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FINANCIAL REPORT 2021

WHO ARE WE

Mission and vision

Analytica is a non-profit independent institution dedicated to helping individuals and institutions with the aim to foster lasting improvement in the democracy and governance in North Macedonia, the region of South Eastern Europe and wider in the European Union.

It is a unique institution - public policy research organization and a "think tank". It draws solutions to contemporary problems from the ideas, principles and traditions that make North Macedonia such an important historical and geopolitical place. It is dedicated to promoting greater cooperation and understanding among the people in North Macedonia, the region of South Eastern Europe and the EU.

Analytica does this by supporting individuals and institutions working on these issues, by convening leaders to discuss the most pressing themes, and by examining ways in which cooperation can address a variety of national, regional and European policy challenges.

Analytica benefits in its work from diversity at all levels of its operation. We are proud of our broad base of supporters among the various layers of our society starting from the citizens themselves. Analytica values those who understand and share its commitment to tolerance, dialogue, diversity and joint living and it believes that the way to achieving all this is through establishing permanent dialogue and embracing diversity.

Analytica's value is rooted in the local tradition of philanthropy in North Macedonia and elsewhere in Europe. Its most important niche is that it channelizes and institutionalizes this philanthropic tradition for the promotion and achievement of the strategic goals of North Macedonia and other countries in the region in the integration to the Euro-Atlantic structures and in the promotion of the European citizenship in the Western Balkans.

Analytica believes that ideas have consequences, but that those ideas must be promoted aggressively. So, it constantly tries to find ways to support those ideas. Its vision is to build a North Macedonia and South Eastern Europe within the EU where freedom, the sense of joint belonging, opportunity, prosperity and civil society flourish.

Team

Executive board

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Research Programmes

Public Policy Analysis and Administration Programme



It produces analysis and reports that enhance policy and administrative capacities by providing effective solutions to policy issues and challenges in the area of public administration reform. Building up on the basis of previous research in related areas (decentralization and EU integration) and prompted by the importance of the process of public administration reform for

good governance, Analytica conducts research, identifies problems and devises solutions for better policy-making process and public administration.

Foreign and Security Policy Programme



Encompasses the activities of Analytica which deal with contemporary security issues from a traditional and non-traditional standpoint and looks into the issue of governance as an emerging phenomenon in the relationship

between governing institutions and citizens. Building on the extensive work of the Analytica community on this issue, the security and foreign policy programme attempts to bridge differences between the concepts of security and governance and to examine the contemporary security and political challenges from the aspects of both concepts. The aim is to develop more effective, empirical, field-based strategies for major security and governance programmes.

EU approximation and Integration Advocacy Programme



Integration into EU structures is a transformational source for North Macedonia and in the wider context of Southeast Europe as well as it is a major issue that shapes the reform agenda in the Western Balkan countries. The process of EU approximation entails numerous in-depth reforms of various sectors such as the

economy, youth, administration, the judiciary as well as legislative harmonization. Analytica intends to contribute to the overall success of the EU approximation process by providing necessary tools, recommendations, analyses and concrete steps such as active lobbying for the integration home and abroad and taking up active role in promoting European citizenship in the country. New resources can also help the policy-makers, experts and others who are working on the issue of European integration and Western Balkans to master new knowledge that can be useful in their work towards the European integration of North Macedonia and other countries of the Western Balkans. Access to relevant

information can provide both the EU and the North Macedonian audience with new information and tools which can be applied in everyday life and contribute to an improved image of North Macedonia.

Energy and Infrastructure Programme

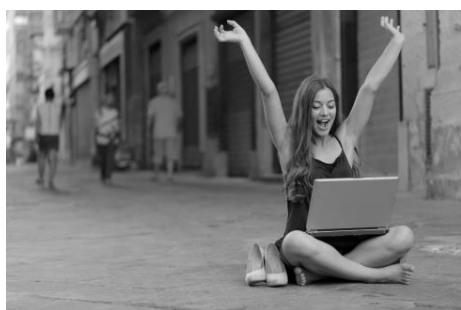


By signing the Energy Community Treaty, North Macedonia and the contracting parties from the region have turned another page in energy history. The new energy reforms demand investments in the energy sector, increasing energy efficiency and renewable sources of energy. Analytica closely follows and analyses the developments of the regional, national and local energy policies. By conducting policy research, we draft medium and long-term recommendations for the challenges in the energy sector to the respective stakeholders, contribute to energy implementation and initiate energy debate in the country and the region.

WHAT WE DO

Policy documents published in 2021

REPORT ON CONDUCTED FOCUS GROUPS ON THE INFORMAL ECONOMY: Workers' perceptions and experiences of the informal economy



The report presents the key findings from the specific target group analysis. Namely, the primary focus of the analysis are the informal workers who work as freelancers in the IT field and those who work in creation of digital services and products, and those who work as domestic workers providing specific services from which they receive economic benefits (nannies, elderly caregivers, hygienists, personal assistants for disabled people, etc.). The results obtained from the research create databases

through which it shall be possible to analyse many different aspects, cause-effect relationships and factors in the informal economy field. Out of five focus groups in total, three were realised with the IT target group, and one of them was realised exclusively with women working in the industry and are part of the informal sector. Whereas, two focus groups were realised with informal workers who are domestic workers, and one of them was realised exclusively with women working in this field. The essential perceptions and experiences of workers in the informal economy are summarised in the report.

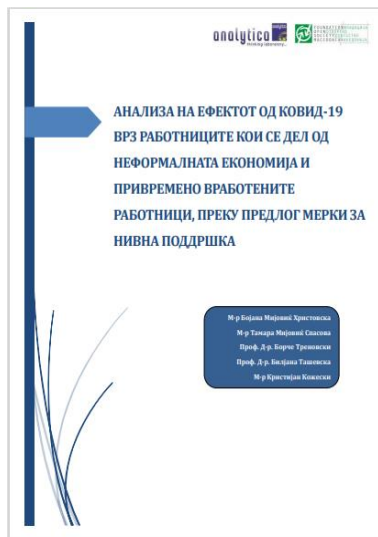
Research report on the topic: The perception of export-oriented companies in Northern Macedonia for the OPEN BALKAN INITIATIVE



The purpose of this report is to look at the progress of the North Macedonia in terms of integration processes within the Western Balkans through the prism of the companies from the country that are export-oriented to the countries of the region. Countries in the region that are key to the research are: Serbia, Albania, Kosovo, Montenegro and Bosnia and Herzegovina. A combined methodology of quantitative and qualitative research was used. Some of the interviews were collected by telephone, and some using the face-to-face method, depending on the capabilities of the respondents. The research in the companies was conducted in most cases with a company manager, and in other cases with an owner or director, which indicates that the profile of the

respondents are decision-makers and are well acquainted with the situation in the company.

ANALYSIS OF THE IMPACT OF COVID 19 ON INFORMAL WORKERS

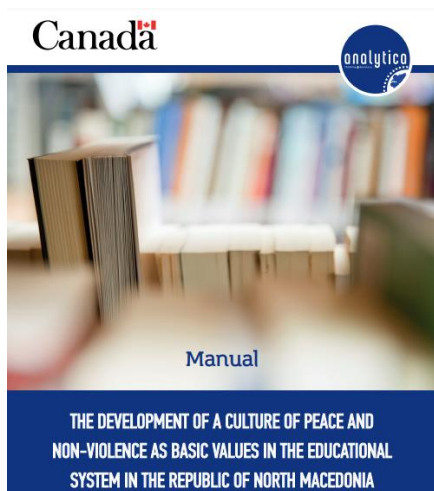


Did the Government's economic measures help the informal workers? How did the Covid 19 crisis affect those working in the informal economy? How much is the informal economy in Northern Macedonia? What is happening on the ground? What measures are needed for this group of citizens?

The answers to these and other questions on this topic can be read in our study "Analysis of the Impact of Covid 19 on Informal Workers".

The analysis was prepared within the project "Response to the socio-economic effects of KOVID-19 by supporting vulnerable groups of low-paid workers, workers who are part of the informal economy and temporary workers", with support from the Open Society Foundation – Macedonia.

THE DEVELOPMENT OF A CULTURE OF PEACE AND NON-VIOLENCE AS BASIC VALUES IN THE EDUCATIONAL SYSTEM IN THE REPUBLIC OF NORTH MACEDONIA



The purpose of this research was to investigate and determine the types of violence to which high school students are exposed and their frequency, as well as the perception of forms of violent behavior by school peers in relation to gender.

Further identify the role of teachers in the prevention and action in case of violent behavior in schools, but also other actors in the education system such as the psychological-pedagogical service, competent institutions and parents.

Analytica conducted research in three high schools in the city of Skopje, in SUGS "Zdravko Cvetkovski", SUGS "Zefljush Marku" and SUGS "Shaip Yusuf". The instrument used for the research is a 25-item survey questionnaire, designed by the project team.

Most of the questions in the questionnaire are of closed type, but at the same time he has the freedom to add his own answer and to explain it. The survey was conducted on a representative sample of 305 respondents.

The measures of the fourth package will cover about 20,000 new households from the informal economy and 30,000 existing users;

Payment cards in the amount of 6,000 MKD for 85,108 informal workers who are also passive job seekers and 520 independent artists;

Some of the measures have an indirect effect by reducing costs - freezing, prolonging or rescheduling of loans, deferred payment of rent for social housing users, financial support and payment card for young people, weekend without VAT.

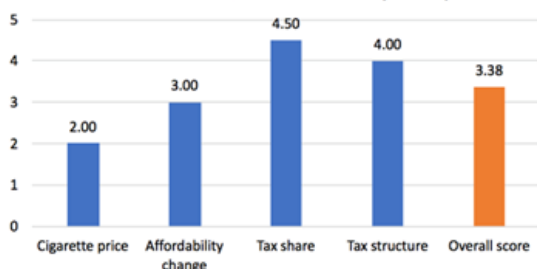
INFOGRAPHIC: Demographic structure of informal employees in RS Macedonia

Demographic structure of informal employees in RS Macedonia:

- In 2019, most informally employed people are aged 35-44
- Only 5% of informally employed people are older than 64,
- 10% are under 25 years old
- Among informal employees, men are significantly more represented than women in each age group
- The share of women in the total number of informal workers is higher in older age groups



North Macedonia's Score, Overall and by Component, 2020



TOBACCONOMICS SCORECARD

In the 2nd edition of the Tobacconomics Cigarette Tax Scorecard, North Macedonia scores 3.38 out of 5. To improve its cigarette tax policies North Macedonia should: increase the price of the cigarettes and decrease affordability over time. North Macedonia's cigarette tax policies are more

effective than those in its income group & region top performers.

INFOGRAPHIC: No COVID-19 measures for informal workers in RS Macedonia - local level

Most of the measures at the local level are aimed at protecting public health, while a small part are aimed at providing financial and material assistance to companies and financially insecure citizens.

The measures directly aimed at individuals as well as informally employed workers, are through the reduction of the amount of property



PROJECTS

ACCELERATING PROGRESS ON EFFECTIVE TOBACCO TAX POLICIES IN LOW- AND MIDDLE- INCOME COUNTRIES



Analytica together with Development Solutions Associates (Albania), Banja Luka University (Bosnia and Herzegovina), Faculty of Economics-Split (Croatia), Center for Political Courage (Kosovo), Institute for Socio-

Economic Analyzes (Montenegro) and the coordinator Institute for Economic Sciences (Serbia), works on a project funded by Bloomberg (USA) and implemented through the Chicago Illinois University (UIC). The theme of the project is "Accelerating Progress of effective tobacco tax policies in low- and middle-income countries." Research and dissemination activities aim to produce high-quality and accessible research and policy outputs for both government policymakers and civil society. Research is focusing on gaps in research on economic and fiscal aspects of national tobacco taxation policy critical to informing effective tax policy. Research topics include costs and benefits of tobacco to government budgets, labor impacts, illicit trade, tax compliance of the tobacco industry, including tax evasion and avoidance, and tobacco tax impacts on inequality. Activities within the project:

- Capacity building of think tanks in selected countries / regions in order to provide support to governments and civil society on the basis of an evidence-based policy aimed at effective tobacco taxation policies.
- Support through the organization of workshops for senior representatives of decision makers in order to raise awareness and build technical capacities for tobacco taxation policies.
- Developing and disseminating resources (policy papers) for taxation of tobacco in order to build and share knowledge and raise the taxation profile of tobacco in tobacco control policy (by expanding the tobacco control platform, providing information and resource center).

CONFIDENCE BUILDING MEASURES BETWEEN NORTH MACEDONIA, GREECE AND BULGARIA



The focus of this project is to assess how political and economic dynamics could help to unblock bilateral relations between North Macedonia and neighbouring countries namely, Greece and Bulgaria. Within this context, the bilateral agreements, the Prespa

Agreement and the Treaty on Good Neighbourly Relations with Bulgaria, are considered as building blocks toward sustainable neighbourly relations. The project will build upon our previous research reports (in a four year period) on fostering Confidence Building Measures and the proposition of a functional framework for cooperation between Greece and North Macedonia. These projects have been successful and the proposed project intends to expand the scope and success also in the triangle North Macedonia, Greece and Bulgaria. The overall aim of the project is to identify positive lessons in building functional relations including potential obstacles and challenges in sustaining good neighbourly relations. **Main goal of the project:** The purpose of the project is to improve the 'good neighbourly relations' and to increase the 'connectivity' among the countries of Bulgaria, Greece and North Macedonia, while seeing the opportunities for development of trilateral cooperation among the three countries, based on the legacy of improved relations between North Macedonia and Greece following the resolution of the name dispute. **Activities of the project:**

- analysis of internal and external influences over the relations with comparative aspects both at the level of actors and beyond bilateral issues such as, regional, or global developments.
- non formal actors understanding of power of connectivity in furthering relations and how those policies have worked toward achieving ultimate goal of good neighbourly relations
- working together with key stakeholders in identification of potential challenges ahead for sustaining or improving current state of affairs
- forecasting analysis of how EU accession process with newly adopted methodology will play role in bilateral relations for North Macedonia
- in-depth analysis with experts to further understand issues of concern for citizens of North Macedonia on bilateral relations with Greece and Bulgaria
- facilitation and organization of workshop in Skopje to present findings of the research and presentation of policy recommendations
- communication and dissemination of findings to larger audiences through op-eds, social media, and other media outlets.

RESPONDING TO THE SOCIO-ECONOMIC EFFECTS OF COVID-19 BY SUPPORTING VULNERABLE GROUPS, LOW-PAID WORKERS, WORKERS IN THE INFORMAL ECONOMY AND THE OCCASIONAL EMPLOYEE



Analytica will investigate the socio-economic consequences of the impact of Covid-19 in the country on the most vulnerable groups of citizens. The project is supported by the Foundation Open Society - Macedonia.

In order to mitigate the socio-economic consequences of Covid-19 impact on vulnerable groups, the Open Society Foundation - Macedonia provided local support through the regional project "Responding to the Socio-Economic Effects of covid-19 by Supporting Vulnerable Groups, Low Payers" workers, workers in the informal economy and occasional employees "The project is being implemented in the Western Balkans, with the support of the COVID-19 Joint Rapid Response Fund of the

Open Society Foundations. The project aims to contribute to a better understanding of the effect of government policies on vulnerable groups, and through the implemented activities to contribute to mitigating the socio-economic consequences for them. At the same time, the project will promote long-term measures to mitigate the effects and will test and develop new models and initiatives for development in the region, specifically for the employment of people from vulnerable groups.

DEVELOPMENT OF A CULTURE OF PEACE AND NON-VIOLENCE AS A BASIC VALUE IN THE EDUCATIONAL SYSTEM IN NORTH MACEDONIA

Во позадината на насилното однесување кај учениците често стојат етничките, родовите, половите и социјалните стереотипи и предрасуди



The main goal of the project is to develop a culture of peace and non-violence as a basic value in the educational system in North Macedonia. Specific objectives of this project are (1) prevention of conflicts by accepting the differences between students on different grounds and building a culture of peace among young people, (2) establishing friendly relations between students of diverse ethnic, religion, gender and social backgrounds, and (3) sensitizing young girls to recognizing the forms of violence committed against them in schools, as well as outside the school's environment, therefore encouraging them to

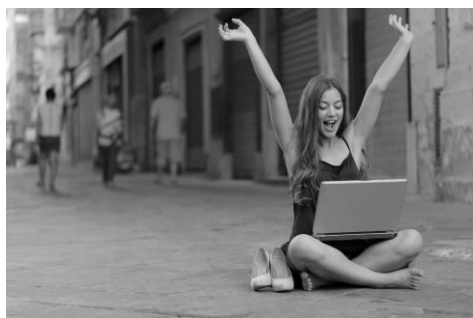
report and act in a safe way. The project will take place both in schools and through community-based training and outreach in order to reach out to a wider audience. In regards to the region, the project will take place in three different municipalities so different backgrounds are incorporated in the project activities as well as results; those are the Municipality of Cair, Karposh and Centar. Through these communities and via empowerment, the project will tackle a process of public awareness and deconstruction that enables one to acquire the ability to act on one's own life and on one's environment, community, or society; therefore providing a safe and inclusive learning environment.

ECONOMIC INTEGRATION OF THE WESTERN BALKAN - Regional Economic Cooperation and Common Regional Market- Opportunity for North Macedonia to approach to the EU Internal Market

Goal of the project: Creating a complete picture of the current situation and mapping the progress of North Macedonia towards economic integration of the Western Balkan. Comprehensive mapping of key actors and their positions, the state of affairs within the integration process of North Macedonia to the EU and within the regional cooperation of the Western Balkans as a special reference to the four freedoms (free movement of goods, services, people and capital). Expected long-term impact: Facilitating the process of regional economic cooperation of North Macedonia with the countries of the Western Balkans and raising awareness of the importance of regional cooperation as part



of the process of bringing RN Macedonia closer to the EU internal market. Main activities: Review of legislation and reference literature in the field, Mapping the situation in general and mapping the situation in each area individually (free movement of goods, services, capital and people), Conducting research (qualitative and quantitative) with companies that are export-oriented or trade with countries in the region, Preparation of policy briefs with recommendations for improving cooperation in the region and rapprochement of RN Macedonia to the EU internal market and Organizing two public events at national and regional level with stakeholders and policymakers who are actively involved in the process. The project is funded by the Open Society Foundation - Macedonia.



WORKERS' PERCEPTIONS AND EXPERIENCES OF THE INFORMAL ECONOMY

Analytica started with the realization of a project to improve the situation of informal IT workers and informal domestic workers. The main goal of the project is to conduct focus groups with these two categories of informal workers, Analytica to hear their views and suggestions and based on that to prepare a report with main findings and recommendations with proposed

measures. The project is supported by the UNDP office of RS Macedonia.

EVENTS AND TEAM DEVELOPMENT ACTIVITIES

ORGANIZED EVENTS

WORKSHOP: The role of schools in dealing with and preventing violence in high schools



Teachers from three (3) vocational high schools (СГГУ Здравко Цветковски, СУГС „Шаип Јусуф“, ZLM - gjimnazi ZEF LUSH MARKU) participated in the workshop „The role of teachers in dealing with and preventing violence in high schools“. The trainers were: Maja Hristovska, Vesna Trajkoska Steriev and Emilija Petrusevska.

The goal of the workshop was to introduce the professors to the methods and techniques for violence prevention and to acquire specific skills for building trust between teachers and students in order to resolve conflicts. The workshop is the preparatory activity for the next workshop for young educators (students).

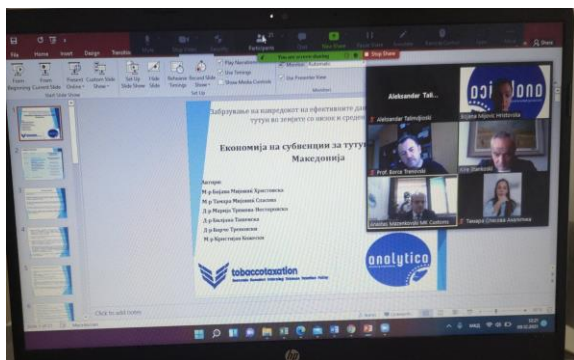
WORKSHOP - training for prevention and dealing with violence in schools



In the period of 27-28 October in Skopje, Analytica think tank, organized the second workshop within the project "The development of a culture of peace and non-violence as a basic value in the educational system in the Republic of North Macedonia" funded by Embassy of Canada to Serbia, North Macedonia and Montenegro. Professors and

young students from three (3) different vocational high schools actively participated on the workshop Shaip Jusuf СГГУ Здравко Цветковски Gjmnazi "Zef Lush Marku" The aim of this workshop was to train peer educators for prevention and dealing with violence in schools.

ROUND TABLE: Tobacco Production and the Effects of Tobacco Subsidies in North Macedonia



Analytica organized a round table for presentation of the findings from the Study on "Tobacco Production and the Effects of Tobacco Subsidies in North Macedonia". The study and the brief were developed as part of the project "Accelerating the Advancement of Effective Tobacco Tax Policies in Low- and Middle-income Countries," supported by the University of Illinois, Chicago. The round table was attended by participants from various institutions -

representatives of the Ministry of Agriculture, the Institute of Public Health, the Ministry of Finance, Customs Administration, and the Office of the Deputy Prime Minister for Economic Affairs, the Secretariat for European Affairs, the World Bank Office in Skopje and representatives of civil society organizations. .

HIGH LEVEL EVENT - Analysis of the impact of Covid-19 on informal workers

Analytica presented the findings and recommendations of the study "Analysis of the impact of Covid-19 on informal workers" prepared within the project „ Response to the socio-economic effects of Covid-19 by supporting vulnerable groups of low-paid workers, workers who are part of the informal economy and temporarily employed workers”, implemented by a consortium of 5 organizations, with the financial support of the Open Society Foundation - Macedonia. Introductory speeches were given by the



Minister of Labor and Social Policy, Jagoda Shahpaska and the Mayor of the Municipality of Ilinden, Zika Stojanovski. The event was attended by participants from various institutions: the Ministry of Labor and Social Policy, the Public Revenue Office, the Office of the Deputy Prime Minister for Economic Affairs, civil society organizations and journalists.

WORKSHOP - proposed measures to reduce violence and ways to deal with



Vocational high schools S.G.G.U. G.S. - Zdravko Cvetkovski - Skopje Shaip Jusuf and Zef Lush Marku conducted workshops on topics related to the types of violence that occur within schools. The workshops were conducted under the mentorship of teachers from each school, in coordination with the project team of Analytica, where students conducted peer education and expressed their views and proposed measures to reduce violence and ways to deal with it. The students who completed their peer education underwent a two-day training on which they acquired knowledge and skills for realization and transfer of

knowledge on topics related to types of violence with special emphasis on gender-based violence and cyber violence. The workshops were held within the project implemented by Analytica and supported by the Embassy of Canada to Serbia North Macedonia and Montenegro.

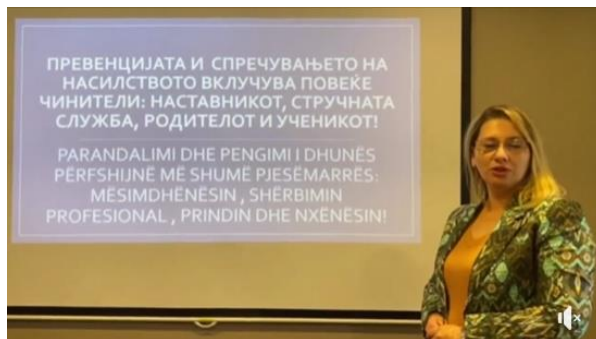
WORKSHOP – debates with students – types of violence in schools

High schools • Zef Lush Marku - Skopje / Skopje • S.G.G.U. G.S. - Zdravko Cvetkovski - Skopje and Shaip Jusuf held debates with students on several topics in the field of violence that appear within schools. Through the debates, the students pointed out that psychological violence, gender-based and cyberbullying are most prevalent, not only in their schools but also outside them. These debates were mentored by Professors Giljman Osmani-Musliji, Stojan Popovski and Elena Stoilovska-Trajkovska, accompanied by the project team of Analytica. The students were divided into two groups and each student had the right to express their opinion. The debates took place within the project implemented by Analytica, which is supported by the Embassy of Canada to Serbia, North Macedonia and Montenegro.



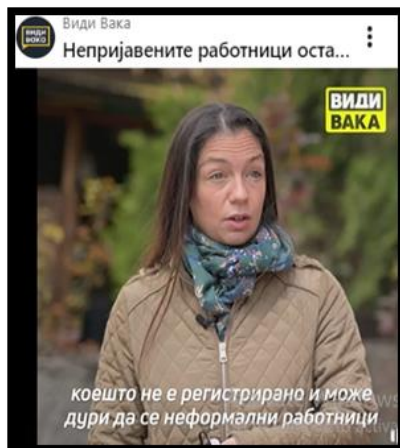
TEAM MEMBERS' ADVOCACY AND PROFESSIONAL DEVELOPMENT ACTIVITIES

VIDEO: Prevention of violence



The teachers from the secondary vocational schools (SGGU Zdravko Cvetkovski, SUGS "Shaip Jusuf" and Zef Lush Marku - Zyrta) talk about prevention of violence and the importance of creating trust between teachers and students for conflict resolution. The workshop is part of the project "Development of a culture of peace and non-violence as a core value in the education system of RS Macedonia" supported by the Embassy of Canada to

Serbia, North Macedonia and Montenegro.



VIDEO: Informal workers and COVID-19

Tamara Mijovic Spasova speaks about the effect that Covid-19 had on informal workers in RN Macedonia. The video is filmed by Vidi Vaka and it is very important for the opportunity to present some of the findings from our research on informal workers and the impact of Covid-19 in RS Macedonia.

The project is supported by the Open Society Foundation - Macedonia.

WORKSHOP: One day sector event: "Vulnerable groups in agriculture"



Analytica participated at regional event within the Open Society Foundation Regional project "Responding to the socio-economic impacts of COVID-19 to support vulnerable groups as low-wage, informal and gig workers" and presented the findings for the impact Covid-19 had on informal workers in North Macedonia.

POLICY IMPACT WEBINAR TRAINING



Objective of the webinar was to prepare Tobacconomics think tanks for the next grant period, particularly to strengthen the policy impact of their research by presenting recent research from Johns' Hopkins University on research policy impact and presenting the

guidance document for the teams to develop a strategy for strengthening their policy impact. Lecturers were Frank Chaloupka, Jeff Drope, Connie Hoe and Erica Sui.

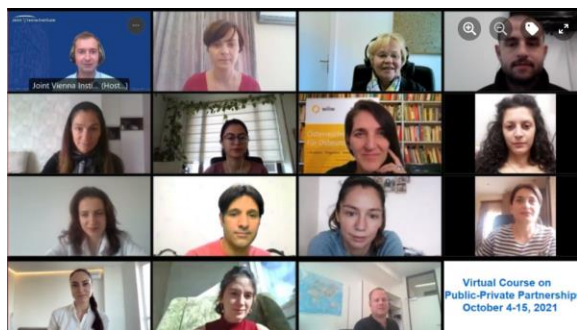
PUBLIC EVENT - people in rural areas - recognizing their significant contribution to our country



Expertise on the impact of the COVID-19 pandemic on workers in the informal economy where most of them are agricultural workers, created by experts of the Analytica team was presented at the LAG AGRO LEADER event, which presented achieved results in support of agriculture and rural development. The publication "The position of rural women in Macedonian society" was presented at the event, as well as the positive

results noted by the digital platform Domashno.mk created by LAG AGRO LEADER.

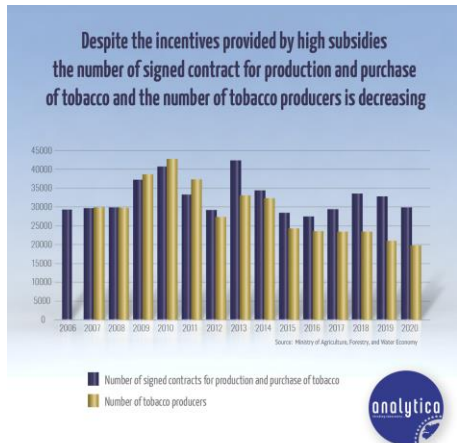
VIRTUAL COURSE PROGRAM - Public-Private Partnerships



Analytica team Tamara Mijovic and Bojana Mijovic Hristovska held a lecture at the Vienna Institute for International Economic Studies - wiiw, on the JVI - Joint Vienna Institute on the Virtual Course Program, Public-Private Partnership - PPP, which took place from 4-15, October 2021. Tamara Mijovic held a lecture on Public-Private Partnerships in North Macedonia / case study. Bojana Mijovic Hristovska held a lecture on Public-Private Partnerships in southeast Europe / case studies.

We thank the JVI - Joint Vienna Institute for inviting Analytica team as one of the lecturers on the Public-Private Partnerships course.

VIDEO: Key facts about tobacco production in RS Macedonia



- North Macedonia is among the top 30 tobacco-producing countries in the world and among the top 20 exporters of raw tobacco.
- Tobacco comprises approximately 76 percent of the country's total area planted with industrial crops.
- 90 percent of the tobacco produced in North Macedonia is exported.
- Tobacco accounts for one fifth (20.4 percent) of the total export value of agricultural and food products, making it one of the country's largest agricultural exports.
- Around 20,000 agricultural households are engaged in tobacco production (4 percent of the total population in North Macedonia).

FACTS ABOUT VIOLENCE - 16 Days of Activism Against Gender-Based Violence campaign

Analytica joined the global "16 Days of Activism Against Gender-Based Violence" campaign. Within the project "Development of a culture of peace and prevention of violence, as basic values in the educational system in North Macedonia" it was conducted anonymous research in three high schools in the city of Skopje, in SUGS "Zdravko Cvetkovski", SUGS "Zefljush Marku" and SUGS "Shaip Yusuf". The data give a devastating results of how much and in what form peer violence occurs. As many as 62.7% of the respondents confirm that violence is frequent or constant in the school environment. The violence must stop. Continuous and healthy co-operation between parents and schools is especially important to prevent violent student behavior.



VIDEO: A life without violence is every human's right

Every child has the right to live a life free from any form of violence, and deserves to grow up in a safe, peaceful, and enabling environment where they can fully exercise their rights. The video was made within the project "Development of a culture of peace and non-violence as basic values in the educational system in N.Macedonia.

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7. https://meta.mk/analitika-inicijativata-otvoren-balkan-nudi-mozhnost-za-rast-na-kompaniite-shto-izvezuvaat/?fbclid=IwAR2TllucT9JbDjTTdQ_jQC4slcyKEPRtyekEsbHFFSK-84guNFtFCthcgow

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9. <https://lokalno.mk/makedonetsot-e-lider-vo-regionot-za-potroshuvachka-na-tsigari-po-najniska-tsena/>

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[E%D0%BD%D0%B5%D1%86%D0%BE%D1%82-%D0%B5-](#)

[%D0%BB%D0%B8%D0%B4%D0%B5%D1%80-%D0%B2%D0%BE-](#)

[%D1%80%D0%B5%D0%B3%D0%B8%D0%BE%D0%BD%D0%BE%D1%82-](#)

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[%D0%BF%D1%83%D1%88%D0%B0%D1%87%D0%B8-%D0%BF%D0%BE](#)

FINANCIAL REPORT 2021

Name of the organization: Association for policy research Analytica							
Address: 11 Oktomvri 86/7-1, Skopje, North Macedonia							
Balance of Expenditures and Revenues for the period 01.01.2021 - 31.12.2021							
No.	Description				Amount in MKD		
I Expenditures							
1	Spent materials				2,972.00		
2	Phone/internet				27,597.00		
2	Expenses for royalties				5,092,989.00		
3	Rent				147,600.00		
4	Costs for utilities				27,597.00		
5	Other services				705,473.00		
6	Salaries				524,280.00		
7	Bank services and commission				32,253.00		
8	Personal income tax				14,592.00		
9	Exchange Rates difference						
Total expenses					6,547,756.00		
II Revenues							
13	Donations				7,135,058.00		
14	Interest rate				0.00		
Total Income					7,135,058.00		
15	Balance of Revenues and Expenditures for 2021 (income - expenses)				1,096,852.00		
16	Transfer of surplus from previous years (year 2020)				509,550.00		
17	Surplus of revenues for the next year 2021				1,606,402.00		
	Person responsible for the Balance Sheet Signature						
	Signature :						
		Tamara Mijovic Spasova					

Name of the organization:

Association for policy research Analytica Skopje

Address:

11 Oktomvri 86/7-1, Skopje, North Macedonia

