



Report on the implementation of the Strategy for Cooperation of the Government with the Civil Society June 2012 – December 2014

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Introduction

The adoption of a new Strategy for Cooperation of the Government with the Civil Sector 2012-2017 (hereinafter Strategy), as a basic strategic framework for the development of civil society in Macedonia, prompted the need for continuous and regular monitoring of the implementation of the Strategy. This document for public policies is prepared to this aim and covers the period from June 2012 to December 2014. One of the long-term goals of the Macedonian Center for International Cooperation (MCIC) is a contribution to rooted and dynamic civil society that actively affects public policies. Creating an enabling environment that supports the growth and functioning of civil society organizations is the focus of its work in recent years. MCIC issued the first report on the implementation of the Strategy for Cooperation of the Government with the Civil Sector in 2009, but continued to monitor the implementation in 2011.

Strategy for Cooperation of the Government with the Civil Society 2012 –2014

The main goal of the Strategy is to promote, support and enhance the partnership between government and civil society (associations and foundations), through measures for strengthening mutual cooperation. The strategy aims to provide a favorable environment for the further development of civil society and to create conditions for it to be recognized as one of the main actors in every modern democratic society and to be one of the main partners of the Government in achieving social development. The Strategy has identified the following areas as priority targets for the period 2012-2017 year: (1) Developed and sustainable civil society; (2) Participation in the policy making and law drafting process and in the EU integration process; (3) Economic development and social cohesion; (4) Civic activism and support by the community; and (5) Strengthened institutional framework and practices of cooperation. Within each of the priority areas, specific goals, measures and activities are defined.

The role of the Civil Society Unit in implementation of the Strategy

The Unit for Cooperation with NGOs (hereinafter Unit) has the function to build and develop cooperation with civil society. It operates within the Sector of Policy Analysis and Coordination within the General Secretariat of the Government and is responsible for the preparation, coordination and reporting on the implementation of the Strategy and Action Plan for implementation.

Importance of strategic approach of the Government for development of enabling environment for civil society activities

The government through the Strategy has set the goal of promoting the cooperation and further development of civil society in Macedonia when supported by the European Union (EU) in June 2012 adopted a new Strategy for Cooperation with the Civil Sector from 2012 to 2017. This strategy just as the first one is followed by an action plan with defined goals, measures and activities, deadlines and ministries competent for its implementation. The institutionalization of cooperation and setting clear measures represent an



important step and this document should contribute towards upgrading and practicing cooperation to enable functional and essential civil dialogue.

Participation of civil society organizations in implementation of the Strategy

The participatory approach in the preparation of the second strategy allowed creating strategic document based mostly on the needs identified by the civil society. The working group for preparation of the Strategy, included not only civil servants, but also six representatives of civil society organizations. In addition, in order to ensure wider consultations, public hearings were organized in five cities around the country. But despite involvement in the preparatory stage, NGOs need to be involved in all phases (implementation, monitoring, improvement) of the implementation of the Strategy.

Funds for implementation of activities within the Strategy

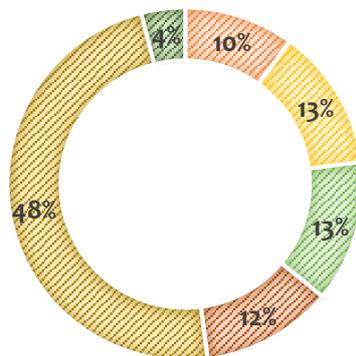
No budget funds were provided for the implementation of the measures and activities of the Strategy. Namely, the Government does not have a special program budget for the Unit, including for the measures / actions in the strategy. The current implementation of the measures was supported by a variety of sources, such as the EU and other international support.

Implemented activities of the Strategy June 2012 – December 2014

Half (48%) of the measures envisaged in the strategy have not improved. Excellent progress is recorded in 10% of the measures, while significant progress has been achieved in 13% of the measures. In 13% of the measures there is partial progress, and in 12% there is little progress. Only two measures were fully implemented¹.

IMPLEMENTATION OF MEASURES

- Excellent progress
- Significant progress
- Partial progress
- Little progress
- No progress
- Fully implemented measure



Although the strategy covers the period 2012-2017, however most of the measures in the Action Plan, are foreseen to be implemented by the end of 2014.

The Unit for Cooperation with NGOs and the Ministry of Labor and Social Policy stand as implementers of the measures, according to number of activities within the action plan.

The key measures foreseen in the strategy that have been implemented or have improved, as well as those who have not been improved by the end of December 2014 are presented below.

¹ Methodology and detailed breakdown of the progress in implementation of the measures are presented in Appendix 1.



Extent of implementation of key measures in the priority areas of the Strategy

Priority area 1: Developed and sustainable civil society

The first priority area has five goals that are focused on improving the enabling legal framework that after the adoption of the Law on Associations and Foundations (LAF) in 2010 provides a foundation for the development of measures to encourage the sustainability of the sector (changes to tax laws, economic activities). The strategy recognized the need for the civil society organizations to use domestic sources of funding, so it provided measures to ensure sustainability. The following goals were set:

Goal 1. *Improving the legal framework for CSOs and its harmonized implementation;*

Goal 2. *Improving the conditions for using the profit acquired from performing activities;*

Goal 3. *Supporting the development of CSOs through tax incentives;*

Goal 4. *Contribution to the development of CSOs through direct financing and support;*

Goal 5. *Improving the process for the awarding of funds and responsible utilization thereof by civil society organizations*

Implementers of measures: General Secretariat - Unit for Cooperation with NGOs, Ministry of Justice, Ministry of Finance, Directorate for Financial Intelligence, Secretariat for European Affairs and other relevant line ministries.

To achieve the goals in the first priority of the strategy, important are the following measures that showed different levels of progress or no progress at all in its implementation:

Establishing and providing functionality of the Commission to grant the status of public benefit organization

Commission for organizations which have the status of public benefit organizations became fully functional with the preparation and adoption of internal regulations at the meeting held in May 2012. The Unit set aside a special section of the website intended for the Commission and the possibility of acquiring the status of public benefit organization². Additionally, two training sessions were organized for the members of the Commission in order to introduce them to the specifics of the status, as well as to define the needs for effective operation and promotion of the status in the future³.

However, despite the establishment of the Commission, there is still a lack of benefits for the civil society organizations that would have acquired the status, and thus the interest to acquire it remains low. Since the establishment of the Commission and the possibility of acquiring the status of PBO, only one decision to grant the status is made, while total of three organizations expressed such interest. In 2012 two requests were submitted that were rejected, in 2013 only one application was submitted which after two rejections due to incomplete documentation, was approved the third time and this has become the first organization of public interest.

² www.nvosorabotka.gov.mk

³ Commission for public benefit organizations. Report of the Commission for public benefit organizations in 2012 and 2013.



Amendments to the Law on Prevention of Money Laundering and Other Proceeds from Crime and Financing Terrorism

The functioning of the civil society in the past period has come under pressure of the Law on Prevention of Money Laundering and Other Proceeds from Crime and Financing Terrorism where the sanctions were not proportional to the size of the civil society organizations and their financial capacity, while the section on control and cancellation of CSOs' work did not reflect the essence of the civil sector.

But the pressure was overcome in September 2014 with the adoption of the new Law on prevention of money laundering and other proceeds from crime and financing terrorism⁴ when the civil society organizations were exempted as entities to take measures and actions to prevent money laundering (preparation of program against money laundering and financing terrorism, disproportionate penalties). Only Article 17 paragraph 2 of the Act provides that entities (competent state bodies) should pay special attention to business relationships and transactions with civil society organizations.

Lack of continuous and systematic monitoring of the implementation of the Law on Associations and Foundations

The new Law on Associations and Foundations was adopted in 2010 and since then it was necessary to monitor the Law continuously, as the most essential law that directly regulates the right to free association. Although foreseen in the Strategy, no activities have been taken yet to monitor the implementation of LAF, nor an analysis of the needs for its improvement by the Ministry of Justice⁵.

Lack of key reforms of the entire system of state funding for NGOs, only a draft decision prepared on the allocation of funds

A draft decision was published in November 2014 on the conditions for allocation and use of funds from the budget of the Republic of Macedonia for financing the program activities of associations and foundations. This is a positive step in improving transparency and accountability in the allocation of state funds. Besides increasing the transparency of the procedure for the allocation of funds, it is necessary to point out that in this priority area it is necessary to conduct other key measures which provide, in particular, the structural reform of the state funding for civil society organizations (especially reform of the system for distribution of funds from games of chance and entertainment games (lotteries). The state allocates funds, but they are not sufficient to support civil society organizations, nor are roughly comparable to the support given to organizations in the countries of the region (e.g. Croatia, Montenegro, Slovenia, etc.). Besides the project support for a small number of civil society organizations, there is a lack of institutional support and co-financing by the state administration bodies of EU and international projects.

No reform of the system of allocation of funds for NGOs from games of chance and entertainment games (lotteries)

Besides being a significant source of sustainability of civil society organizations in the region, the system of allocation of funds for NGOs from games of chance and entertainment games was not analyzed in order to

⁴Law on Prevention of Money Laundering and Other Proceeds from Crime and Financing Terrorism (Official Gazette No. 130/2014“)

⁵General Secretariat of the Government of the Republic of Macedonia, Unit for Cooperation with NGOs (2013) Report on the implemented measures and activities of the Strategy for Cooperation of the Government with the Civil Sector (2012 – 2017). Skopje



be reformed. The allocation of resources continues according to the Decision on distribution of funds from games of chance and entertainment games (respectively each year) of the Government without clear criteria and transparent process. Under this decision, funds are allocated to few, previously known, organizations which automatically receive funds each year.

Lack of tax reliefs and incentives for civil society organizations

No progress was observed regarding the changes to tax laws to support the sustainability of civil society organizations. In 2012 MCIC prepared an analysis of the tax environment that served as the basis for specific proposals to amend the tax laws⁶. The Ministry of Finance in the report on the implementation of the measures of the Strategy for 2013 submitted to the Unit emphasized that measures to tax reliefs in the Action plan of the Strategy are insufficiently precise to establish a working group and urged the civil society to submit concrete proposals for amendments that would be reviewed⁷.

A group of civil society organizations in October 2014 launched an initiative for amendments of the provisions of the tax laws that affect the operation of civil society organizations (Law on Personal Income Tax and the Law on Profit Tax) by submitting specific proposals to the Ministry of Finance and the General Secretariat of the Government, which are still being reviewed.

Priority area 2: Participation in the policy making and law drafting processes, and European integration

The second priority area recognizes the importance of regular and timely involvement of citizens and civil society organizations in the policy making and law drafting. The following goals are set:

Goal 1. *Improving the conditions for participation in policy making and all drafting processes;*

Goal 2. *Enhancing the process of information and consultations with the civil society by promoting ICT technologies in the processes;*

Goal 3. *Strengthening the partnership in European integration processes;*

Goal 4. *Cooperation in drafting reports submitted to contracting bodies upon ratified international conventions and participation in initiatives to which the Republic of Macedonia has acceded.*

Implementers of measures: Secretariat for European Affairs, General Secretariat - Unit for Cooperation with NGOs, Ministry of information society and administration, Ministry of Justice, Ministry of foreign affairs, line ministries.

To achieve the goals in the second priority area of the strategy, progress was observed only in one measure:

Monitoring the compliance with the Code of Good Practice for the participation of civil society in the policy making process

Compliance with the standards laid down in the Code of Good Practice for the participation of civil society in the policy making process and determining the needs of the state administration bodies was first analyzed

⁶Smilevski B. (2012) The tax environment of civil society organizations in Macedonia. Skopje. Macedonian Center for International Cooperation.

⁷Report on the implemented measures and activities of the Strategy for Cooperation of the Government with the Civil Sector for 2013.



in February 2013⁸. Monitoring of compliance with the standards is essential for building trust and partnership for preparing quality laws and policies. The report of monitoring the compliance with the Code concludes that TAC is recognized and only half apply it during the entire procedure of adopting policies or laws. Also the report shows that the TAC insufficiently involve or inform the Unit of the consultation process with CSOs, but recognize its role in the processes that affect civil society.

Priority area 3: Economic Development and Social Cohesion

The third priority area of the strategy envisages measures for development of social economy and social entrepreneurship to improve the economic and social situation of citizens, given the active role of organizations in implementing social services (education, health, etc.).

The following goals are set:

Goal 1. Development of social economy;

Goal 2. Increasing the scope of participation of CSOs in providing services to the community;

Goal 3. Stimulating the support and contributions by citizens and the business sector;

Goal 4. Development of partnerships among the public sector, CSOs and business sector for achieving economic and social development.

Implementers of measures: Ministry of Economy, Ministry of labour and social policy, Ministry of local self-government, Ministry of Health, Ministry of Education and Science, Ministry of Justice, Ministry of Culture, General Secretariat - Unit for Cooperation with NGOs, National Coordinating Body for corporate social responsibility.

To achieve the goals in the third priority area of the Strategy, the following measures were foreseen that showed different levels of progress in its implementation:

Amendments to the Law on donations and sponsorships in public activities (LDSPA)

Amendments to the Law on donations and sponsorships were adopted upon the proposal of the Ministry of Justice and in accordance with the direction and action plan strategy. Although the changes are aimed to improve the functionality of the law, they were prepared without consultation with civil society organizations. This practice, especially of MJ, is surprising considering the successful consultation events and already established working group in which civil society organizations were actively involved to improve the bill in 2011, when the procedure was stalled. The procedure continued in November 2013 when the Act was published on ENER⁹, but the MJ did not respond to the comments. As a result, civil society organizations submitted their proposals to the Parliament¹⁰ where the technical suggestions were largely accepted, but not the essential improvements and incentives for Law. It remains the future implementation of the law to be monitored by the civil society organizations and to work on its further improvement.

⁸General Secretariat of the Government of the Republic of Macedonia, Unit for Cooperation with NGOs (2013) Information on the implementation of the Code of Good Practices for participation of CSOs in policy making process. Skopje. Government of the Republic of Macedonia.

⁹Announcement of the bill on ENER 16.12.2013

(https://ener.gov.mk/default.aspx?item=pub_regulation&subitem=view_reg_detail&itemid=4uZCjTh7vcf75pWOEPkUug==)

¹⁰Report from the session No. 26 of the Culture Commission held on 13.01.2014

(<http://www.sobranie.mk/materialdetails.nsp?materialId=8719bb50-4378-4c04-91c5-0cc09b764eb5>)



Promote the concept of social entrepreneurship and steps for improvement of social services

Ministry of Labor and Social Policy (MLSP), together with NGOs, organizes promotional and educational events for introducing the public to the concept of social entrepreneurship. Since 2012 a working group was set up working on the analysis of the need to enact a law for social entrepreneurship, which includes representatives of civil society organizations. A memorandum between MLSP and the Government of the United Kingdom was also signed.

MLSP conducted analysis in order to improve the efficiency and quality of social services. Educational events / meetings were held with local government units to promote the good practices of cooperation with NGOs for providing services.

Priority area 4: Civic Activism and Support from the Community

The fourth priority area recognizes the importance of active citizenship and aims to encourage initiatives to strengthen civic education, measures for non-formal education and engagement of young people. The following goals are set:

Goal 1. Raising the awareness among youth and their more active involvement in civil society;

Goal 2. Fostering the inclusion of citizens in the civil society and social processes;

Implementers of measures: Ministry of labour and social policy, Ministry of education and science, Ministry of local self-government, Ministry of Justice and other line ministries, General Secretariat - Unit for Cooperation with NGOs, Agency of youth and sports.

For the realization of the goals in the fourth priority area of the Strategy, progress was noted only in one measure:

Award for volunteering as part of activities to promote volunteerism

Under the Strategy for the promotion and development of volunteerism 2010-2015, and Action Plan, MLSP together with the National Council for the development of volunteerism, organized and successfully implemented a national award for volunteerism for two years in a row. However, in 2014 the Council failed to meet throughout the year, as a result of the election of new members that prevent the implementation of this promotional event. Lack of state funds earmarked for the implementation of the activities within the Strategy for the promotion and development of volunteerism is the key to its insignificant progress.

Priority area 5: Strengthened Institutional Framework and Practices of Cooperation

The fifth priority area identified the need to strengthen the role and active functioning of the Unit for Cooperation with NGOs. The following goals are set:

Goal 1. Strengthened institutional framework and practices of cooperation;

Goal 2. Strengthening the Unit for Cooperation with NGOs in the General Secretariat and contributing to the continual and open debate regarding the need for development of the civil society;

Goal 3. Contributing to a better exchange of information, consultations and active partnership;

Goal 4. Strengthening the communication mechanism in the network of responsible civil servants for cooperation with CSOs;

Goal 5. Contributing to networking of CSOs on a regional level;

Goal 6. Contributing to strengthening the partnerships between units of the local self-government and CSOs.

Implementers of measures: General Secretariat - Unit for Cooperation with NGOs, line ministries, Ministry of local self-government and Agency for youth and sports.

To achieve the goals in the fifth priority areas of the strategy, the following measures were important that showed different levels of progress or no headway in its implementation:



Updated network of people from ministries designated for cooperation with NGOs

The network of people from ministries designated for cooperation with civil society organizations is crucial to improve communication and cooperation with civil society organizations. For this purpose, the website of the Unit published a list of responsible civil servants (25 persons) for cooperation with civil society organizations from the ministries, where only the Ministry of Health has not designated a responsible person. Other institutions, AYS, SEA and SDDS have also designated liaison officers.

Draft procedures, criteria and scope of work of the network of civil servants responsible for cooperation with civil society are still not ready. Providing functional network of people and improving communication with NGOs has some challenges as keeping the same people for a longer period and improved coordination. In the past period, consultation and training were organized for the network of people from the ministries.

The Unit continues to perform its work

The Unit continued to perform its role as coordinator for the implementation of the Strategy, to administer the process of distributing funds from the state budget allocated for associations and foundations, and continued to function as an administrative body of the Commission for granting the status of PBO. The capacities of the Unit's staff are continuously strengthened (training, workshops and seminars). During this reporting period, changes occurred in the positions and across sectors of the employees in the Unit, which influences and weakens continuity in cooperation with civil society organizations.

Lack of independent functioning of the Unit

The Unit continues to work within the Sector of Policy Analysis and Coordination in the General Secretariat of the Government. The organizational structure of the Unit as part of the General Secretariat of the Government does not always allows flexibility and the needed authority in the hierarchy in the Secretariat for response and proactive action to implement the measures of the Strategy, but also for direct communication with civil society organizations¹¹. Additional limit is that there are no special budget funds for the operation of the Unit and the implementation of the Strategy. An opportunity to advance its position is offered by the documents prepared in June 2014: the analysis of the condition of the Sector of Policy Analysis and coordination, as well as the comparative analysis (structure, responsibilities and tasks) of institutions similar to the Unit in the region, the resulting recommendations and suggestions.

First steps taken to establish the Council

Establishing an advisory body to promote cooperation, dialogue and encourage the development of civil society composed of representatives of the Government, state administration bodies and civil society organizations is a key measure for providing functional dialogue on issues of development of civil society. In late November 2014 the implementation of these measures started by publishing draft decision on holding e-consultations. Wider consultations were also held.

Encourage partnerships between LSU and civil society organizations

In order to institutionalize cooperation between LSU and civil society organizations MLS formed networks for inclusive development in the Northeast, in Pelagonija and Vardar regions, with participation of LSU, civil

¹¹ Nuredinoska E., S. Ognenovska (2014) Report on Enabling Environment for the Development of Civil Society in Macedonia. Skopje. Macedonian Center for International Cooperation.



society organizations, businesses and media in order to enhance the involvement in planning the priorities for development of the region. Also for the preparation of programs for the development of regions consultative meetings were held between LSU and civil society organizations in all eight regions.

In addition to the document for public policies, tables are provided that contain an assessment of the degree of implementation of the strategy per activities.

Recommendations from the Strategy's implementation

Taking additional efforts from key stakeholders for implementation of the measures of the Strategy

In order to achieve efficiency in the implementation of the Strategy, which so far has seen varying degrees of implementation per measure, especially low degree of implementation of the key measures for the development and sustainability of civil society, it is necessary the key institutions involved in its implementation to take into account the recommendations of the previous reports and to make additional efforts to implement them. Civil society organizations together with their initiatives and activities could support the implementation of measures to encourage cooperation with the state administration bodies for the activities set out in the Action Plan of the Strategy.

Promoting ongoing implementation of key measures

Encourage the state administration bodies responsible for the implementation of key measures to take additional efforts through periodic cross-sectorial meetings to share experiences on key taken / not taken activities.

To pay special attention and efforts for the implementation of the key measures for the development of civil society:

- Adoption of **bylaws to the Law on Associations and Foundations** in order to harness the full potential of the innovations (state funding, tax laws, the status of PBO);
- Some changes needed in **tax laws** (Law on Personal Income Tax and the Law on Profit Tax), and further analysis and improvement of the Law on donations and sponsorships in public activities;
- **Full reform of the system for providing state financing of NGOs** (especially the funds from games of chance and entertainment games) in order to secure, besides project and institutional support to civil society organizations, co-financing of international projects and EU projects;
- It is necessary to respect the law, **including participation of civil society organizations in the process of policy and law-making**, while providing all the necessary information for quality participation, and proactivity of bodies in these processes.

Enhancing the role and independence of the Unit for Cooperation with NGOs

The Unit needs to fully perform its function of building and development of cooperation with civil society. Considering that it is low in the hierarchy of the General Secretariat of the Government (part of a sector) it does not always succeed to act proactively and openly in direct communication with civil society organizations, so efforts should be made to strengthen its **independent role and recognition** among civil society organizations. It is necessary to consider the increased independence of the Unit, or the prospect of



being elevated to the level of the agency. It is also necessary to use different ways of promotion and approximation of the Unit to civic organizations such as organizing open days, improving the website, growing presence throughout Macedonia.

Establishing Council to promote cooperation, dialogue and encourage the development of civil society

It is necessary to establish Council to promote cooperation, dialogue and encourage the development of civil society as a mixed body composed of an equal number of representatives of the relevant organs of state administration and civil society organizations selected with clear criteria which will be based on the principles of transparency, openness and transparency. Council should provide room for continued debate and concrete actions for the development of civil society in Macedonia. Open consultation on the draft decision to the Council in November 2014 are only a step which requires political will for establishment based on common principles, as well as pressure and proactivity of civil society organizations.

Strengthening the capacity of civil servants appointed as persons for cooperation with NGOs and increased networking

Civil servants that have the role of contact points in the state administration and are designated as persons of cooperation with civil society organizations need their capacities to be strengthened about the nature and functioning of civil society organizations and their role in the comparison of the activities in the strategy, and exchange of information. Additionally meetings need to be organized and to network the persons appointed for cooperation, given the progress that can be seen through greater exchange of information, learning experiences and sharing good practices and encouraging competition between the state administration bodies in the implementation activities.

Involvement of civil society organizations in all stages of the implementation of the Strategy

Civil society organizations need to be involved in all stages of the implementation of the Strategy, and their active participation in the preparation of the strategic document can be provided through their appointment as implementers of specific measures / activities of the Action Plan of the Strategy. Additionally, despite the Unit, the state administration bodies as implementers of measures in the strategy need to include civil society organizations in the implementation of certain activities envisaged in the strategy, given that it will contribute to improved quality and legitimate results and will help build trust and cooperation. Civil society organizations need to perform continuous pressure and to monitor the government's commitment expressed by implementing the measures of the Strategy by the state administration.

Providing funds from the budget of the Republic Macedonia for implementation of activities envisaged in the Strategy

It is necessary to secure funds from the budget of the Republic of Macedonia to implement the actions envisaged in the strategy based on the needs of the state administration bodies that implement activities. The Unit is required to prepare an annual work program which would be further supported with funds from the budget in accordance with the needs of the state administration bodies, including available resources from the IPA or other donors.



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Annex 1. Tabular view of the implementation of the activities

The implementation of each activity projected in the Action Plan of the Strategy is valued with points for each measure. The evaluation for each measure is produced as a mean value of the points for each activity, giving the following:

- Fully implemented measure (5);
- Excellent progress (4);
- Significant progress (3);
- Partial progress (2);
- Little progress (1);
- No progress (0).



Measures	Activities	Evaluations	Mean evaluation for a measure	Responsible body	Implementation deadline
Priority Area 1. Developed and sustainable civil society					
Objective 1.1. Enhancing the legal framework for CSOs and its harmonized implementation					
Result 1.1.1. CSOs act on the basis of an enabling and stimulating legal framework					
1. Monitoring of the implementation of the Law on Associations and Foundations.	1.1. Establishment of a working group for designing a system of monitoring and evaluation.	0	0	Ministry of Justice	2012- 2014
	1.2. Preparation of a progress report concerning the implementation of the Law.	0			
	1.3. Preparation of a report with recommendations for enhancement of the Law.	0			
Result 1.1.2. The status of Organizations of Public Interest (OPI) is being functionally implemented					
1. Capacity building of the Commission for OPI and establishment of internal mechanisms.	1.1. Drafting of internal acts of the Commission for OPI.	5	4	Unit for cooperation with NGOs	2012-2014
	1.2. Analysis of capacity building needs of the Commission for OPI.	3			
	1.3. Organization of trainings and other activities for members of the OPI Commission.	3			
2. The award of the status and the effect of its implementation is being monitored.	2.1. Preparation of annual reports.	3	3		2013-2014
3. Availability of information about organizations of public interest.	3.1. Designing and publishing an electronic database for organizations of public interest. (in conjunction with the measure for integrated electronic database)	2	2		2013-2014
	3.2. Updating of the information in the database.	2			
Result 1.1.3. The financial operations of CSOs is improved					
1. The legal framework for financial operation of CSOs is relevant to the needs and features of the sector.	1.1. Preparation of analysis regarding the implementation of the Law on Accounting for Non-profit Organizations and the relevant by-laws.	0	0	Ministry of Finance Public Revenue Office	2012-2014
	1.2. Establishment of a working group for drafting amendments to the Law or the relevant by-laws.	0			



Result 1.1.4. Legal framework for money laundering and financing of terrorism is relevant to the features of the sector					
1. Improvement of the Law on Money Laundering and Other Criminal Proceeds and Financing terrorism in compliance with the conditions on national level and international regulations.	1.1. Development of comparative and national analysis of the existing Law against Money Laundering and Other Criminal Proceeds and Financing Terrorism and its implementation.	5	5	Ministry of Finance Directorate for Financial Intelligence	2012-2014
Objective 1.2. Supporting the development of CSOs by acquiring profit and tax benefits					
Result 1.2.1. CSOs use the profit acquired from performing activities					
1. Informing the CSOs and providing guidelines for them about the mechanisms for acquiring profit.	1.1. Establishment of inter-sectorial working group for drafting the Guidelines.	0	0	Ministry of Finance	2012-2014
	1.2. Development of Guidelines.	0		Ministry of Finance	
Result 1.2.2. Associations and Foundations manage and utilize reserve funds					
1. Improving the legal framework for utilization of reserve funds.	1.1. Analysis of the needs and amendments of the laws so as to ensure establishment of reserve funds.	0	0	Ministry of Finance	2012-2014
	1.2. Organization of informative events and discussions on the recommendations.	0		Ministry of Finance	
Result 1.2.3. The legal framework for taxation of the acquired profits is improved.					
1. Including tax benefits in the Law on Profit Tax for CSOs.	1.1. Establishment of a working group for drafting amendments to the Law on Profit Tax.	0	0	Ministry of Finance	2012-2014
Result 1.2.4. OPI are entitled to additional tax benefits					
1. Including tax benefits in the Law on VAT and Law on Personal Profit Tax.	1.1. Establishment of a working group for drafting amendments to the Law on VAT and Law on Personal Profit Tax.	0	0	Ministry of Finance	2013-2015
Objective 1.3. Contribution to the development of CSOs through direct financial assistance					
Result 1.3.1. Lottery proceeds are distributed in compliance with the European practices and domestic needs.					
1. Legal framework for providing financing from the lottery proceeds is in compliance with the European regulatory practices and relevant to the needs of all CSOs.	1.1. Conducting domestic and comparative analysis of needs and possibilities for distribution of lottery proceeds for supporting the CSOs and development of recommendations.	0	0	Ministry of labor and social policy	2013-2015



Result 1.3.2. CSOs are supported from an institutional and organisational point of view for conducting their activities					
1. Strengthening the institutional support for CSOs and for co-financing projects of organisations.	1.1. Analysis of the European practices for institutional support to CSOs.	0	0	Ministry of labor and social policy Ministry of Finance Unit for cooperation with NGOs Secretariat for European Affairs	2015-2017
	1.2. Establishment of a working group for drafting a model for institutional support.	0			
Result 1.3.3. The legal framework and practice of award of funds are improved.					
1. Adoption of a legally binding act (regulation) for allocation of Budget funds for CSOs.	1.1. Establishment of a working group for designing a system of rules and procedures for the allocation of Budget funds for CSOs and amendments to the Law on Associations and Foundations.	1	1	Ministry of Justice Ministry of Finance Unit for cooperation with NGOs	2012-2014
2. Inclusion of topics about the system of financing of COS in the training programmes for civil servants.	2.1. Organisation of training sessions for financing CSOs.	0	0	Ministry of Information Society and Administration Ministry of Finance Unit for cooperation with NGOs	2012-2014
	3.1. Preparation of Guidelines for Financing CSOs.	0	0	Unit for cooperation	



3. Adoption of a regulation for award of funds to CSOs and monitoring the utilization thereof pursuant to the acts.	3.2. Organisation of consultative events and discussions with CSOs.	0	0	with NGOs Ministry of Finance	
4. Ensuring availability of information about all organizations that received funds from the Budget of the Republic of Macedonia and the status of their projects. (in conjunction with the measure for an integrated electronic database).	4.1. Creation and publication of a database of CSOs which received funds from the Budget of the Republic of Macedonia.	0	0	Unit for cooperation with NGOs All ministries	2012-2014
	4.2. Updating information in the database	0			
<p>Priority area 2: Participation in the policy making and law drafting process and in the EU integration process Objective 2.1. Enhancing the conditions for participation of CSOs in policy and decision making processes. Result 2.1.1. CSOs are included in all policy making and law drafting process in accordance with the prescribed rules and procedures and their opinions are integrated in the documents.</p>					
1. Monitoring the implementation of the Code on Good Practices for participation of the civil society in policy making process.	1.1. Assessment of implementation of the Code of Good Practices.	4	4	Unit for Cooperation with NGOs.	2012-2014
	1.2. Development of a report that includes recommendations for improving the system.	4			
2. Defining the needs and possibilities for normative and legal regulation of the procedures for drafting laws and consultations with the stakeholders.	2.1. Assessment of the current legal framework and practices with recommendations for normative and legal regulation.	0	0	Ministry of Information Society and Administration	2013-2014
	2.2. Organisation of consultative meetings with the Objective of analysing the status, determination of needs and improvement of the legislation for civic participation.	0			
<p>Result 2.1.2. The practice of inclusion of CSOs in policy making and law drafting processes is improved and state administration bodies consistently implement the rules.</p>					
1. Including topics such as participation in the policy making and law drafting processes in the civil servants training programmes.	1.1. Development of new training programmes for civil servants.	0	1	Ministry of Information Society	2012- 2014
	1.2. Organisation of trainings.	2			



2. Increased coordination and inclusion of CSOs in working groups for policy making and law drafting processes.	2.1. Appointing a contact person in each ministry who will be responsible for consultations.	3	1	Unit for Cooperation with NGOs. All ministries	2013-2016
	2.2. Designing models of procedures and criteria for inclusion of CSOs in working groups.	0			
	2.3. Designing forms for inclusion of CSOs in working groups.	0			
Objective 2.2. Enhancing the process of information and consultations with the civil society by promotion of ICT Technology.					
Result 2.2.1. Ministries conduct the consultations with CSOs and the organisation of consultations is better coordinated.					
1. Availability of information about included organisations in policy making and law drafting processes.	1.1. Designing and publishing an electronic database about participation of CSOs in consultative processes with various ministries.	0	0	Unit for Cooperation with NGOs/ Ministry of Information Society and Administration/ All ministries	2013-2014
	1.2. Updating information in the database.	0			
	1.3. Designing a template and developing a method of submission of initiatives and opinions directly on the website of Unit for Cooperation with NGOs.	0			
2. Raising the awareness of CSOs about the possibilities offered by the portal e-Democracy and fostering the use thereof.	2.1. Organising educational events about the portal e-Democracy for CSOs.	3	3	Ministry of Information Society and Administration	2012-..
Objective 2.3. Strengthening the partnership in defining the policies related to European integration.					
Result 2.3.1. Definition of policies and measures relevant to communities' needs and EU integration process.					
1. Implementation of the Law on Lobbying is relevant to the needs and practices.	1.1. Analysis of implementation of the Law on Lobbying.	0	0	Ministry of Justice	2013-2014
2. CSOs are actively consulted during the preparation of NPAA and negotiating positions for EU membership.	2.1. Publishing a call for inclusion of CSOs in working groups for NPAA.	3	3	Secretariat for European Affairs/ All ministries	2012-2014



Objective 2.4. Strengthening the partnerships in defining the national development programmes for EU.

Result 2.4.1. Government and CSOs actively cooperate and jointly define the priorities and development programmes for EU.

1. Inclusion of CSOs in defining the national development programmes for EU.	1.1. Analysis of the inclusion of CSOs in defining the national development programmes for EU.	0	0	Secretariat for European Affairs/ All ministries	2012-2014
	1.2. Organisation of consultative events for preparation of recommendations and proposals for implementation of recommendations.	0			

Objective 2.5. Strengthening the partnership in the programming related to the utilisation of funds for pre-accession assistance (and upon the accession to the EU, utilization of other funds) and their monitoring.

Result 2.5.1. The Government and CSOs actively cooperate in the processes of planning, programming and monitoring the implementation.

1. Inclusion of CSOs in the processes of planning, programming and monitoring the implementation.	1.1. Analysis of inclusion of CSOs to present in the programming of pre-accession funds.	0	0	Secretariat for European Affairs/All ministries	2012-2014
	1.2. Organisation of consultative events for preparation of proposals for implementation of recommendations.	0			

Objective 2.6. Development of partnerships with CSOs in defining the priorities for development assistance and its implementation.

Result 2.6.1. Established institutional framework for partnership with the civil society.

1. Defined programme for partnership in developing the institutional, strategic and legal framework for development assistance.	1.1. Designing a programme for partnership which includes mechanisms of cooperation.	0	0	Ministry of foreign affairs	2012-2013
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Objective 2.7. Enhancing the cooperation in the preparation of reports upon ratified international agreements and inclusion in initiatives to which the Republic of Macedonia has acceded.

Result 2.7.1. Reports on implementation of ratified international agreements are comprehensive and enriched with data from the civil society.

1. Continual cooperation between state administration bodies and CSOs during the preparation of reports.	1.1. Organisation of meetings for coordination with CSOs during the implementation and/or preparation of reports on international agreements.	2	2	Ministry of foreign affairs Ministry of Justice	2012-2014
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2. CSOs are involved in preparation and implementation of the Action Plan pursuant to the principles of Open Government Partnership Initiative.	2.1. Organisation of consultative meetings with CSOs during the preparation and implementation of the Action Plan.	5	5	Ministry of foreign affairs Ministry of Information Society and Administration	2012
<p>Priority area 3: Economic development and social cohesion Objective 3.1. Supporting the development of social economy. Result 3.1.1. An enabling legal framework and environment for development of social entrepreneurship and increased participation of CSOs in the processes are created.</p>					
1. Raising the awareness of the civil society about social entrepreneurship.	1.1. Organisation of educational events and raising the awareness of the CSOs about the social entrepreneurship	3	3	Ministry of labour and social policy Ministry of economy	2014
2. Adoption of a Law on Social Entrepreneurship.	2.1. Analysis of the legal framework in relation to social entrepreneurship.	4	4	Ministry of labour and social policy	2014-2016
	2.2. Establishment of a working group for drafting a Law on Social Entrepreneurship.	3			
<p>Objective 3.2. Increasing the inclusion of CSOs in providing services for satisfying the community's needs. Result 3.2.1. CSOs contribute to satisfying the community's needs and actively cooperate with state administration bodies and local government units.</p>					
1. The legal framework for social services is improved and corresponds to the current needs of the sector.	1.1. Analysis of the existing legal framework for social services.	4	3	Ministry of labour and social policy/ All ministries	2012-2014
	1.2. Undertaking activities based on the recommendations from relevant research.	2			
2. Raising the awareness about the possibilities and pointing out good examples of cooperation in providing	2.1. Organisation of educational events/meetings with the units of the local self-government units with the Objective of promoting the good practices for cooperation with CSOs in provision of services	4	4	Ministry of local self-governance	2012-2014



services under the jurisdiction of the units of the local self-government.	2.2. Organisation of meetings by the local self-government units with CSOs to present the communities' needs.	4		Ministry of labour and social policy	
3. Models of cooperation in the area of education, health, culture etc. that stimulate the development of CSOs.	3.1. Establishment of a working group which will design models for cooperation in the area of education, health, culture etc.	0	0	Ministry of education and science	2013-2014
	3.2. Publication and distribution of models of cooperation.	0		Ministry of health Ministry of culture	
Objective 3.3. Stimulating the support and contributions by the citizens and business sector.					
Result 3.3.1. Citizens and business sector donate more and support the CSOs' activities.					
1. Improvement of the Law on Donations and Sponsorship in Public Activities in order to correspond to the current needs.	1.1. A working group is established and a procedure is initiated for amendments to the Law on Donations and Sponsorship in Public Activities.	2	2	Ministry of Justice	2012-2013
2. The implementation of the new Law is monitored.	2.1. Preparation of reports on the implementation of the Law on Donations and Sponsorship in Public Activities which contain information about the given donations and benefits.	0	0	Ministry of Justice	2013-2015
	2.2. Publication of reports on the web sites.	0			
Objective 3.4. Development of partnerships between the public sector, CSOs and the business sector for accomplishing economic and social development.					
Result 3.4.1. The civil society is included in the dialogue and initiatives for creation of public-private partnerships with the Objective of accomplishing sustainable economic growth and social cohesion.					
1. Connection with measures from the National Agenda for CSR.	1.1. Activities for connecting the measures from the National Agenda for CSR.	0	0	Ministry of Economy/CSR body	2012-2014
Result 3.4.2. Developed socially responsible practices for balanced growth and social cohesion which include partnership with the civil society.					



1. Inclusion of CSOs in debates about the role of the civil society in the development of public-private partnership.	1.1. Organisation of debates and discussions about the role of the civil society in the development of public-private partnerships.	0	0	Ministry of Economy/CSR body	2012-2014
2. Promotion of models of tripartite partnerships (public, business and civil sector) in the light of the economic development and social cohesion.	2.1. Defining models for tripartite partnerships for economic development and social cohesion.	0	0	Ministry of Economy/CSR body	2012-2014
	2.2. Publication of models on the web sites, organisation of meetings with CSOs.	0			
Priority area 4: Civic activism and support by the community					
Objective 4.1. Raising the awareness of young people and their participation in the civil society.					
Result 4.1.1. Young people are actively involved and contribute in society.					
1. Cooperation with representatives from the civil society in teaching school subjects and performing activities in the schools related to the topics of democracy and civil society.	1.1. Inclusion of CSOs in the realisation of school subjects related to topics about democracy and civil society by transferring the experiences.	2	2	Ministry of education and science	2012-...
Objective 4.2. Stimulating the active involvement of citizens in the civil society and social processes.					
Result 4.2.1. Citizens raise initiatives and participate in initiatives for satisfying the communities' needs.					
1. Relation with measures from the Strategy for Promotion and Development of Volunteerism.	1.1. Activities for promotion of volunteerism (pursuant to the Strategy for Promotion and Development of Volunteerism).	3	3	Ministry of labour and social policy/ All ministries	2012-...
2. Stimulating civic activism through joint actions and events.	2.1. Support to CSOs that promote activities for massive involvement of citizens.	1	1	Ministry of labour and social policy/ All ministries	2013-...
	2.2. Preparation of a report on civic engagement and volunteerism.	0			
3. Encouraging volunteer activities among the older members of the population.	3.1. Organisation of promotional activities for enhancing the volunteerism among elder population	0	0	Ministry of labour and social policy/ All ministries	2013-...



Priority area 5: Strengthened institutional framework and practices of cooperation

Objective 5.1. Strengthening the role of the Unit for Cooperation with NGOs.

Result 5.1.1. Responsibilities and obligations of the Unit for Cooperation with NGOs correspond to the scope of work according to the acts (defined responsibilities according to the Law on Associations and Foundations and alike).

1. Enhancing the capacities and activities of the Unit according to the defined responsibilities.	1.1. Organisation of training sessions and other capacity building activities for the Unit's employees to enable smooth performance of their duties (administration of the OPI Commission, award of funds and alike).	3	3	General Secretariat of the Government	2012-...
2. Analyzing the possibilities for raising the Unit on the level of Sector.	2.1. Comparative analysis of the organisational position of the Unit, responsibilities and tasks of similar institutions in the countries from the region, along with recommendations.	3	2	General Secretariat of the Government	2012-2014
	2.2. Organisation of consultative events upon recommendations.	0			

Objective 5.2. Enhancing the exchange of information, consultations and active partnership.

Result 5.2.1. The website of the Unit for Cooperation with NGOs is a functional tool for exchange of information, consultations and active cooperation.

1. Prepared electronic review of information about the situation, characteristics and capacities of the civil society.	1.1. Upgrading the technical features and interaction of the website of the Unit for Cooperation with NGOs for the purpose of enabling the Unit to perform its competencies.	0	0	Ministry of information society and administration	2015-2017
	1.2. Creation and publication of an electronic database that integrates all databases foreseen in this Action Plan.	0			
	1.3. Defining a concept and mechanism for collection and update of data.	0			

Objective 5.3. Strengthening the mechanism of communication of the network of civil servants responsible for cooperation with the civil society.

Result 5.3.1. A functional mechanism is established for mutual coordination and exchange of information (network of civil servants responsible for cooperation with the CSOs).

1. Improving the existing mechanism and introduction of criteria and mandate for election of members from the network of	1.1. Development of draft procedures, criteria and scope of work of the network of civil servants responsible for cooperation with the civil society.	2	2	Unit for cooperation	2012
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civil servants responsible for cooperation with CSOs.				with NGOs/ All ministries	
2. Capacity building of members of the network of civil servants responsible for cooperation with CSOs.	2.1. Organisation of various capacity building activities for the network of civil servants responsible for cooperation with the CSOs.	0	1	Unit for cooperation with NGOs	2012-...
	2.2. Development of a programme and organisation of training for trainers for the network members about issues relating to the legal framework and operation of CSOs.	0			
	2.3. Preparation of a template about the format and contents of the annual report for implementation of Strategy's measures by state administration bodies and the cooperation in general.	4		Ministry of information society and administration	
3. Publishing and updating the list of members of the network – civil servants responsible for cooperation with NGOs and their deputies.	3.1. Making a list of members and their deputies in the network of civil servants responsible for cooperation with CSOs.	4	4	Unit for cooperation with NGOs	2012-2014
Objective 5.4. Contribution in the light of continual and open debate for the needs related to the development of the civil society.					
Result 5.4.1. Institutional cooperation is strengthened and participation of CSOs in defining the priorities for cooperation and development is increased.					
1. CSOs actively participate in defining the priorities, giving proposals for enhancing the environment and in monitoring the implementation of the Strategy through the established consultative body consisting of representatives of the Government, state administration bodies and CSOs.	1.1. Establishment of a working group.	0	2	Unit for cooperation with NGOs	2012-2017
	1.2. Making analysis of the structure, mandate and scope of work of the consultative body.	5			
	1.3. Organisation of coordinative meetings within state administration bodies regarding the structure, mandate and scope of work of the consultative body.	4			
	1.4. Organisation of consultative activities for establishment of a consultative body for cooperation and dialogue.	3			
	1.5. Preparation of foundation acts, criteria and procedure for election of members and other acts for establishment of the consultative body.	2			
	1.6. Drafting the Rules of Procedure for operation of the consultative body.	0			
	1.7. Preparation of activity reports of the consultative body.	0			



Objective 5.5. Strengthening the networking of CSOs on a regional level.

Result 5.5.1. CSOs find partners and cooperate with similar organisations from the countries of the region.

<p>1. Inclusion of the Republic of Macedonia in the regional initiative (Slovenia, Croatia and Montenegro) for establishment of a regional electronic database of NGOs (www.ngo-portal.eu).</p>	<p>1.1. Designing and publishing a regional electronic database of CSOs.</p>	<p>0</p>	<p>0</p>	<p>Agency for youth and sports Unit for cooperation with NGOs</p>	<p>2012-...</p>
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Objective 5.6. Strengthening the partnerships between the local self-government units and CSOs.

Result 5.6.1. Local self-government units include CSOs in the local policy making processes and implementation of joint activities.

<p>1. Establishing a system of communications and practice for exchange of experiences about the cooperation between state administration bodies and local self-government units and among local government units themselves.</p>	<p>1.1. Organisation of coordination meetings and training sessions for preparation of local documents and inclusion of CSOs in local processes. 1.2. Organisation of discussions about local priorities. 1.3. Creation and publication of a database containing information from researches and materials on national and local level with the Objective of making sharing of materials and resourcmmmes easier.</p>	<p>3 <hr/>0 <hr/>0</p>	<p>1</p>	<p>Ministry of local self-governance Ministry of information society and administration Unit for cooperation with NGOs</p>	<p>2012-...</p>
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