



ANNUAL REPORT

2021



CENTER FOR
CHANGE
MANAGEMENT

1. PREFACE

The Center for Change Management (CCM) is a leading think-tank organization that acts in the direction of achieving positive changes in society, through its expertise and knowledge in specific areas and through research into innovative ways of acting, represents an incubator of new ideas and modern practices. In 2021, the CCM continued its long-standing cooperation and partnership with a large number of institutions in the field of public administration, as well as civil society organizations (CSO's), while providing cooperation and support to small businesses owned by women entrepreneurs, with the goal of enhancing their activities and development, as well as overcoming the challenges imposed by the COVID-19 pandemic.

Last year, the CCM solidly dealt with the health-economic crisis, overcoming the barriers of the situation and transforming them into advantages. Thanks to the continuous upgrading through the realized trainings and the acquired invaluable knowledge through the work experience of the past years, the team of the CCM in 2021 put into operation the quality values and lessons learned. That enabled the team to face the challenges ahead while using the benefits of the mild recovery in the economy. That is why we can proudly say that 2021 is also a fruitful year for the CCM, with significant results achieved through project activities. As the most significant results that are discussed below in the report, we single out the restructuring and support of businesses managed by female entrepreneurs, giving them the opportunity through business restructuring and upgrading acquired through quality training, to more easily adapt to the newly emerging market situation, digitization of services in the education and science sectors, improvement of processes for public procurement in the Ministry of Defense, support for the establishment of the Resource Center for gender-responsive policy making and budgeting, several key documents for the work of the Commission for Prevention and Protection from Discrimination, but also support for the reforms of the Assembly of the Republic of North Macedonia for strengthening its role. Also, this year the CCM started a new chapter for the first time, which is supporting the Ministry of Defense in improving the public procurement process, several key documents for the work of the Commission for Prevention and Protection from Discrimination (CPPD), but also support for the reforms of the Assembly of the Republic of North Macedonia to strengthen its role.

2. IMPLEMENTED PROJECT ACTIVITIES

The CCM grows and improves from year to year, which can be seen through the increase in the number of successfully implemented projects with the application of new and innovative approaches and ways that lead to the successful realization of the goals foreseen within the framework of the projects.

The CCM continues to prove itself through the continuation of cooperation with existing donors, but also through the implementation of projects with new donors, who see in the CCM a trusted partner, which was acquired through persistent, honest, but also open cooperation and approach to donors. Hence, the CCM can boast of successful implementation of the following projects:

1. WOMEN POWER MEASURES AGAINST COVID-19 CONSEQUENCES

The project is supported by The Balkan Trust for Democracy (BTD) part of the German Marshall Fund of the USA

In 2021, the CCM started a successful collaboration with a new donor, The Balkan Trust for Democracy (BTD), part of the German Marshall Fund of the USA, through the implementation of the project "[Women power measures against Covid-19 consequences](#)". Within the framework of this project, the CCM implements activities that contributed to maintaining women entrepreneurs in the time of Covid-19, when businesses were facing decline and uncertainty. By supporting this vulnerable category of businesses in the market, it will contribute to strengthening the competencies and knowledge of potential women entrepreneurs.

During the Covid-19 pandemic, the CCM actively engaged in creating innovative measures and activities to maintain women's businesses and strengthen them, by offering a wide range of trainings for women entrepreneurs from Skopje, Bitola and Ohrid. Three businesses from all 3 municipalities were chosen to be part of the 8-month mentoring program in which, with the help of experts from various fields, long-term solutions for the growth and development of women's businesses will be offered.

In this direction at "the 2021 Women's Entrepreneurship Summit", the CCM as a civil-society organization, was [awarded](#) for introducing best practices for the development and support of women's entrepreneurship, which is due to all projects successfully implemented in the field of development of women's entrepreneurship.

Additional support has been achieved through enhanced promotion and sales of their products/services on the online platform [womenpoweron.com](#) which is continuously supplemented with new products of women entrepreneurs.

The following activities were carried out within the framework of the project in 2021:

- **Focus groups**

3 focus groups were held, in Skopje, Bitola and Ohrid, where 15 women entrepreneurs took part in each of the groups. They aimed to identify the problems faced by women entrepreneurs in the conditions of the Covid-19 pandemic. The goal of the focus groups was to develop effective proposed measures and policies to support women's entrepreneurship and economic strengthening of their businesses.

- **Trainings**

Two-day trainings on "fundamentals of finances for small business" were conducted in order to better understand financial flows in companies run by women entrepreneurs and efficient management of financial assets. During the training, the publication "7 basic steps for maintaining women's businesses in the conditions of Covid-19" was presented.

- **Mentoring program**

The mentoring program for women entrepreneurs involved the transfer of knowledge and experience from already renowned companies to women entrepreneurs in the form of trainings with different timeframe, depending on the type and difficulty of the training.

Two two-day trainings were held under the mentorship of renowned companies, the first by Industry Service for the company "[Melem od vkusovi](#)" and the second by the company "[My Precious](#)" who transferred her many years of experience to the company [Copper Art](#) from Ohrid with the aim of expanding the range of products and acquiring new skills in filigree techniques and production methods. Then a specialized company from Serbia, through a six-day training, transferred its knowledge of using modernist techniques for making silver jewelry. The last training received a great response and greeting from the Chamber of Crafts in Skopje.

As part of the mentoring program, this year also started with training for a fashion stylist for a duration of 4 months. The training is conducted by "Lebrand Studio" from Bitola, where Nadica Biceva, owner of the "[Kreation](#)" atelier from Bitola, is mentored.

In addition, within the framework of the mentoring program, trainings were held for the development of business plans for the companies of women entrepreneurs.

- **Marketing campaign**

As part of the project, in 2021, the marketing campaign for advertising women's businesses was launched. Within the framework of the project, one [project video](#) and [one animated video](#) were produced so far in order to promote the activities in the project and ensure better visibility. In addition, 6 infographics were prepared in order to synthesize information of certain complexity and importance, in a direct and fast way.

The campaign will continue through an online platform [womenpoweron.com](#) which promotes the products of over 70 women entrepreneurs not only from our country but also from the cross-border region with Albania. Over 1,000 products are represented on the platform, with a tendency to expand with new women's businesses. The online store already promotes and sells a variety of women's products and services, from traditional clothing, art paintings, jewelry, dresses, wedding dresses, organic products to a variety of services such as accounting services, printing and design, restaurant services, playrooms, cosmetic and hairdressing services etc. The online store has achieved great success in a short period of time and significant sales of products and services have been recorded. This is another way through which we enabled the development of women's businesses in conditions of a pandemic and recession.

ACHIEVED results within the project "Women power measures against Covid-19 consequences" in 2021 are:

- 2 project applications for women's businesses, where the first refers to the development of social entrepreneurship while the second to the development of new technologies and innovations
- 4 business plans for women's businesses
- One project and one animated video
- Prepared 6 infographics for the promotion of the project
- Produced 3 publications to support women's businesses under the title:
 - *"Fundamentals of Small Business Finance"*

2. INSTITUTIONAL GRANT FROM THE CIVICA MOBILITAS PROGRAM

The institutional grant is supported by the Civica Mobilitas program, which is a project of the Swiss Agency for Development and Cooperation (SDC), presented by the Swiss Embassy in the Republic of North Macedonia.

The [institutional grant from the Civica Mobilitas program](#), enabled the CCM to implement activities for institutional development and organizational strengthening this year as well. According to the strategic goals of the CCM, plans for the development are currently being prepared, with which the organization will strengthen its position as a leader in the civil society sector which is part of the public policies and decision making processes and the public interest as well. This project includes the CCM in the large family of CSO's of the Civica Mobilitas program, which offers opportunities for cooperation, networking, joint performance and advocacy of ideas for a better society for all.

Through this institutional grant, the CCM determines strategic priorities and provisions, strengthens and supports the thematic network of civil society organizations for monitoring public administration reforms, but also strives to strengthen the local network for monitoring policies and building institutional cooperation. A strong civil society sector encourages social changes in our country, with the goal of more transparent, accountable and socially inclusive management, both at the central and local level.

One of the activities in which the CCM takes an active part as an institutional grantee of the community, was the festival of Civica Mobilitas for the [Day of Civic Organizations](#) on the theme "30 years of civic engagement" that took place on September 25, 2021. At this event, the CMM presented itself under the slogan "Challenge the Covid, realize your business vision" within the framework of the project "Women power measures against Covid-19 consequences" and the activities it implements to encourage and develop women's entrepreneurship. During the event, the CCM also signed the Code for civil society organizations, which aims to strengthen the system

of self-regulation and contribute to greater professionalism and accountability of CSOs. Transparency, accountability and good governance of institutions are one of the main principles that CUP stands for, not only through its work, but also as a commitment that insists on being accepted as a regular practice by all public institutions at the local and central level.

ACHIEVED results within the "Institutional Grant from Civica Mobilitas" in 2021 are:

- Updated draft Strategic Plan and Work Program
- Signed Code for civil organizations
- Confirmed and further reviewed draft organizational chart with jobs and their respective descriptions prepared to follow the strategic plan;
- Complemented the Plan for institutional development, which will further strengthen the operation of the organization and contribute to increased quality of products;
- Upgraded the knowledge of the CCM team through various trainings for individual personal development, which will contribute to a wide range of knowledge and experience from different areas;
- Developed and supplemented Communication Strategy according to the identified priority for improving the visibility of the work of the CCM, in 2021;
- Developed the procedure for evaluating the work of employees according to the most modern standards and in accordance with the Strategic Plan;

3. FIGHT AGAINST DISCRIMINATION THROUGH SUPPORT OF THE COMMISSION FOR PREVENTION AND PROTECTION FROM DISCRIMINATION (KSZD)

From June 2021, the CCM started implementing the project "[Fight against discrimination through support of the Commission for Prevention and Protection from Discrimination \(CPPD\)](#)" financed by the Government of the United Kingdom, through the British Embassy in Skopje. The goal of the project is to strengthen the institutional capacities of the CPPD through the implementation of a wide range of activities.

In 2021, the focus was placed on the development of the Strategic Plan and the Annual Work Program of the CPPD for 2022 with monitoring indicators, functional analysis, regulations for the organization and systematization of workplaces and Rules of Procedure of the Commission in accordance with the principles of good management, and the needs of CPPD, etc.

In addition, the CPPD was supported and guided in the procedures for taking over employees in the professional service. Several trainings were also organized for the members of the Commission and the employees of the professional service in order to improve the

administrative capacities and the efficiency of the operation of the Commission in the long term, such as training for the protection of personal data, as an important aspect in the work of the CPPD.

The following activities were carried out within the framework of the project in 2021:

- **Workshops for the needs of CPPD**

The CCM in the period from June to December 2021 held more workshops intended and grouped according to different topics, and in the direction of realizing the project activities. Thus, the workshops were grouped and dedicated to the preparation of the acts for strategic planning, to the preparation of the Functional Analysis and the acts for internal organization, to the Rules of Procedure of the CPPD, workshops intended for the preparation of the key Indicators and the Specific Criteria for evaluating the work of the CPPD.

- **Trainings**

In the month of November 2021, a training was held for CPPD on the topic Protection of personal data vis a vis the Law on Prevention and Protection from Discrimination, a training of exceptional importance for the protection of personal data, especially in relation to the work of the CPPD.

- **Promotional materials**

The CCM, in consultation with the members of the Commission, developed a concept for promotional videos intended for the promotion of the members of the CPPD their work, as well as for the project itself. The videos were launched at the end of December 2021.

ACHIEVED results in 2021 within the project "Fight against discrimination through support of the Commission for Prevention and Protection from Discrimination (CPPD)are:

- A strategic plan for the work of the CPPD 2021-2026 was drawn up
- Prepared Annual budget for 2022 for the CPPD
- Support regarding budget procedures
- The Annual Work Program of the CPPD for 2022 has been drawn up
- Prepared and published in the Official Gazette of the Republic of North Macedonia - Rules of Procedure of the the CPPD
- Functional analysis of the CPPD prepared
- Prepared Plan for improvement of the CPPD
- Rulebook for internal organization and Rulebook for systematization of workplaces of the CPPD were drawn up
- A 2022 employment plan was drawn up
- Developed Key performance indicators and Specific criteria for evaluating the work of the CPPD
- Prepared Draft Annual report on the work of the CPPD
- Prepared internal acts for arrangements for business trips - Rules for using one's own vehicle for business purposes and Guidelines for business trips
- 8 promotional videos were made for the members of the CPPD, for the Commission itself and the project "Fight against discrimination through the support of the CPPD"
- Ongoing support in recruitment and hiring processes
- Holding of training on the topic "Protection of personal data vis a vis the Law on Prevention and Protection from Discrimination."
- Defining internal procedures for the work of the CPPD

4. SUPPORT TO REFORMS FOR GOVERNANCE IN THE MINISTRY OF DEFENSE

The project develops the electronic system for coordination and monitoring of public procurements in the MoD and contributes to the improvement of internal processes for public procurements.

the CCM, supported by the Government of the United Kingdom and the British Embassy in Skopje, with whom it has had a long-standing successful cooperation, started in September 2021 with the implementation of the project "Support to reforms for governance in the Ministry of Defense".

Within this project, the CCM is working on improving the internal processes of public procurement in the Ministry of Defense (MOD). The project will result in improved internal procedures and an electronic system for coordination and monitoring of public procurement in the MoD, which will also be a system for early warning, simplification of work, electronic communications and acceleration of internal steps.

In the medium and long term, the developed electronic system for the coordination of public procurement should enable timely planning and preparation of procurement, successful implementation of tender procedures with standardized documents, while minimizing the risk of corruption and conflict of interests, as well as the realization of the concluded contracts with the highest quality.

ACHIEVED results in 2021 within the project "Support of the management reforms in the Ministry of Defense are:

- Mapped processes that will be included in the electronic system and that can be improved
- Realized consultation on the internal processes for public procurement in the MoD through:
 - Questionnaires for all organizational units in the MoD and GS
 - Workshop with all organizational units in the MoD and GS on 25.11.2021. for a discussion of the defined problems in the implementation of public procurement and possible solutions
 - Workshop with external stakeholders/institutions on 13.12.2021. for consideration of the initial design of the electronic system
- Identified challenges and possible solutions
- Initial design of the system for coordination and monitoring of internal processes for public procurement in the MoD

By the end of the project, the following results will be realized:

- An efficient system for coordination and monitoring of public procurement processes in the MoD, which will speed up and facilitate the processes
- Early warning of all steps and deadlines through the coordination system, which will improve the efficiency of procurement planning and implementation
- Improved written procedures for managing public procurement processes and document standardization
- Support for employees of the Ministry of Defense and the General Staff (GS) to use the modified procedures and the electronic system

5. DIGITALIZATION OF SERVICES IN THE EDUCATION SECTOR - PHASE 2

The CCM continues this year with digitalization of services in the education sector through the project "Digitalization of services in the education sector - phase 2". The focus of this project, funded by the UK Government through the British Embassy in Skopje, will be the full digitization of two services in the education sector, which are often used by both the users and the Ministry of Education as a service provider. The first service refers to an e-service for enrollment of students in secondary education and an electronic call system for funding scientific research projects. Digitization of these services is in accordance with the EU standards and providing support in reorganizing the internal processes in the Ministry, building and strengthening the capacities of the administration in the Ministry of Education and Culture for the administration of services.

The project aims to support digitization efforts in the education sector by continuing to introduce e-services in cooperation with the Ministry of Education and Science, with the aim of improving the quality of the services provided and reducing physical contacts during the pandemic caused by Covid- 19.

The following activities were carried out within the framework of the project in 2021:

- **Realized meetings and appointments**

Within the framework of the project, a large number of meetings and meetings with the relevant parties were realized in order to get a broad picture as well as to make the analysis of the internal processes for enrollments in secondary schools and calls for funding scientific and research projects. The realized meetings were aimed at developing an analysis of the internal processes for enrollment in secondary schools and an analysis of the internal processes for the electronic call system for funding scientific and research projects.

**ACHIEVED results in 2021 within the project
"Digital services in the education sector - phase 2". are:**

- Conducted an analysis of the internal processes for enrollment in secondary schools
- Conducted analysis of the internal processes for an electronic call system for funding scientific and research projects
- Developed design for an electronic tool for high school enrollments
- Developed design for an electronic tool for calls for funding scientific and research projects

6. IMPROVING THE ORGANIZATIONAL STRUCTURE OF THE PATRONAGE SERVICE

After a previous determination by UNICEF that preventive and primary care in the health sector is at an unsatisfactory level, cooperation with the CCM was established for action in this direction. Hence, a project was prepared through which the CCM, with the support of UNICEF, will work on [improving the functioning of the Patronage Service](#) as part of the health sector. The focus of the CCM will be a review and strengthening of the institutional organization and development of the service, preparation of functional analysis and recommendations for the structure of the service, strengthening the capacities of their employees, improvement of the systematization and descriptions of vacancies and competencies (general and professional), and managing the performance of the Patronage Service. Such institutional reforms will contribute to the strengthened, coordinated management and functioning of the Patronage Service, and this will affect the improvement of the services delivery for several groups of users.

The following activities were carried out within the framework of the project in 2021:

- **A workshop was held**

On 20.12.2021 a [workshop](#) was held with representatives of the patronage nurses who work within the framework of the Health Center - Skopje from all the municipal areas in which they operate, to discuss the challenges faced by the patronage nurses and how they can be overcome in the most efficient possible way.

- **Recommendations given**

Recommendations were given and delivered in the direction of improving the functioning of the institution and the service, with specific guidelines for changes to the planned jobs, organizational units, even for changes in the legal framework.

ACHIEVED results in 2021 within the project "Improving the organizational structure of the patronage service" are:

- Translated indicative survey on user satisfaction with the services of the Patronage Service
- [Functional analysis prepared](#) based on a thorough research of internal acts, legal and by-laws, input from employees of the Patronage Service and testimonies and opinions from users of the services of the service and the general public
- Prepared recommendations for improving the work of the service for criteria according to which the functional analysis was carried out
- Proposal of acts for internal organization and systematization of jobs in the Patronage Service, as part of Zdravstven dom - Skopje

7. RESOURCE CENTER FOR GENDER RESPONSIVE POLICYMAKING AND BUDGETING

The goal of the project is to train a larger number of administrative officials for the application of ROB tools in the specific sectoral analyzes of programs and budgets, development of gender indicators and monitoring and evaluation of the effects of gender responsive policies and budgets.

The CCM in September 2021 started with the implementation of the project "[Resource center for gender-responsive policy-making and budgeting](#)" in cooperation with UN Women, which should contribute to the promotion of gender-responsive policies and budgets, as well as to transparent, inclusive and accountable management of policies by the public administration in the Republic of North Macedonia.

The project is coordinated by UN Women and financially supported by the Swiss Agency for Development and Cooperation and the Swedish Agency for International Cooperation and Development (SIDA).

The main goal of the project will be to strengthen the capacities of administrative officials to include the gender perspective in the creation of policies and budgets through the use of tools for gender responsive budgeting (GRB). UN Women is currently working on establishing a Resource Center for Gender Responsive Policymaking and Budgeting, and the CCM is contributing by creating an [online platform for the Resource Center](#). The platform will be a place where all the information about GRB and gender issues in the country and the world, relevant above all for the administrative officers, but also for the general public, can be found. The platform will feature an extensive library of relevant documents and access to ROB training. The resource center will offer more training on GRB and other related topics,

The main approach of the project is transformative policy making and financing as an enabling factor for the implementation of existing national and international commitments to advance gender equality in society and empower women and girls.

ACHIEVED results in 2021 within the project "Development of a training platform and resource center for gender-responsive policy-making and budgeting" are:

- Analysis of the world's best practices for establishing a resource center for ROB and possible models that would work in a national context
- Design and creation of the online platform for GRB
- Created a repository of international and domestic resources for GRB as an integral part of the platform
- Draft training modules for GRB

Expected results by the end of the implementation of the project are:

- Development and launch of an online platform as a tool for capacity building and knowledge sharing of administrative officials for gender responsive policy making and budgeting;
- Library of international and domestic resources for GRB as an integral part of the online platform;
- Developed and implemented four training modules for GRB, including Training of Trainers;
- Established Base of Trainers for GRB;
- [Promotion of the Resource Center](#), the online platform and the wider GRB concept.

8. ENGAGING YOUTH IN CONSTRUCTIVE DIALOGUE: COMMUNIST PAST IN CONTEMPORARY WESTERN BALKAN

The project is a partnership between the CCIS Center for Comparative and International Studies; Mesdheu Center (MC) Qendra SHKENCE DHE INOVACION PER ZHVILLIM (SCiDEV) (from Albania); Change Management Center (from North Macedonia); Patrimoine sans Frontières (PSF) (France) and PERIPLI -Culture e Società Euromediterranee (Italy)

The project "[Involving young people in a constructive dialogue: Communist past in the contemporary Western Balkans](#)" is financed and supported by the Europe for Citizens Program ("Europa for Citizens") is a two-year project where CCM is the partner from North Macedonia together with 5 other partners from Italy, France and Albania. The aim of the project is to encourage dialogue between national and transnational youth activists about past communist regimes in the contemporary Western Balkans (WB) and the EU. The partnership aims to raise awareness and the role of young generations, civil society, decision makers, historians, academics, politicians in remembering the past in order to shape the future and

develop societies within their historical contexts.

The project activities envisage 4 different thematic workshops in 4 different countries dealing with issues reflecting the past communist regime (such as rules, norms, rights, practices and customs), national identities and collective memory in the enlarged Europe; political culture and social changes in the post-communist transition. A final conference in Tirana that will unite the participants from all 4 workshops and will focus on Post-communism and democracy in the Western Balkans.

The following activities were carried out within the framework of the project in 2021:

- **Workshops**

- [The first workshop](#) was organized by the Center for Comparative and International Studies from Tirana, as the leading organization of the project (April 9-11, 2021) on the topic: Communist past in the contemporary Western Balkans.
- [The second three-day workshop](#) was organized by CUP (June 18-20, 2021) where renowned professors such as Dr. Denko Maleski, who referred to the period since Macedonia's independence, through peaceful self-determination, and Prof. Dr. Ljubomir Danilov Frchkoski, who spoke about identity politics and liberal democracy in transition countries in the region. The second part of the workshop covered several topics including: Minority rights: individual or collective protection, building a multicultural society: development and maintenance of dialogue between communities, constitutional aspects of the transition in North Macedonia: Governance of political parties versus governance for citizens. Among the eminent speakers, we can single out the presence of Prof. Dr. Mirjana Maleska who spoke on the topic "Revolutions of 1989 - history and heritage", Prof. Dr. Natalia Shikova who spoke on the topic "Building a multicultural society: development and maintenance of dialogue between communities". The two days were attended by academics, researchers, experts, civil activists and young people, covering topics that focus on peace, transition and self-determination in the case of Macedonia.
- The third workshop on Italian political culture since 1989 (01-03.10.2021) was organized by the PERIPLI partner organization from Italy and was also conducted online through the ZUM tool due to the restrictions imposed by the COVID pandemic.

9. PARLIAMENTARY SUPPORT PROGRAM

The "Parliamentary Support Program" project provides support to the Assembly of the Republic of North Macedonia in its efforts for greater independence, structural reforms, capacity building for institutional development of the Assembly, greater legislative and supervisory role, institutional transparency and accountability.

We continue to participate in the reforms of the Assembly of the Republic of North Macedonia within the framework of the Program for Parliamentary Support. The program supports the Assembly in its independence efforts through consensus building, structural reforms and capacity building for institutional development of the Assembly, enhancing the legislative and oversight role, and improving transparency and accountability.

[The Parliamentary Support Program](#) is a long-term program funded by the Swiss Agency for

Development and Cooperation, and implemented by the National Democratic Institute (NDI), the Center for Change Management (CCM) and the Institute for Democracy Societas Civilis Skopje (IDSCS).

Within the framework of this Program, we are particularly involved in the areas of human resources management, quality management, and digitization of processes in the Assembly through the purchase of new computers and network equipment, development of new and upgrading of existing IT systems.

Within the framework of the Parliamentary Support Program (PSP), in 2021, the CCM prepared the [new Code of Ethical Behavior of MPs](#) in the RSM Assembly and the [Guidelines for the Application of the Code of Ethics](#), as tools for self-regulation of MPs' work, but also for establishing standards of behavior, providing guidelines for behavior, setting common rules in response to unacceptable behavior. The ultimate goal of these documents and their respect by the MPs is to ensure public trust in the Parliament's work. Representatives of all political parties in the Parliament were involved in the harmonization of the text of the Code of Ethics.

ACHIEVED results within the project in 2021:

- Code of Ethical Conduct of Members of Parliament
- Guidelines for the application of the Code of Ethical Conduct of Members of Parliament
- [Strategic planning training](#) for the Parliamentary Budget Office (PBO)
- Preparation of Strategic Plan and Annual Work Plan for PBO
- Regulatory Impact Assessment Training for the Parliamentary Budget Office
- Preparation of tender documentation and procurement of software for financial, material and personnel operations with electronic records for the RSM Assembly
- Regulatory Impact Assessment Training for Parliamentary Service Working Group
- Preparation of a [Report on RIA on a parliamentary channel](#)
- Preparation of employment criteria, interview questions, tests and participation in the hiring process, ranking and selection of PBO officials

10. SIGMA - OECD

A partner and donor that this year is part of our Annual Report 2021 is SIGMA – OECD. Namely, the CCM has been cultivating cooperation with SIGMA for many years, and as a result can boast of a large number of reports and analyzes prepared with their support. Some of the products we made in 2021 are:

- Preparation of a Report on how autonomous and independent the various types of agencies are in our country, what are the mechanisms for their accountability to the Government/Assembly and what are the mechanisms for cooperation in managing them

- Support of SIGMA's mission for the Annual Assessment of the progress of public administration
- Analysis of the structures and functioning of a multi-level management system in North Macedonia
- Analysis and identification of problems related to retention of IPA structures in institutions and key recommendations.

FINANCIAL REPORT FOR THE PERIOD 01.01.2021 - 31.12.2021

ACHIEVED financial results for 2021

As the most successful year so far in its operation, the Change Management Center can boast of excellent results from a financial point of view. 2021, although a year when we were still struggling with the COVID pandemic and the challenges it brought, we still managed to increase total revenues significantly compared to 2020. Incomes from own activities were also far more numerous compared to own incomes in the past year 2020. Inevitably, with the increase in income, the expenses of the association increased, but the net profit of the association also increased.

During 2021, the Change Management Center worked on the realization of more than 10 long-term projects of which we are particularly proud. We also gave special focus to the project "Measures to strengthen women's businesses after Covid-19" which in these difficult times of dealing with the consequences of the pandemic and how it facilitated and mitigated the losses of businesswomen involved in our mentoring program.

In addition, we managed to expand the composition of our long-term partners, with new donors who unreservedly support us in fulfilling our activities and achieving our strategic goals and priorities.

In terms of human capital, the Change Management Center has 8 full-time employees who professionally complete their tasks and respond to all the challenges our organization faces. In order to upgrade the capacities of the team, they regularly attend trainings, seminars, conferences in the field of their interest, developing personal and collective human capital in the organization.

Structure of employees in the Executive Office of the CUP (2021) – 8 people:

- 1 - Executive Director
- 1 - Financial Director
- 2 – Program coordinators
- 2 - Project coordinators
- 1 - Financial Coordinator
- 1 - Project Assistant

Executive Board – 3 people

Founders – 5 people

Annex

1. Financial report for the period 01.01.2021 – 31.12.2021
2. Balance sheet for 2021

FINANCIAL SHEET FOR			
01.01.2021 - 31.12.2021			
Association for development „Center for Change Management“ CCM Skopje			
Street Rajko Zinzifov 44/1, Center, 1000 Skopje, Republic of North Macedonia			
Tax Registration Number 4057009501580			
Income			
1	Interest income from term deposit	MKD	24,613
2	Income from positive exchange rate differences	MKD	429,932
3	Income from project grants	MKD	33,504,870
4	Income from co-financing	MKD	2,384,416
5	Income from own revenues in the country	MKD	94,008
6	Income from own activity abroad	MKD	4,709,169
7	Income from subsidies	MKD	134,988
8	Other Income	MKD	72,543
9	Transferred surplus from the last year	MKD	13,393,949
Total income		MKD	54,748,488
Expenditure			
1	Expenditures for bank fee	MKD	115,409
2	Foreign exchange bank fees	MKD	2,389
3	Negative exchange rate expenditures	MKD	85,112
4	Accounting services	MKD	141,972
5	Utility costs (electricity, water etc.)	MKD	62,504
6	Expenditures for internet service and phone	MKD	111,381
7	Expenditures for IT services	MKD	48,300
8	Expenses for maintenance of premises	MKD	51,867
9	Costs for making a stamp	MKD	2,034
10	Expenditures for office consumables and supply for office needs	MKD	36,485
11	Cost of write off small inventory and spare parts	MKD	110,928
12	Costs for KIBS certificate	MKD	3,940
13	Audit services	MKD	110,000
14	Costs for printing, photocopying, graphic work, binding	MKD	5,175
15	Costs for the production, printing and design of materials for the needs of	MKD	241,486
16	Costs for transcription and translation services	MKD	194,947
17	Gross salary expenses	MKD	6,014,225
18	Other expenses for employed persons	MKD	286,029
19	Costs for equipment, machines, computers, etc	MKD	3,847,753
20	Cost of paid annual membership fees	MKD	4,413
21	Costs for announcements, advertisements	MKD	226,297
22	Funds transferred to other entities according to program activities	MKD	2,193,981
23	Costs per contract for intellectual and consulting services	MKD	6,205,354
24	Costs per contract for occasional performance of services and copyright contracts	MKD	821,173
25	Costs for mentoring services	MKD	340,000
26	Research and analysis costs	MKD	1,179,150
27	Travel expenses for realization of project activities	MKD	224,123
28	Costs for renting halls and equipment for the needs of the project	MKD	135,418
29	Costs for held seminars and counseling	MKD	14,000
30	Costs for video recording	MKD	426,279
31	Costs for catering and restaurant services for project activities	MKD	492,449
32	Costs for promotional activities	MKD	159,900
33	Cost of insurance premiums	MKD	124,317
34	PCR test costs	MKD	8,329
35	Hygiene expenditures	MKD	11,183
36	Expenses for administrative and other fees	MKD	2,100
37	Tax expenses	MKD	5,458
38	Expenses for CIP record	MKD	3,000
39	ZOOM and Face Book expenses	MKD	76,546
40	Company vehicle expenses	MKD	22,192

41	Fund Matching Costs	MKD	6
Total Expenditures		MKD	24,147,604
Tax on total income from own activity			
		MKD	38,031
Dedicated assets from own activities for 2022		MKD	2,646,635
Dedicated assets from projects for 2022		MKD	27,916,218

Legal representative of the
association

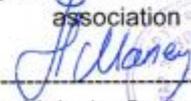
Neda Maleska Sachmaroska
Neda Maleska Sachmaroska
Executive director

Balance Sheet (financial statement on day 31.12.2021)

Association for development „Center for Change Management“ CCM Skopje
Street Rajko Zinzifov 44/1, Center, 1000 Skopje, Republic of North Macedonia
Tax Registration Number 4057009501580

ASSETS			
Current assets	Denars accounts	MKD	9,782,100
	Foreign currency accounts	MKD	9,980,084
	Denar treasury account	MKD	1,166
	Assets from business Visa card	MKD	209,215
	Account receivable for public tax	MKD	14,038
	Account receivable for project activities	MKD	5,892,992
	Claims for advances	MKD	16,559
	Total current assets	MKD	
Fix assets	Non-current assets	MKD	10,043,969
	Impairment of fixed assets - depreciation	MKD	(2,450,198)
	Total fix assets	MKD	7,593,771
Other assets	Bank deposits	MKD	6,473,705
	Calculated cost - accruals	MKD	6,188,065
	Total other assets	MKD	12,661,770
Total assets	MKD		46,151,695
LIABILITIES AND CAPITAL			
Current liabilities	Liabilities towards suppliers	MKD	3,256,015
	Personal tax liability	MKD	308,417
	Liabilities for non-invoiced services (contracts)	MKD	2,762,536
	Income tax payable	MKD	38,032
	Liabilities for withheld income tax	MKD	7,655
	Obligations for wages and contributions	MKD	528,488
	Calculated income - deferrals	MKD	1,093,929
	Total liabilities	MKD	
Capital	Business fund	MKD	7,593,771
	Dedicated funds for projects for 2021	MKD	27,916,217
	Dedicated funds from own activities for 2021	MKD	2,646,635
	Total business fund and reserves & surplus	MKD	
Total liabilities and sources of business assets	MKD		46,151,695

Legal representative of the
association


 Neda Maleska Sachmaroska
 Executive director