Public-Private Partnerships and business planning. CEA members regularly contribute to Government working groups as technical experts on legislation and policy.

3. Mission

CEA's mission is to continuously research economic development and public policy in North Macedonia, and to provide evidence-based recommendations to government and non-governmental institutions, in support of a Macedonian economy that is competitive, transparent, and well-integrated with regional and EU markets.

3.1. Strategic Goals

1. Provide high-quality, evidence-based policy analysis.
2. Support sound, sustainable economic policy in North Macedonia.
3. Foster an environment for higher investment, accelerated growth, and EU accession.
4. Maintain CEA's financial sustainability and independence.
5. Encourage regional cooperation and collaboration across the Balkans.
6. Strengthen civil society, social capital, and public trust through transparent, open data and engagement.

3.2. What CEA Is - and Is Not

CEA is a workplace-based, mission-driven research organization. The internship program described here is a professional development and contribution opportunity, not an academic course, and is not run or credentialed by a university. There are no classes, lectures, or exams; interns learn by contributing directly to CEA's real research, advocacy, and outreach work under the guidance of an assigned mentor.

4. Internship Program at a Glance

CEA's internship program gives motivated individuals — students, recent graduates, or early-career professionals with an interest in economics, public policy, or related fields — hands-on experience contributing to real policy research, data work, and advocacy at an independent think tank.

4.1. Format and Duration

- Standard duration: 6 months (a shorter, project-based placement of 2–3 months may be agreed where appropriate).
- Format: in-office at CEA's Skopje premises, with the option of hybrid or remote arrangements for specific tasks (e.g., data collection, fieldwork, literature review), as agreed with the mentor.
- Time commitment: full-time or part-time, by agreement, documented in the intern's individual work plan.
- Compensation, certification, and any other terms are set out in the individual internship agreement signed by the intern and CEA before the internship begins.

4.2. Eligibility and Application

- Open to students and graduates of economics, public policy, statistics, law, or related social science fields, and to early-career professionals with a demonstrated interest in evidence-based policy.
- Applicants typically submit a CV, motivation letter, and (where relevant) a writing sample, in response to an open call published on CEA's website and social media channels.
- Shortlisted candidates are interviewed by CEA staff/mentors before an offer is made.

5. Onboarding (First Two Weeks)

All steps below are coordinated by the intern's mentor and adapted to the intern's specific assignment and goals.

1. Welcome and introductions: meeting CEA staff and members closely connected to the intern's planned work, in person and/or via video call.
2. Mentor assignment and kick-off meeting: confirming the working relationship, communication channels, and check-in schedule (e.g., weekly one-on-ones).
3. Orientation to CEA's infrastructure and ways of working: research databases, contact lists, cloud document storage, project management tools, the publications process, and

media/public relations practices, plus a briefing on data protection and confidentiality obligations (see Section 5).

4. Development of an individual work plan: concrete tasks, deliverables, and benchmarks for the internship period, agreed jointly by the intern and mentor and revisited at the midpoint and end of the internship.

6. Internship Program in Ten Steps

These steps describe the typical progression of a 6-month internship. They may be reordered, combined, or adapted to fit the specific project, the intern's skills, and CEA's current priorities, always under the mentor's guidance and with ongoing monitoring.

Step 1 — Literature Review and Landscape Scan

Literature review, desk research, and benchmarking of good practice in the intern's area of interest, using academic databases, donor and international-organization publications, and credible online sources. See the Annex for a guide to typical research article structure.

Step 2 — Project Orientation

Introduction to CEA's completed and ongoing projects, and selection of the current project(s) in which the intern will be involved.

Step 3 — Data and Evidence Collection

Participation in building and maintaining CEA's research databases, and collecting data through interviews, surveys/questionnaires (including online survey tools), and other field research methods, in compliance with CEA's data protection practices.

Step 4 — Policy Paper

Drafting a policy paper on an agreed topic, following the structure and quality standards used in CEA publications (see Annex).

Step 5 — Policy Brief and Presentation

Condensing the policy paper into a concise policy brief and preparing a presentation suitable for a press conference, public webinar, or stakeholder briefing.

Step 6 — Advocacy and Outreach

Advocacy activities such as meetings with stakeholders and media (in person or virtual), organizing a press conference or webinar, and supporting CEA's social media and digital communication around the findings.

Step 7 — Events

Supporting the organization of a conference, roundtable, or workshop, in person or online, including logistics, agenda preparation, and participant follow-up.

Step 8 — Recurring Economic Reporting

Contributing to CEA's regular monthly and quarterly economic reports and data dashboards.

Step 9 — Projects and Funding Applications

Supporting current CEA projects and contributing to project/grant applications for donor or institutional funding.

Step 10 — Other Activities

Any additional tasks agreed with the mentor that support CEA's mission and the intern's professional development.

7. Confidentiality, Data Protection, and Research Ethics

Because interns may handle survey responses, interview data, or unpublished research, the following standards apply throughout the internship:

- Personal data collected during research or fieldwork is handled in line with applicable personal data protection legislation in North Macedonia and, where relevant, EU data protection standards.
- Interns sign a confidentiality undertaking covering unpublished research, internal communications, and any personal data they access.
- Data is stored only in CEA-approved systems, anonymized or aggregated wherever possible, and not shared externally without the mentor's and, where required, the President's approval.
- Any publication, presentation, or social media post referencing CEA research or data is reviewed and approved by the mentor before release.

8. Mentorship and Supervision

Each intern is assigned a CEA mentor for the duration of the internship. The mentor:

- Co-develops and monitors the intern's individual work plan and benchmarks.
- Holds regular check-ins (recommended weekly) and a documented mid-internship and end-of-internship review.
- Provides constructive, specific feedback and is the first point of contact for any questions or concerns.
- Reviews and approves all external-facing outputs (papers, briefs, presentations, posts) before publication.

9. Key Performance Indicators

Performance is assessed against the individual work plan and the following indicators, which combine traditional outputs with current digital reach metrics:

1. A policy brief drafted in Macedonian (and, where relevant, English).
2. A paper developed to the standard required for CEA's Journal of Economics or another peer-reviewed/working paper outlet.
3. A press conference, webinar, or public event organized to present findings and recommendations.
4. Participation in organizing a conference or workshop.
5. Number and quality of stakeholder meetings held for advocacy purposes.
6. Media presence, including traditional media mentions and digital/social media reach and engagement.
7. Documented policy influence or uptake (e.g., citations in legislation, government responses, or partner reports).
8. Overall involvement and contribution quality across CEA's activities and projects.

10. Internship Program Timetable (6 Months)

The table below illustrates a typical sequencing of activities; mentors adapt the timetable to each intern's specific work plan and project needs.

Activity	I	II	III	IV	V	VI
Literature review and landscape scan						
Project orientation and selection of current project(s)						
Data/evidence collection and database work						
Writing policy paper						
Writing policy brief and presentation						
Advocacy activities (stakeholders, media, press/webinar)						
Organization of conference or workshop						
Monthly and quarterly economic reporting						
Current projects and funding applications						
Other activities						

11. Recognition and Certification

On successful completion of the internship and individual work plan, CEA provides:

- A certificate of completion specifying the internship period, focus area, and main contributions.
- A reference letter on request, reflecting the mentor's assessment of the intern's performance.
- An invitation to join CEA's alumni network, including continued visibility for relevant job and collaboration opportunities.

12. Contact

CENTER FOR ECONOMIC ANALYSES (CEA)

Bul. Jane Sandanski 63/3, 1000 Skopje, Republic of North Macedonia

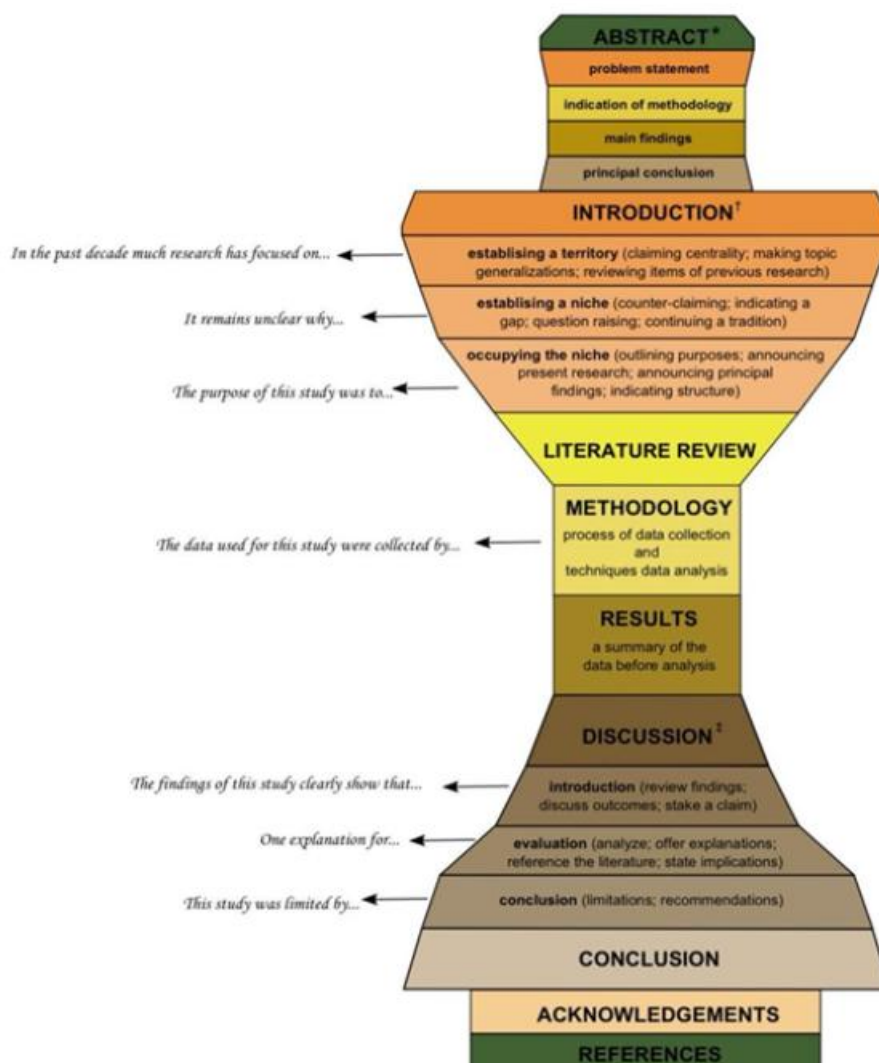
Tel/fax: +389 (0)2 24 44 766

Web: www.cea.org.mk | E-mail: info@cea.org.mk

Annex — Typical Research Article Structure

For reference when drafting a policy paper or journal article (Step 4), a typical structure runs as follows.

Abstract (problem statement, methodology, main findings, principal conclusion) → Introduction (establishing the territory, the niche, and the present study's purpose) → Literature Review → Methodology (data and analytical techniques) → Results → Discussion (review of findings, evaluation, and limitations) → Conclusion → Acknowledgements → References.



Source: Based on, Swales, John. 1990. *Genre Analysis: English in Academic and Research Settings*. Cambridge: Cambridge University Press.