



# ANNUAL REPORT 2024



**CENTER FOR  
CHANGE  
MANAGEMENT**



# RESEARCH IDEAS POLICIES

Fostering good governance since 2009...

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This document presents the key results and accomplishments of the Center for Change Management (CCM) in 2024.

This annual report provides a picture of CMM's work, through a presentation of its projects and activities, as well as the donors with whom CMM has successfully cooperated.

In 2024 has worked on 7 projects which are both of a research and operational character i.e. providing direct support to public sector institutions for enhancing its capacities.

# ABOUT THE CENTER FOR CHANGE MANAGEMENT (CCM)

The Center for Change Management (CCM) is a leading think tank organization in the Republic of North Macedonia that acts in the direction of thinking, achieving changes in society through its expertise and knowledge in specific areas and through research into innovative ways of acting, and is an incubator of new ideas and practices.

CCM has a long-standing cooperation and partnership with many institutions in the field of public administration, business and civil society organizations, fostering good governance on all levels through research and direct support.

## VISION

We advocate for a future in which citizens have a high quality of life in a modern society based on principles of good governance, the rule of law, economic prosperity, and respect for European values.

## MISSION

CCM analyses, researches and proposes appropriate and expert solutions for progressive changes that contribute to the modernization and professionalization of the administration, EU integration and the socio-economic development of our country.

## VALUES

Integrity and ethics,  
Transparency,  
Networking and partnership,  
Continuous learning,  
Innovation and creativity  
Equality and fair treatment  
Social responsibility

## KEY AREAS OF OPERATION

1. Public administration and good governance,
2. Parliamentary democracy,
3. Human rights,
4. European integration,
5. Socio-economic development

## COMMUNICATION CHANNELS

Website	<a href="http://www.cup.org.mk">www.cup.org.mk</a>
Facebook page	<a href="https://www.facebook.com/centarzaupravuvanjesopromeni">https://www.facebook.com/centarzaupravuvanjesopromeni</a>
Instagram page	<a href="https://www.instagram.com/cup_skopje/">https://www.instagram.com/cup_skopje/</a>
LinkedIn page	<a href="https://www.linkedin.com/company/80944789/admin/dashboard/">https://www.linkedin.com/company/80944789/admin/dashboard/</a>
Twitter page	<a href="https://x.com/intent/post?text=cup.org.mk%2Fannual-reports">https://x.com/intent/post?text=cup.org.mk%2Fannual-reports</a>
YouTube channel	<a href="https://www.youtube.com/channel/UCxaF0Q8vaoxB_69N-ZKm1kg">https://www.youtube.com/channel/UCxaF0Q8vaoxB_69N-ZKm1kg</a>

## OVERVIEW OF PROJECTS

## 1. REINVENTING GOVERNANCE

Implementation period:	Donor:	Affiliates:
15.12.2022 - 31.03.2025	The Government of the United Kingdom, through the British Embassy in Skopje.	The project is implemented in cooperation with the Government of the Republic of North Macedonia.

Within the project "[Reinventing Governance](#)", the CCM aims to improve the coordination between the central institutions and the implementation of government policies, to strengthen the accountability of institutions, as well as to ensure an overall more effective functioning of the Government.

This objective can be achieved through:

1. Establishing a "Center of Government",
2. Enhancing communication between institutions,
3. Raising the citizens awareness for monitoring the work of the Government.

During 2024, within the project the focus was put on the following activities:

### **Delivering trainings**

The trainings were organized for civil servants i.e. representatives from the strategic planning units in ministries and the representatives of the youth wing of several political parties, on the following topics:

- Presenting the experience of the work of the Unit for Monitoring the Delivery of Results at the Office of the Prime Minister of the United Kingdom (with a former employee of this unit and an expert in results management, Mr. Steve Batey) on results-oriented management.
- Regulatory impact assessment (RIA) and creating a framework for evaluating public policies for representatives of the youth wing of several political parties.

The trainings aimed to familiarize future policymaker

s with the tools for creating and analysing policies, so that they are based on evidence, in line with the needs of citizens and to monitor whether they have the desired results in society.

### **Organizing study visit to the United Kingdom**

The study visit had a goal to share experiences in monitoring the work of the Government by the media, for representatives of Macedonian media/productions: Alsat TV, 25 minutes, Sitel TV, SakamDaKazam, Telma TV, Sloboden pechat, 360 degrees, Meta.

The study visit included discussions with representatives of institutions, media and civil society working on the topics of good governance, public policies and the fight against corruption.

Over 15 media presentations of the project activities, good governance and accountability of institutions, monitoring the implementation of the Government Work Program, by journalists and representatives of the CUP.

### **Launching the digital platform odgovernavlada.mk**

The interactive digital platform odgovernavlada.mk was launched in 2024, which has the aim to present in an unambiguous manner the promises of certain parties for the 2024 Parliamentary Elections, in order to attract citizens, especially younger ones, to become familiar with the political offers and make an informed decision in the elections.

After the elections, the CCM team redesigned the platform odgovornavlada.mk in order to reflect the official Work Program of the Government. Precisely, the platform now contains clearly understandable and measurable indicators taken from the Government's Work Program in 11 selected areas. Based on these indicators, the implementation of the program is currently being monitored through a traffic light to display the level of implementation and verifiability from official sources.

### Conducting research

Conducted research with the private sector in several sectors for consultations on the relevance of the measures in the Government's Work Program and recommendations from companies. The recommended measures are published on Odgovornavlada.mk.

### Drafting the Government's Rules of Procedure

Prepared the Government's Rules of Procedure with strengthened mechanisms for policy coordination, their creation and monitoring managed by the institutions in the "Government Center". The Rules formalize the Government's Work Program for the duration of its mandate, the mandate letters for ministers and the regular monitoring and reporting on implementation. The new Rules were adopted by the Government on 17.12.2024 (Official Gazette No. 276/2024).





## 2. PARLIAMENTARY SUPPORT PROGRAM

Implementation period:	Donor:	Affiliates:
01.07.2018 - 31.12.2029	Swiss Agency for Development and Cooperation	Assembly of the Republic of North Macedonia, National Democratic Institute (MDI), Institute for Democracy Societas Civilis (IDSC)

The Parliamentary Support Program (PSP) supports the Assembly of the Republic of North Macedonia in its efforts towards independence through consensus building, structural reforms and capacity building for the institutional development of the Assembly, its legislative and oversight role, institutional transparency and accountability.

Four core areas that the PSP works on within the framework of the PSP project are: (1) QAF – Common Quality Management Framework, (2) Digitalization and Open Data (3) Human Resources Management and (4) Ethics.

In 2024, within this project, CCM focused on the work of the MP's assistants and enhancing their capacities as well as the digital ecosystem of the Assembly. Precisely, the CCM implemented the following key activities:

- Organizing a Hackathon titled “Digital Bridge” with IT students and young IT professionals (October - November 2024)
- Organizing gender responsive budgeting (GRB) training for the staff of the Assembly.
- Organizing workshops for the development of the CAF action plan
- Organizing workshop for supplementing and presenting the ICT strategy
- Organizing workshop for the development of a web platform for the Citizen Contact Offices
- Organizing an online presentation of a report by the assistants from the Citizen Contact Offices
- Organizing field visits to the Citizen Contact Offices across the country



### 3. PARTNERSHIP AGAINST CORRUPTION

Implementation period:	Donor:	Affiliates:
01.10.2023 – 24.01.2025	Unites States Agency for International Development (USAID)	State Commission for Prevention of Corruption (SCPP) Institute for Democracy Sociateas Civilis (IDSC)

The project “Partnership against corruption” supports the government and other anti-corruption entities to take action in addressing corruption when it occurs. The activity works in equal partnership with the government and independent state entities to detect, mitigate, and prevent corruption of all forms, and hold state actors accountable. Programming engages independent state entities to improve government functioning, cooperation, and coordination; increase transparency in ways that decrease opportunities for corruption; and support accountability mechanisms within the purview of the government and independent state accountability mechanisms. The activity also creates opportunities by diversifying anticorruption partnerships, exploring innovative approaches, tools, and technologies.

Strengthen national systems to reduce institutional vulnerabilities to corruption and for the government and other independent actors to take action to address corruption when it occurs.

The goal of the project was to:

- Increased public sector transparency.
- Improved accountability of key institutions that fight against corruption.
- Increased standardization, accessibility, and efficiency of public service delivery.
- Strengthened government processes, procedures, and ability to mitigate risk of corruption.

In 2024, within this project, CCM focused on conducting and published the following several research documents:

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#### 4. FOSTERING GOOD GOVERNANCE AND PUBLIC ADMINISTRATION REFORM (second phase)

Implementation period:	Donor:	Affiliates:
01.07.2023 - 30.06.2025	National Endowment for Democracy (NED)	Public sector institutions

The project "Fostering Good Governance and Public Administration Reform (second phase)" aims to put good governance at the top of the political agenda by including good governance measures in all strategic policies of the Government. The project is designed to analyze existing problems related to the efficiency of public administration, to develop recommendations and new measures to improve governance in institutions.

In late 2023, CCM began implementing the second phase of the project "Fostering Good Governance and Public Administration Reform", which aims to keep good governance at the top of the political agenda. The project interventions are designed to analyze the current situation in several areas related to accountability as one of the top priorities in the PAR agenda, such as: improving transparency and accountability of public institutions; accountability for delivering results and improving public oversight in the implementation of recommendations by key institutions; and greater efficiency, effectiveness and functionality of institutions. Given that accountability in modern government is a key component of democracy, the continuation of the project will maintain the focus on the principles of good governance by ensuring that elected officials are accountable for their actions, for undertaking structural reforms and building a strong and efficient public administration.

In 2024 the CCM within this project conducted publicized the following research documents:

- Discretionary powers in financing paid political advertising.
- Does the Municipality Karposh grants financial assistance in a discretionary manner?
- The Ombudsman as a guardian of the right to good administration.

The first two research outputs were presented on a public event before representatives of the public sector institutions, civil society organizations and the media.



Also, a joint event was organized together with the project “Reinventing Governance” on the topic “Future Commitments for Good Governance and Public Administration Reform”, where representatives from the public sector institutions, academia and civil society organizations discussed and developed key recommendations for the government in respect of the public administration reform process.

## 5. RESOURCE CENTER FOR GENDER RESPONSIVE POLICY MAKING AND BUDGETING (second phase)

Implementation period:	Donor:	Affiliates:
01.06.2024 - 01.06.2026	UNWOMEN	Ministry for Social Policy, Demography and Youth

In the second phase in the period from 2024 to 2026, the project aims to improve gender equality and gender responsive budgeting (GRB) in North Macedonia through continuous support and development of the Resource Center for Gender Responsive Policymaking and Budgeting. This initiative, led by UN Women and the Ministry of Labor and Social Policy (MLSP), and implemented by the Center for Change Management (CCM), aims to improve the capacity of civil servants in integrating gender perspectives in policy-making processes. and budgeting. The main objective is to ensure that government policies and budgets reflect and respond to the needs of both women and men, particularly focusing on the most vulnerable groups. The new activities aim to provide expert support by organizing mentoring sessions and expert consultations to support civil servants in the effective application of GRB tools. This will help to institutionalize a gender responsive approach in institutions.

During 2024, the CCM team organized a total of 8 training course, attended by over 90 participants from various central institutions. The training courses were focused on the following topics:

- Training of trainers in the field of Gender Responsive Budgeting
- Introduction to Gender Responsive Budgeting
- Gender Analysis
- Basic training on gender, gender equality and gender mainstreaming in public policies
- Training on conducting Regulatory Impact Assessment
- Mentoring on Gender Responsive Budgeting in institutions and preparation of a gender budget statement, gender indicators and gender analysis.

Also, within the project, the CCM team provided direct mentoring support was also provided with employees from the Ministry of Social Policy, Demography and Youth, who number about 5 people.



## 6. CONDUCTING FUNCTIONAL ANALYSIS OF SOCIAL WORK CENTERS AND VACCINATION CENTERS

Implementation period:	Donor:	Affiliates:
01.10.2023 - 29.02.2024	UNICEF	Ministry for Labor and Social Policy and the Centers for Social Work in Skopje, Shtip and Tetovo.

In partnership with the UNICEF office in North Macedonia, CCM conducted a functional analysis of the institutions responsible for coordinating vaccination policies for children up to 18 years of age and implementing some of the activities.

A separate functional analysis was conducted of the organization and work of the Sector for Preventive and Primary Care in the Ministry of Health, which is responsible for creating the policy for vaccination of the population, including children. The analysis resulted in several recommendations for the reorganization of processes and workplaces and the division of activities. The CUP paid most attention to the functional analysis of the vaccination services operating within the Health Centers throughout the country. Together with the MOH and UNICEF, six Health Centers were selected (with high and low vaccination coverage, with high and low numbers of children per vaccination team, in rural and urban areas): Negotino Health Center, Tetovo Health Center, Kumanovo Health Center, Strumica Health Center, Skopje Health Center, and Debar Health Center. The findings and recommendations that emerged from the analysis relate to the reorganization of services, job descriptions, processes, but also to innovative solutions based on digital work, intermunicipal cooperation, and the prescription of single protocols for clearer unified guidelines for all vaccination services. A financial analysis of the vaccination system was conducted, which included the planning and implementation of the budget at the central level, but also directly in the health centers. The recommendations presented scenarios for strengthening the services with staff, but in the direction of long-term cost-effectiveness, i.e. savings for the state compared to the costs of treating diseases that vaccines could prevent. The findings and recommendations were presented to the expert public and discussed from the aspect of their feasibility at a conference organized by UNICEF.



## 7. A CROSS REGIONAL PREDICTIVE MODEL FOR YOUTH POLICY SHAPING - YOUTH OBSERVERS

Implementation period:	Donor:	Affiliates:
31.03.2024 - 31.03.2026	European Union	<p>Mediteranean Center from Tirana. Center for Comparative and International Studies (CCIS) from Tirana.</p> <p>Center for Science and Innovation for Development (SCiDEV) from Tirana</p> <p>Institute for Development Policy (INDEP) from Prishtina. EU Relations GEIE from Campobasso</p>

The project “A Cross Regional Predictive Model for Youth Policy Shaping - Youth Observers” is a 24-month initiative aiming to create a new model for youth engagement in politics and society named “Y-Os” (Youth Observers). This project includes participants from Albania, North Macedonia, Kosovo, and Italy, encouraging policy dialogue, cooperation, networking, and the exchange of best practices. It aims to raise the capacities of youth and promote strategic cooperation between youth organizations across these regions.

The Main goal of the project is to:

- Introduce “Youth Observers” (Y-Os) as an innovative way for youth policy engagement.
- Encourage stronger regional youth cooperation by identifying and connecting issues based on the EU Youth strategy.
- Promote policy dialogue and cooperation among youth organizations.
- Enhance networking and exchange of best practices.
- Raise the capacities of youth to participate effectively in policy shaping.

In 2024 within the project, one training on the topic “Policy analysis” and two study visits in Prishtina were organized by the project partner Institute for Development Policy (INDEP) in Prishtina, where the participants (youth observers) discussed policy making processes and had a chance to engage in a discussion with representatives from the CSO sector in Prishtina as well as with representatives from the Ministry of culture in Prishtina.



## FINANCIAL STATEMENT FOR THE PERIOD 01.01.2024 - 31.12.2024

Association "CENTER FOR CHANGE MANAGEMENT" CCM Skopje  
Str.Mitropolit Teodosij Gologanov no.34a, 1000 Skopje, North Macedonia  
Tax number 4057009501580

INCOME			
1	Interest income from a term deposit	MKD	108,875
2	Income from positive exchange rate differences	MKD	395,376
3	Income from Grant projects for the implementation of project activities	MKD	47,021,894
4	Income from own business abroad	MKD	1,168,405
5	Income from write-off of liabilities	MKD	7,635
6	Income carried forward from last year	MKD	42,140,399
<b>Total income</b>		<b>MKD</b>	<b>90,842,584</b>
EXPENSES			
1	Bank commission costs	MKD	120,551
2	Expenses from negative exchange rate differences	MKD	6,700
3	Accounting services	MKD	235,040
4	Costs for MDM	MKD	4,522
5	Utility costs (electricity, water, etc.)	MKD	87,042
6	Internet, mail and telephone service costs	MKD	165,758
7	Costs for computer and information technology services	MKD	207,020
8	Service costs	MKD	12,787
9	Current maintenance costs	MKD	79,563
10	Newspaper and magazine subscription costs	MKD	45,419
11	Advertising costs	MKD	541,339
12	Costs for office supplies	MKD	140,945
13	Expenses for writing off small inventory and spare parts	MKD	50,526
14	Domain renewal costs	MKD	5,752
15	Audit services	MKD	153,912
16	Costs for printing, photocopying, graphic arts, binding	MKD	175,045
17	Costs for transcription and translation services	MKD	517,720
18	Gross salary costs	MKD	11,498,345
19	Employee benefits	MKD	609,969
20	Costs of recourse	MKD	315,123
21	Costs for equipment, machinery, computers, etc.	MKD	531,668
22	Expenses for paid annual membership fees	MKD	26,549
23	Costs per contract for intellectual and consulting services	MKD	6,864,244
24	Costs under a contract for occasional service provision and copyright contracts	MKD	1,674,167
25	Costs for training, courses, etc.	MKD	64,224
26	Research and analysis costs	MKD	3,042,032

27	Costs for attorney and legal services	MKD	8,789
28	Travel expenses for the implementation of project activities	MKD	1,027,935
29	Costs for renting halls and equipment for the needs of the project	MKD	378,126
30	Certificate costs	MKD	77,509
31	Video recording costs	MKD	1,174,650
32	Costs for catering and hotel services for project activities	MKD	1,521,250
33	Insurance costs	MKD	1,030,713
34	Other expenses	MKD	10,225
35	Vehicle expenses	MKD	49,881
36	Costs for CIP record	MKD	1,200
37	Costs for Zoom, Google, Face Book	MKD	31,949
<b>Total expenses</b>		<b>MKD</b>	<b>32,488,189</b>
<b>Tax on total income from own activity</b>			
		<b>MKD</b>	<b>1,684</b>
<b>Dedicated funds from projects for 2025</b>		<b>MKD</b>	<b>58,352,711</b>

Authorized representative of the association

Neda Maleska Sacmaroska  
Executive Director

*Neda Maleska*

