



# ANNUAL REPORT

2021

MACEDONIA2025 IS A NON-PROFIT, NON-POLITICAL ORGANIZATION WITH PRIMARY FOCUS ON ECONOMIC AND LEADERSHIP DEVELOPMENT, WORKING IN PARTNERSHIP WITH BUSINESS, GOVERNMENT AND ACADEMIA TO GENERATE OPPORTUNITIES AND BUILD CAPACITIES FOR ECONOMIC GROWTH, THEREFORE HELPING BUILD A STRONGER NATION. MACEDONIA2025'S ANNUAL REPORT 2021 REPRESENTS A COMPREHENSIVE SUMMARY OF THE ORGANIZATION'S MAIN PROGRAMS AND ACTIVITIES, ENCLOSING SOME OF ITS BIGGEST ACHIEVEMENTS IN THE PREVIOUS YEAR.

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## OVERVIEW

Macedonia2025 is an international, independent, nonpartisan, non-profit 'think & do' tank founded in 2007 by Macedonian expatriates, who envision a proactive way of contributing to the economic and democratic development of Macedonia. With headquarters in Skopje, and supporters around the globe, we encompass a wide array of programs that enable expatriates to give back to their homeland.

We are dedicated to helping create a prosperous economic climate and a 'stronger nation' that will improve opportunities for citizens, companies and foreign investors. We promote sustainable economic growth through fostering competitiveness, entrepreneurship, innovation, and values based leadership.

### OUR VISION

Our vision is for Macedonia to become the leading economy and most prosperous country in the region

### OUR MISSION

Our mission is to shape Macedonia's future by promoting sustainable economic growth that will improve opportunities for citizens, companies, and foreign investors.

We are driven by the following core values:

#### ENVISION

We ENVISION programs, advocacy and research facilitating creation of an advanced knowledge and transformation of Macedonia into a vibrant economy.

#### ENERGIZE

We ENERGIZE the Macedonian citizens, businesses, academia and Diaspora through collaboration, networking and social engagements.

#### EVOLVE

We EVOLVE the leadership, managerial and entrepreneurial capacities of the Macedonian leaders of tomorrow globally through talent development programs.

#### EXCEL

We EXCEL in efficient execution of all programs and maximum advantage of our donors' support.

#### ETHICAL

We promote an ETHICAL approach to business as a fundamental pillar of a healthy and prosperous society.

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## OVERVIEW

In February 2021, Macedonia2025 announced a new Chair of the Board of Directors, Michael Cklamovski, Managing Director and Market Manager with CIBC Bank USA in San Francisco. Cklamovski works closely with business principals, leading a team built to provide tailored banking solutions to strategic clients. He is attuned to client's personal and professional interests and helps business owners, entrepreneurs, senior executives, and multigenerational families navigate significant crossroads in their financial lives, providing them with the resources and counsel required to make sound decisions.

Cklamovski began his career practicing tax law and prior to joining CIBC, led a Private Wealth Management team at U.S. Trust, Bank of America in Chicago. Michael earned a B.A. with dual majors in Political Science and Communication from the University of Illinois Urbana-Champaign as well as a Juris Doctor with Honors from the Northern Illinois University College of Law. Cklamovski served as Vice Chair of the Macedonia2025 Board of Directors in the period 2019-2021.

"I am honoured to have been appointed Chairman of the Board of Directors," said Cklamovski. "We will work tirelessly to build on Vera's leadership with a renewed focus and energy on bringing the platform for a brighter future to Macedonia and her people. In these unprecedented times, our organization is well positioned to further deepen our collaboration with local and global governments, key stakeholders, the business community, and academia with the goal of accelerating delivery of outsized impact and improving the quality of life for the people of Macedonia".

The Board of Directors of Macedonia2025 and the Skopje team thank Vera Stavroff for her hard work, dedication and tireless support of Macedonia2025, during her mandate as Chair of the Board of Directors from 2019 to 2021!



Vera Stavroff



Michael Cklamovski

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## MESSAGE FROM THE CHAIRMAN AND CEO

2021 has been an exceptional year for our organization. After the turbulent and unpredictable 2020, we experienced great progress in 2021 on all fronts of our work and in all of the four pillars of our strategy. For our new friends and readers, a quick reminder of the foundations of Maceodnia2025 - we are a unique NGO which utilizes the knowledge and networks of our expatriates around the world to support the economic growth and societal prosperity of Macedonia. The "2025" should signify that at the time the organization was established (that is 2007) we envisaged that the country will become a part of the developed western society, by becoming a member of NATO and EU.

Our vision and mission are accomplished by the successful execution of programs and activities structured in four pillars. This report provides detailed information on our work in 2021, and we would hereby like to express our satisfaction with our achievements and results in the past year. The reduction in the Covid-19 restrictions in 2021 helped us to get back on track with most programs, especially those that involved exchanges with US and Canada, some of which were constrained with the travel restrictions and health and safety measures in place. Even though some of our programs, such as the Leader training, were delivered online, we made sure that we make the most use of the new technologies and provide a real-life experience for the program participants.

Let us provide a snapshot of our main accomplishments since the establishment of the organization back in 2007. Within the business support activities, we have so far implemented programs worth approximately \$3 million USD, such as:

- 45 business forums, international trade missions, networking events, etc., with more than 1000 participants. According to our estimate, about 100 collaborations have been realized.
- The organization helped the entry of about 15 foreign investors, mostly in the field of information technology.
- Through the Bitove family program, over a period of three years, 20 companies used the services of top Canadian experts to help them grow, improve their financial performance and start or increase exports. This program is still active.
- With the Leader Project, more than 400 young entrepreneurs underwent a mini MBA training held by lecturers from the famous Ivy School of Business, for which the funds are provided by Macedonia2025.
- On the Connect2MK platform, which serves for connecting Macedonian companies with professionals from Macedonia in the diaspora, there are already 80 active users who have made 25 connections.
- Lobbying and supporting economic reforms and programs, such as changes in legislation, improving the business environment and reducing bureaucratic burden, policy briefs on overcoming the negative effects of the pandemic, analysis of key challenges and topics in society.

In the second pillar of our strategy, education and leadership, so far we have donated \$1.3 million USD, which so far have included 500+ managers, entrepreneurs, and young talents in Macedonia. The most important in this domain are the following programs:

- 25 scholarships for top CEOs and business leaders of renowned companies for the prestigious Kellogg School of Management, as part of the Executive Development Program of our co-founder Mike Zafirovski. To our delight, Mike's goal is to support the future 100 business leaders in the country, who will later contribute and reciprocate to Macedonian society.

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## MESSAGE FROM THE CHAIRMAN AND CEO

- 34 Macedonian top managers have so far been part of the training for managers, in cooperation with the Schulich Center for Executive Education at York University in Toronto, Canada.
- As part of the Support Fund for Talented Students, "Talents Today - Leaders Tomorrow" Macedonia2025 has so far awarded scholarships to 25 talented young people. In this way, we help talented high school students from socially vulnerable categories to develop their talents and skills, and to realize their full potential.
- 13 scholarships for undergraduate and postgraduate studies were awarded to the Russian Presidential Academy of National Economy and Public Administration (RANEPA).

In 2021 we started some new initiatives of which we are particularly proud and we believe that they will have a high impact on achieving our mission and vision.

- This year, for the first time, we awarded scholarships for talented students at UKIM, coming from families with lower income - 132 scholarships were awarded in 2021. The program is implemented every year, in cooperation with the Atanas Bliznakoff Foundation in the USA.
- In the summer of 2021, for the first time, we organized the so-called Ohrid Hi-Tech Excellence Camp for coding and robotics for young people from Macedonia and the diaspora. 15 young people participated in the Camp and developed their coding skills. In addition, the participants made new acquaintances, learned about different cultures, and we hope that we have contributed at least a little to bring our young people from the diaspora closer to us.
- STEM it like a girl! - This is our new initiative that aims to reduce the gap in STEM education and career among young girls and boys.
- In 2021, we established a platform called e-Scholarships - an online scholarship platform that enables digitalization and automation of the application system and selection of candidates.

To sum up, to date, we have awarded 720 scholarships for skills development, 200 of which were awarded in 2021 alone! Furthermore, we have supported 600 companies and entrepreneurs directly.

We would hereby like to extend a big thanks to all our donors, friends and corporate partners that support our work and have trust in us. Our sincerest gratitude goes to our Board of Directors - a group of amazing individuals, altruists who have a strong will to help their homeland. We would also like to thank Vasko Kronevski, the CEO and co-funder of Netxsense, who agreed to take the position of Vice-chair of the Board of Directors at Macedonia2025. This will significantly increase the strength of the organization, and our impact.



Michael Cklamovski  
Chair of the Board of Directors  
Macedonia2025



Nikica Mojsoska Blazhevski  
CEO  
Macedonia2025



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## BOARD OF DIRECTORS 2021



Michael Cklamovski  
Chairman of the Board



Mike Zafirovski  
Co-founder



John Bitove  
Co-founder



Mitre Kutanovski  
Co-founder



Vera Stavroff



Chris Pavlovski



Peter Simeon



Jim Nikopoulos



Nevenka Dimitrova



Alek Icev



Kati Iceva



Viktor Mizo



Vasko Kronevski



Borko Handjiski



Metodija Papazoski

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## MAIN STRATEGIC PILLARS

We accomplish our mission by implementing programs and activities based on our four strategic pillars. Each year, we design and develop our programs in consultation with the business community in Macedonia, our expatriates around the globe, international economic and diplomatic institutions, while at the same time keeping in mind our own research, insights and observations. Below, we present our main strategic pillars, as well as the major programs and activities that we implemented within each objective in 2021.

### 1. ACCELERATING THE GROWTH AND COMPETITIVENESS OF MACEDONIAN BUSINESSES

We are dedicated to supporting the competitiveness of Macedonian companies, attracting foreign investment and stimulating export development. We work on supporting the steady development of entrepreneurs, start-up companies and growth in foreign markets.

- 1.1 The Bitove Family Entrepreneurship Program in Partnership with CESO SACO
- 1.2 The Macedonia2025 Summit
- 1.3 The Leader Project: Business and Entrepreneurship Development Program Supporting Young and Aspiring Macedonian Entrepreneurs
- 1.4 Project: Towards Reducing the Bureaucratic Burden (Civica Mobilitas)
- 1.5 Digitalization/ Visualization of the Dashboard
- 1.6 Connect2MK: Connecting Macedonian Businesses with Experts from Around the World
- 1.7 Attracting FDIs: Supporting the Authorities and Foreign Investors in attracting FDIs
- 1.8 Research and Policy Advocacy Related to Labour Legislation

### 2. ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS

We evolve the leadership, managerial and entrepreneurial capacities of top Macedonian leaders of tomorrow, supporting promising young talents to reach their full potential and become successful professionals.

- 2.1 Zafirovski Executive Education Program in Partnership with Kellogg School of Management
- 2.2 Kellogg Alumni Club
- 2.3 Support Fund for Talented Students 'Talents Today – Leaders Tomorrow'
- 2.4 Impact Evaluation of the British Council's Project: 21st Century Schools Programme
- 2.5 Ohrid Hi-Tech Excellence Camp for Young Macedonians from Macedonia and the Diaspora
- 2.6 Atanas Bliznakoff Scholarships for Student Excellence
- 2.7 RANEP (Russian Academy for National Economy and Public Administration) Scholarships
- 2.8 Supporting Young Women in Choosing and Developing a Career in STEM
- 2.9 Online Fundraising Campaigns



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## MAIN STRATEGIC PILLARS

### 3. BUILDING STRONG PARTNERSHIPS AND LINKAGES WORLDWIDE

We are dedicated to building strong partnerships and working together towards building a stronger nation. We represent a platform for all Macedonians around the globe to unite, help and join our efforts in supporting the economic and democratic growth of Macedonia.

3.1 Increased Diaspora Engagement and a Growing Body of Supporters

3.2 Intensified Cooperation

3.3 Advocacy and Promotional Activities for the Macedonian Census 2021

3.4 Youth Diaspora Voices: Promoting Our Successful Diaspora Members

### 4. ADVOCATING TO IMPROVE THE MACEDONIAN BUSINESS ENVIRONMENT

We advocate for a transparent and corruption-free society by providing expert guidance and research on key economic challenges. From here, we improve the business environment and utilize the support from our expatriates for economic progress of the country.

4.1 Platform for Prosperous Future

4.2 Presidential Center for Policy Education (PCPE)

4.3 Policy Contributions and White Papers

4.4 Improved Visibility: Macedonia2025 Annual Media Outreach

## ACCELERATING THE GROWTH AND COMPETITIVENESS OF MACEDONIAN BUSINESSES

### 1.1 THE BITOVE FAMILY ENTREPRENEURSHIP PROGRAM IN PARTNERSHIP WITH CESO SACO

Macedonia2025 and the Bitove Family Foundation have a joint mission with the Canadian Executive Service Organization (CESO SACO) to enhance the competitiveness of Macedonian businesses. CESO SACO is a leading non-profit economic development organization with nearly 50 years of experience, dedicated to sustainably reducing poverty and fostering economic growth in Canada and globally.

CESO SACO provides senior Volunteer Advisers, with experience in diverse sectors and industries to assist small entrepreneurs/MSMEs in improving their business operations by providing skills development, training, coaching, mentoring and related best practices, business tools, processes and systems.

The aim of the program is to develop the private sector in our country, thus contributing to the overall economic development. CESO's Advisers work on specific challenges that Macedonian companies face on a daily basis. According to their expertise, the Advisers are associated with a particular company and deliver 2-4 week in-depth mentorship and training, for improving the organization, production and marketing processes of companies. CESO's Advisers are passionate about sharing the wealth of knowledge and expertise they have accumulated over their careers in meaningful ways.

Due to the circumstances related to the Covid-19 pandemic, Macedonia2025 offered a unique opportunity for a continuation of the program in 2021. A total of nine applications were received, and seven companies took part in the program in 2021, in a virtual format. The satisfaction survey conducted with each company after the conclusion of the program indicated that satisfaction was very high.

Macedonia2025 signed a new contract with CESO SACO for the continuation of the program in 2022, and we look forward to a return to in-person mentorship.



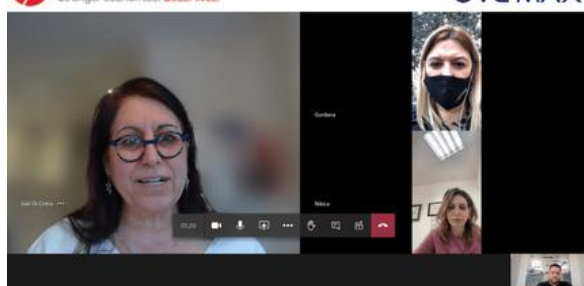
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Other MSMEs should apply to the Bitove Family Entrepreneurship program because it gives them the opportunity to hear from top-notch consultants. They can learn from their experience, learn about different contexts, and adapt the knowledge gained to Macedonian conditions of work. Macedonian enterprises should make use of the recommendations and experiences of the great consultants within their companies.



”

It is hard to find the right consultants with the right knowledge needed to resolve the usual problems that startups have. This program can help them to get in touch with experienced experts and professionals from all around the world. Our company maintained a very strong relationship with the expert that we were assigned with: thanks to the extensive knowledge in their respective field, they were heavily involved in the training.



# ACCELERATING THE GROWTH AND COMPETITIVENESS OF MACEDONIAN BUSINESSES

## 1.2 THE MACEDONIA2025 SUMMIT

In 2021, we held the tenth edition of the annual Macedonia2025 Summit, a premier regional gathering that serves as a platform for sharing knowledge, connecting organizations, and inspiring change in Southeast Europe. We hosted 28 top speakers and an audience of over 400 participants, who had a unique opportunity to hear the latest world trends in business, network with exceptional professionals and achieve new partnerships and cooperation with potential investors. The summit was organized in hybrid form, with an audience of 150 in-person guests at the Skopje Marriott Hotel, and a large online audience of about 400 guests.

The 2021 Summit reviewed the key areas and priorities for long-term growth of Macedonia, the region and the world as a whole. It discussed and highlighted skills, knowledge, the circular economy, regional success stories and young talent, all through the lens of digitalization. All of these are an integral part of the Platform for Prosperous Future prepared by Macedonia2025, which proposes an approach to unite all stakeholders and to encourage compliance with the key priorities for long-term development, i.e. for a better future of Macedonia.



The keynote speaker at the Summit was Marcelo Claure, Chief Executive Officer of SoftBank Group International. Furthermore, we were honoured to host as speakers H.E. Rachel Galloway, Ambassador of the United Kingdom to Macedonia; Isabella Weng, author and social entrepreneur for digital transformation; Villa Corpela, futurist and collaborator at Dubai Future Academy; Vassilis Monastiriotis, Associate Professor of Political Economy at the European Institute, Director of LSE Research for South East Europe; and many others.

The President of our country, H.E. Stevo Pendarovski opened the Summit, while the Deputy Prime Minister for European Affairs, Fatmir Bytyqi, and the Minister of Environment and Physical Planning, Naser Nuredini addressed our audience in panel discussions.



# 1

## ACCELERATING THE GROWTH AND COMPETITIVENESS OF MACEDONIAN BUSINESSES



### 1.1 THE MACEDONIA2025 SUMMIT 2021 IN PICTURES





## 1.3 THE LEADER PROJECT: BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT PROGRAM SUPPORTING YOUNG AND ASPIRING MACEDONIAN ENTREPRENEURS



The 13th edition of the Business and Entrepreneurship Development Training - Leader Project – was held this year from 10-21 May 2021. The Program has been implemented in cooperation with the Ivey Business School – Western University, which has been successfully implementing the program since 1991. The ten-day Management and Business Administration (MBA) training aims to enable high-potential individuals to develop local business solutions that create opportunities for their communities. Due to the uncertain nature of the COVID-19 pandemic, the organizers provided virtual Program delivery. Additionally, within the Leader Project we managed to deliver an app. 45 mentoring sessions to the young entrepreneur by Macedonia 2025 Kellogg Alumni and Canadian Ivey Alumni. 23 participants who successfully completed the training received a certificate from the renowned Canadian Ivey Business School.

At the official closing, the participants pitched their business ideas in front of an expert jury composed of prominent members of the business community.

The 3 team winners of the pitching competition received free consulting support from Canadian experts, through the program for entrepreneurs – Bitove, implemented by Macedonia2025 in cooperation with CESO. Additionally, Macedonia2025 granted the winners free use of the Connect2MK platform that aims to connect Macedonian businesses to relevant experts from the diaspora, who offer mentoring, partnership, and investment opportunities.

As part of the business and entrepreneurship development training, the Leader Project, Macedonia2025 and the Presidential Center for Political Education (PCPE) held a panel discussion on leadership titled “Leadership in Politics, Business, and Sports: Is there a Common Denominator?”. The event highlighted the importance of leadership in diverse professional areas (politics, business, and sports), leadership styles, and value-based leadership. The Leader Project participants from Macedonia, Serbia, and Bosnia and Herzegovina, as well as the participants of the School of Policies within the PCPE, attended the event.

## 1.4 PROJECT: TOWARDS REDUCING THE BUREAUCRATIC BURDEN (CIVICA MOBILITAS)

Macedonia 2025 successfully implemented the project "Towards Reducing the Bureaucratic Burden" supported by Civica Mobilitas. Civica Mobilitas is a Swiss Agency for Development and Cooperation (SDC) project that is implemented by NIRAS from Denmark, the Macedonian Center for International Cooperation (MCIC) and the Swedish Institute for Public Administration (SIPU).

Within this year, Macedonia 2025 presents the calculated second Bureaucracy Index for Macedonia, whose main goal is to measure the bureaucratic burden on small and medium companies, and to propose measures and reforms to reduce it. The index, which covers the research period January-December 2020, found that one company in the country spends 146.5 hours per year, and goes through more than 45 procedures and steps to be fully compliant with domestic legislation. The bureaucracy index for our country compared to last year's calculation has decreased by several hours, and the main changes that contribute to improving the Macedonian results are fewer legal changes, i.e. delayed implementation of part of the legislation due to the pandemic with Covid-19. Comparaly, the Bureaucracy Index calculated for several EU member states, such as Slovakia and the Czech Republic, companies in Macedonia face the least bureaucracy among the countries for which the Index is calculated, ie, a company in Slovakia spends 225 hours per year, and in the Czech Republic as much as 273 hours.

As part of this project, Macedonia 2025 produced a document "The Final Roadmap for Measures and Reforms to Reducing the Bureaucratic Burden" through which we point out opportunities and recommendations for reducing the administrative burden for small and medium enterprises in Macedonia.

We are using this opportunity to thank our other project partners: Institute of Economic and Social Studies (INESS) in Slovakia and Friedrich Naumann Foundation for Freedom.

Stay tuned for the Bureaucracy Index 2022 for medium-size enterprises!





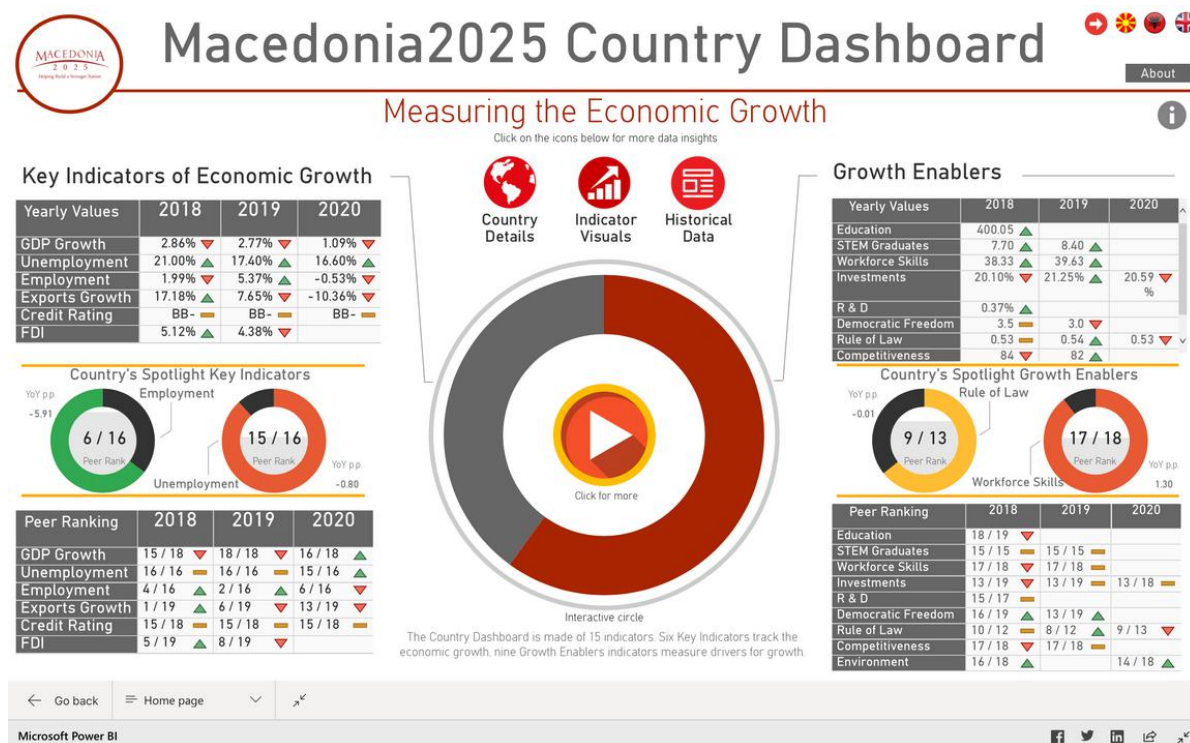
# ACCELERATING THE GROWTH AND COMPETITIVENESS OF MACEDONIAN BUSINESSES

## 1.5 DIGITALIZATION/ VISUALIZATION OF THE DASHBOARD

In 2021 we launched our brand new digital version of the Dashboard, which includes new and exciting features.

The new version of the Dashboard was designed to make it more relevant and in line with the recent developments and the anticipated future of the country (mainly the EU accession).

The Dashboard was prepared in collaboration with Brainster.



<https://www.macedonia2025.com/publications/country-dashboard/>

## ACCELERATING THE GROWTH AND COMPETITIVENESS OF MACEDONIAN BUSINESSES

### 1.6 CONNECT2MK: CONNECTING MACEDONIAN BUSINESSES WITH EXPERTS FROM AROUND THE WORLD

Connect2MK is an online platform that connects Macedonian businesses with professional expatriates from around the world, therefore helping them grow and prosper in an international environment, through mentoring programs, partnership opportunities and/or investments.

Connect2MK will connect Macedonian businesses with appropriate experts from the diaspora, who offer:

- Mentoring opportunities
- Partnership opportunities
- Opening up possibilities for investment

In 2021, 50 companies and 32 experts created profiles on the platform. 23 matches were made, out of which 10 were successful (company and expert worked together).



Olimpija H. Zaevska | Business Development Specialist



"Professional, socially responsible and companies that build well renowned brands are the best country ambassadors, so I am happy that via this platform, we invest exactly in businesses that are ready to walk the extra mile and make us all proud."



Aleksandar Celeski | Executive Director at DUEL Consulting



"It is absolutely priceless that this program can help everyone to get in touch with experienced experts and professionals from all around the world. Our company maintained a very strong relationship with the expert that we were assigned with and thanks to the extensive knowledge in their respective field, they provided the mentorship and guided us in the right direction."



Aleksandra Murgoska | CEO & Founder Limitless Solutions DOOEL Skopje



"By joining the online platform Connect2MK, I had the opportunity to work with a mentor who has helped me with my personal and professional growth. Throughout our weekly discussions, he has been flexible and accommodating, with the ability to understand the local issues and challenges of Limitless and offer wise solutions. His international experience has been essential for our company, as he was able to present us with the bigger picture. Therefore, his guidance has helped set up the company for diversification and growth. It is instrumental and essential to work with someone who has Macedonian heritage, who knows and understands the economic position of Macedonia in the world, and who can help our company on the path for growth."



## ACCELERATING THE GROWTH AND COMPETITIVENESS OF MACEDONIAN BUSINESSES

### 1.7 ATTRACTING FDIS: SUPPORTING THE AUTHORITIES AND FOREIGN INVESTORS IN ATTRACTING FDIS

Macedonia2025 remains dedicated to supporting foreign investors in exploring Macedonia's investment opportunities, as well as proposing reforms to the government for improvements in the FDI attraction system and policy.

In 2021, Macedonia2025 representatives held several meetings with the government representatives and shared ideas and a top-notch study on potential system reforms with the aim of attracting and maintaining FDI. The organization has also assisted several foreign investors to start operating in Macedonia, or to explore the possibilities for investments.

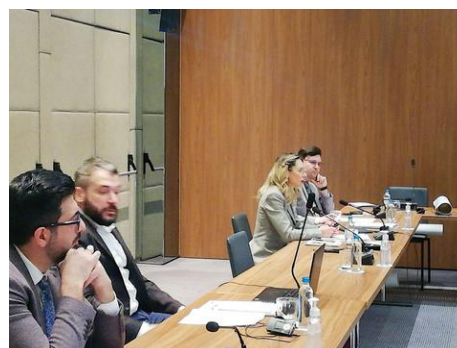
We remain dedicated to this objective of the organization working on both ends, with the potential investors and with the government.

### 1.1.8 RESEARCH AND POLICY ADVOCACY RELATED TO LABOUR LEGISLATION

In 2021, the ILO commissioned Macedonia2025 to undertake a field study and to prepare a report on the non-standard forms of employment in Macedonia. The field study was implemented through focus groups and semi-structured interviews both with workers engaged in non-standard forms of employment and employers who use such employment contracts/arrangements. Moreover, interviews and focus group discussions were held also with employers' organizations and with workers' organizations (trade unions).

Two main written outputs of the project were produced: 1) Qualitative primary study (narrative report) with the main findings of the field research and 2) Integrative report, which combines the findings from the economic analysis (analysis of the Labour Force Survey on non-standard forms of employment), a legal study and the qualitative primary study. The latter also included policy recommendations. The Ministry of Labour and Social Policy is the primary user of the reports and recommendations, which should feed into the new Labour Law that is currently under preparation.

In 2021, the reports were submitted to the ILO, and a comparative study, Final Integrative Report on the Non-standard forms of employment in Macedonia, was published in early 2022.





## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS

### 2.1 ZAFIROVSKI EXECUTIVE EDUCATION PROGRAM IN PARTNERSHIP WITH KELLOGG SCHOOL OF MANAGEMENT

The Zafirovski Executive Education Program of Macedonia2025 in partnership with the Kellogg School of Management (KSM) provides scholarships for Macedonian business leaders to the globally renowned Kellogg Executive Development Program. The program's aim is to enhance the competencies and performance of Macedonian business leaders and contribute to the further development of the Macedonian economy and workforce.

The program consists of three weeks at the Kellogg School of Management, Northwestern University and additional opportunities for: mentoring, networking and experiential learning.

In 2021, three scholarship recipients attended the Executive Development Program. Given the reduction of the COVID-19 travel restrictions, the program went back in-person and offered a blend of online lectures and two weeks at the Evanston campus in Chicago. This intensive blend of live virtual and in-person delivery Program focuses on the environment in which business operates, the key functional areas of management, the development and implementation of corporate and business unit strategy and the promotion of organizational learning. With a finger on the pulse of business, Kellogg ensures the curriculum keeps pace with the ever-evolving challenges and complexity of executive leadership.



Macedonia2025 has five additional prospects for the Enterprise Leadership Program (ELP) program, which has been postponed for 2022 because the program is undergoing redesign.



## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS



Even though part of the lectures were held online, the dynamics and engagement were high, and always on point. A mixed format, online and in person, was very suitable for me. The time between the monthly class sessions was crucial to process and absorb what was learned, and necessary to prepare for the next sessions.

Perfect conditions awaited us on campus - picturesque nature and lake Michigan, university town and Evanston. Furthermore, visits to Chicago enriched the experience and made it more memorable. The whole journey - the education provided and the open opportunities - is a blessing, my vision of how education should look like, and an education I sincerely wish for everyone.

Writing this testimonial, two months after the program, feeling ready for more, motivated with high enthusiasm, I have no doubts that applying for the scholarship was the right decision, which I highly recommend to all of you reading these paragraphs.

FILOMENA  
PLJAKOVSKA ASPROVSKA



It is a huge challenge to describe the complete experience into a few paragraphs, as this is one of those life moments that someone needs to actually live through. I am sure of at least one thing – this program will surely keep me energized for an extended period of time, as the topics and discussions cover much beyond relevant technical and leadership matters, involving timeless thinking and practical guidance that can be adopted and applied to any circumstance in everyday work and life activities.

I highly recommend the program to anyone that seeks career development and is committed to lifelong learning, as this program unlocks true leadership potential.

ZIVKO DIMOVSKI



"This journey was very refreshing and critical for my personal and professional growth. I am immensely grateful for this development opportunity. One of the take away messages from the program that we should have in mind: The day you will stop learning you will stop growing! You can be cozy or you can fly!

To anyone reading these lines and thinking about taking on this incredible program, I would like to clearly say: go for it! It will probably be an unforgettable experience benefiting your business skills greatly. It's also a once in a lifetime opportunity to meet like-minded people in a place which produced more than 20 Nobel laureates."

JELENA LAZOVA

THE EXECUTIVE EDUCATION EXPERIENCE  
AT NORTHWESTERN KELLOGG



**Kellogg**  
School of Management

MACEDONIA  
2025  
Helping Build a Stronger Nation

# 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS

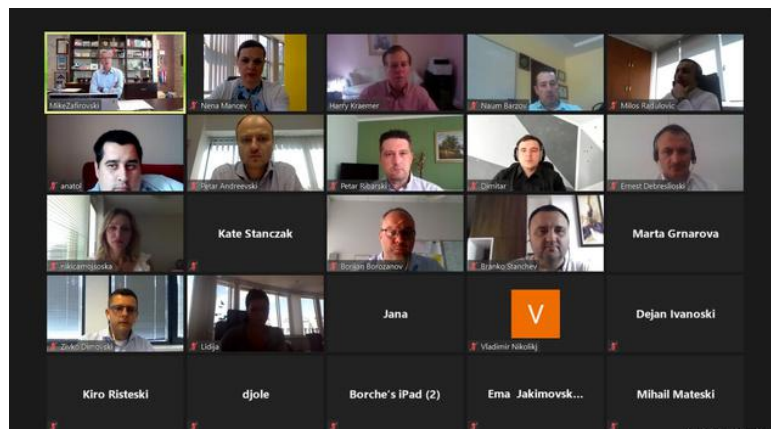
## 2.2 KELLOGG ALUMNI CLUB

Macedonia 2025 is highly motivated by the great enthusiasm for maintaining a continuous relationship with our Kellogg alumni scholars. Our organization is supporting the initiative by Kellogg Alumni Scholars to officialize the Kellogg Alumni Club “Mike Zafirovski” under the Macedonian law for non-profit organizations. Furthermore, we have been dedicated to the officialization of the Kellogg Alumni “Mike Zafirovski” in Macedonia by the Kellogg Alumni Administration.

In mid July, in form of a conversation between two great leaders, Mike Zafirovski and Harry Kreamer, we organized for our esteemed Kellogg Alumni members an exclusive discussion inspired by the new Harry Kreamer’s book “Your 168: Finding Purpose and Satisfaction in a Values-Based Life”. Harry Kraemer is a bestselling author, former Chairman and CEO of Baxter International and currently a professor of management and strategy at Northwestern University’s Kellogg School of Management, where he was a Professor of the Year.



We would like to use this opportunity to thank our 23 Kellogg Alumni for supporting Macedonia2025 in achieving our mission, and for their engagement as mentors, lecturers and speakers on many of our activities and projects.





## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS

### 2.3 SUPPORT FUND FOR TALENTED STUDENTS 'TALENTS TODAY – LEADERS TOMORROW'

The Support Fund for Talented Students "Talents Today – Leaders Tomorrow" provides financial aid to young talents in the country to realize their full personal and professional potential. In this way, Macedonia2025 actively contributes to a more inclusive society and realizes its mission – supporting the economic development of the country and improving the living standard of the citizens.

In 2021/2022, scholarships were awarded to 10 individuals, where the financial support for each candidate amounts to 60.000 MKD. These scholarships provide the selected ten students with the opportunity for continuous talent and skills development through mentoring, participation in international competitions, training, and internships in prominent companies.

The scholarships are provided through donations and cooperation with Macedonia 2025's corporate and individual partners, including the Ambassadors Club, who's member fees are used exclusively for this program. Moreover, we are grateful to our selection committee members who supported the process of selection and also donated 3 laptops to the scholarship recipients.

Macedonia2025 guarantees that 100% of donations towards this Fund are used for the scholarships.

### 2.4 IMPACT EVALUATION OF THE BRITISH COUNCIL'S 21ST CENTURY SCHOOLS PROGRAMME

Macedonia2025 is partnering with the British Council and London School of Economics (LSE) in the evaluation of the project titled '21st Century Schools Programme'. This British Council project aims to equip students aged 10-15 years across the Western Balkan region with critical thinking, problem solving, and ICT skills. Apart from learning critical thinking and problem solving, children learn practical programming and have the opportunity to practice their skills through physical computing. To compete in the global job market, skills such as problem solving, critical thinking, digital literacy and creativity are key to success. As part of the program, each school in the Western Balkans is provided with a number of micro:bit devices – pocket sized computers which children can programme onto and use across subjects to solve everyday problems. It allows students to learn in a fun, interactive and innovative way.

The three-year education programme is designed and implemented by the British Council and funded by the UK Government. Macedonia2025, together with LSE, is responsible for the evaluation of the impact of this Programme, regarding the improvement of the learning process and the skills of young people. For that purpose, we are providing a baseline and ex-post analysis/report through conducting in-depth-interviews and questionnaires with the relevant stakeholders, i.e. policy makers, school leaders, teachers and pupils.

In 2021, Macedonia2025 successfully completed the endline fieldwork for the project, and submitted the Endline Country Report.

## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS



### 2.5 OHRID HI-TECH EXCELLENCE CAMP FOR YOUNG MACEDONIANS FROM MACEDONIA AND THE DIASPORA

In 2021, Macedonia2025 organized the Ohrid Hi-Tech Excellence Camp for the first time. The weeklong program took place in Ohrid, on 18–24 July. Participants followed a curriculum delivered by certified STEM lecturers, with the aim of further developing their coding and robotics skills. The program delivery focused on modern, highly effective teaching and learning methods, consisting of both theoretical and practical sessions at the medium/advanced coding and robotics levels. Besides this core aim of the program, it also provided an opportunity for Macedonian youths from all over the world to create networks, to establish friendships, strengthen and build on native Macedonian culture, explore local nature and our cultural heritage, and experience Macedonian cuisine and specialties. All this, while students improve their coding and robotics skills.

Macedonia2025 together with their partners awarded scholarships to 16 participants aged 11–15 who live in Macedonia or abroad, but are of Macedonian origin.

The program is aligned with the mission of the organization to build strong partnerships and linkages worldwide. We represent a platform for all Macedonians around the globe to unite and join our efforts in supporting the economic and democratic growth of Macedonia.

## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS

The Ohrid Hi-Tech Excellence Camp was organized under the auspices of the President of North Macedonia, H.E. Stevo Pendarovski, who awarded the certificates of program completion and gave a talk in front of the participants.

This is the third event of a similar nature, which was organized in cooperation between Macedonia2025 and President Pendarovski. The camp was realized with the financial support of the American Embassy in Skopje, Alkaloid and HerbalScience US. Additionally, partner organizations of this camp were: Macedonian Chamber of Commerce for Information and Communication Technologies (MASIT), Young Engineers Skopje together with Brainster and iSource, and the organization of the cultural part was supported by the Ohrid Summer Festival.

Furthermore, as part of the Ohrid Hi-Tech Excellence Camp, Macedonia2025 organized a month-long training in November/December 2021, for 22 participants with advanced coding/robotics skills, which took place online. The advanced training, titled "Introduction to Software Engineering and Robotics", which Macedonia2025 realizes in cooperation with Brainster, included components of soft skills development, such as design thinking and problem solving. The uniqueness of this custom-made program is that it was focused on the application of what has been learned for useful purposes, i.e. for sustainable development. The project tasks were related to the United Nations Sustainable Development Goals (SDGs), which are a roadmap to achieving a better and more sustainable future for all. We believe that young people from an early age should be aware that they need to constantly upgrade their knowledge and skills and that they should be responsible inhabitants of the planet earth.

Finally, the participants had a unique opportunity to participate in a motivational lecture provided by Dr. Anu Mahajan, Founder and CEO of TinkRworks, US.





## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS

### OHRID HI-TECH EXCELLENCE CAMP IN PICTURES



## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS

### 2.6 ATANAS BLIZNAKOFF SCHOLARSHIPS FOR STUDENT EXCELLENCE

In 2021, Macedonia2025 administered the scholarship program of the Atanas Bliznakoff Foundation for the first time. Scholarships are awarded to full-time students enrolled in the first cycle of studies at all faculties at “Ss. Cyril and Methodius University” in Skopje, who have achieved exceptional results and success in the previous cycle of education. Furthermore, scholarships are awarded to those who have achievements and motivation for personal and professional development, but also who do not have sufficient funds to continue their education.

Although it was originally planned to award 40 scholarships, the Board of the “Atanas Bliznakoff” Foundation in the United States decided to increase the number of awarded scholarships this year, i.e. to support all applicants who applied for this competition who met the scholarship criteria.

In 2021/2022, 133 high school students who enrolled in the first year of studies at “Ss. Cyril and Methodius University” in Skopje, each received a scholarship of 120,000 MKD per year. The right to use the scholarship lasts as long as the conditions are regularly met, including the expected progression in the studies and maintaining a certain GPA.

Atanas and Slavka Bliznakoff established the “Atanas Bliznakoff Foundation” on April 18, 1977. The “Atanas Bliznakoff Foundation” in the United States provides these scholarships with funds from interest and dividends.

In order to ensure transparency and objectivity of the selection process, Macedonia2025, together with Nextsense, developed an e-tool platform, e-Scholarships, which allows applicants to submit all documents online. The e-Scholarships platform enables our organization to take advantage of the available technologies, making the scholarship selection processes more consistent, secure, efficient, and effective, thus ensuring high transparency and objectivity.

Finally, three ABF scholarship recipients received a laptop as a donation from Macedonia2025.





## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS



Scholarships

За нас

Најави се

МК EN

Сите категории

Пребарувај

Стипендии за талентирани средношколци во склоп на Фондот за поддршка на талентирани средношколци "Таленти денес - лидери утре", за тековната 2022/2023 година

Област: Без ограничување

Тип на стипендија: Стипендија за ученици со висок успех и од социјално ранливи семејства

Институција:

20.02.2022  
22.03.2022

Стипендии за редовни студенти на Фондацијата „Атанас Близнакоф“, запишани во прва година на Универзитетот „Св. Кирил и Методиј“ во Скопје

Област: Без ограничување

Тип на стипендија: Стипендија за ученици со висок успех и од социјално ранливи семејства

Институција: Донатор:

23.08.2021  
15.09.2021



## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS

### 2.7 RANEPА (RUSSIAN ACADEMY FOR NATIONAL ECONOMY AND PUBLIC ADMINISTRATION) SCHOLARSHIPS

Macedonia2025 awarded two full scholarships to study at the Russian Presidential Academy of National Economy and Public Administration (RANEPА). Namely, Macedonia2025 awarded one fully covered tuition for undergraduate studies in "European Business, Languages and Culture" and one fully covered tuition for postgraduate studies in the program "Global Leadership".

Congratulations, Igor Stojkov & Marija Lembovska!



### 2.8 SUPPORTING YOUNG WOMEN IN CHOOSING AND DEVELOPING A CAREER IN STEM

In 2021, Macedonia2025 implemented two projects with a similar goal: to motivate and support young women in choosing and pursuing a career in STEM. The projects have a different target group, but the same end goal.



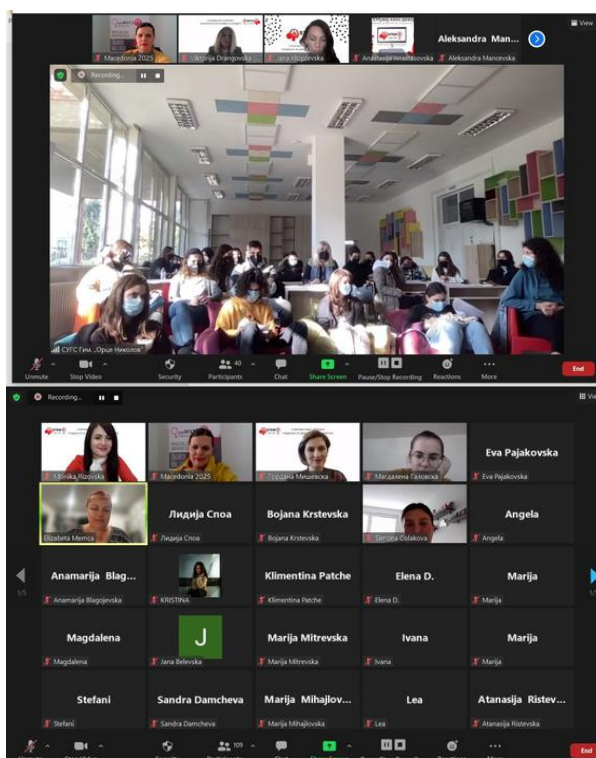
## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS

### 2.8.1 PROJECT: WomenInSTEM: STEM EDUCATION AND CAREER - A CHALLENGE FOR GIRLS AND YOUNG WOMEN

In 2021, Macedonia2025 successfully implemented the project “STEM Education and Career – a Challenge for Girls and Young Women (WomenInSTEM)”. It is a project that promotes careers (professions) in the STEM fields (science, technology, engineering and math) with a main focus on young girls in high school. Through a campaign to promote STEM careers by women with successful careers in this field, it encourages and empowers young girls to make their own choices. In addition, the project provides research on the main barriers faced by young students to develop a desire and aspiration for career development in the STEM areas. Based on the research findings, measures were proposed to reduce the main barriers (in the family, school, society, etc.).

The ultimate goal was to raise the awareness of young girls about STEM careers, increase the number of potential students in higher education institutions in the STEM areas, reduce and stop the brain drain, as well as “producing” a workforce that is in high demand in the labor market with skills, experience and demand.

As part of this project, eight motivational lectures were held in high schools in Macedonia (in Skopje, Tetovo, Berovo, Pehcevo and Bitola). Over 800 students followed the lectures delivered by over 15 successful women in STEM fields (education/career) from Macedonia and our diaspora.



## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS

### 2.8.2 PROJECT: STEM $\Xi$ QUALITY – EMPOWERING GIRLS AND YOUNG WOMEN TO FOLLOW STEM EDUCATION AND PROFESSIONAL CAREERS

STEM $\Xi$ quality is a project that promotes education and professional careers in the STEM field (science, technology, engineering and math) of girls in primary schools in Macedonia and Serbia (with our partner organization Ana and Vlade Divac Foundation in Serbia). We aim to enhance the career opportunities for young women, reduce gender inequalities and increase women empowerment.

The early age differences and choices have a long-term effect on the women's transition from education to labor market, on their careers and professional development, on wages (adding to the persisting gender wage gaps), but also to the general gender equality and economic and social position of women in the society.

The project aims at closing the current gender gaps in the share of women and men STEM graduates among the population. The interventions (activities) within the project should increase the aspiration of young women for STEM education and career, mitigate stereotypes in the society about the gender roles and female- and male-jobs. The gender stereotypes are deeply rooted in the society and start from an early age so that young girls are being raised as to seek security, find a job preferably in a “female” occupation (health, social work, education, or public administration) and not to “dream big”.

The project would be implemented on the territory of two neighboring countries, Macedonia and Serbia. The proposed initiative will contribute to improving the environment in Macedonia and Serbia for sustainable socio-economic development and greater use of the potential of young women.



## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS

STEMEQUALITY CONSISTS OF THE FOLLOWING COMPONENTS:

- 1) Public campaign for promotion of STEM careers through motivational speeches and sharing of experiences by women (from the country, the region and the diaspora) who have successful careers in some of the areas in STEM. Through these activities, we will encourage young girls to make a choice for further education and career in STEM.
- 2) Research on the main barriers – identification of the obstacles and challenges that girls face for enrollment and career development in the STEM field. Barriers are divided into three areas: family, education, and the wider environment. This component will be based on data analysis and a school questionnaire. Most of the activities are aimed at young girls aged 13-18 (primary and secondary education), a period that is crucial in guiding and encouraging students in choosing further education and career. Based on the findings of the research, measures and recommendations for public policies to reduce the main barriers to all relevant stakeholders in our country and the region will be developed and proposed.
- 3) Practical training – Within this component, in 2022 we will provide practical training in top Macedonian companies that are our partners in the implementation of our other regular activities.

This project commenced in 2021 and will continue into 2022, and is financially supported by the Canada Fund for Local Initiatives (CFLI).



### КАТИЦА ИЦЕВА

Group Engineering Manager at Microsoft

“ Мислам дека девојките треба да размислат за кариера поврзана со математика, наука и технологија бидејќи таквите професии диктираат се околу нас и ја обликуваат иднината на човештвото. Исто, не само што можете да бидете социјани, забавни и фит и да имате професија во STEM, туку кариерите поврзани со STEM се најдобро платени.



### ГОРДАНА МИШЕВСКА

Основач и менаџер на Едукативен центар за компјутерско образование „Едуфронт“ Скопје

“ Изборот на област за образование, кариера и работно место не треба да го правите во согласност со општествените норми и очекувањата на средината.

Учењето и работата треба да ви претставуваат уживање, нешто во коешто секогаш може да најдете возбуда и простор за постојано надградување и подобрување.



### Марта Наумовска Грнарова

Основач и Генерален Директор на Компанија ЗАВАР

“ Низ историјата жените во STEM беа лидери во градењето на првите темели од модерното програмирање и ја разоткрија структурата на ДНК. Нивната работа инспирираше движења за заштита на околината и откривањето на нови гени. Тие ја пробрја звучната бариера и половата бариера изодувајќи го храбро целиот пат. Јас сум машински инженер, индустриски дизајнер, иноватор и менаџер. Станете дел од STEM професиите за да го направиме светот поубаво место за живеење. Јас се обидов да направам разлика. Обиди се и Ти!



## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS

### 2.9 ONLINE FUNDRAISING CAMPAIGNS

#### 2.9.1 "NO CHILD LEFT OFFLINE"

Macedonia 2025 donated 32 laptops for students who do not have a computer to follow online classes in schools throughout Macedonia. The funds for the purchase of the equipment in the amount of 12,000 CAD were collected through the online donation campaign entitled: "No child left offline", from individual donors of Macedonian origin from several countries.

In coordination with the Ministry of Education and Science, these 32 laptops were awarded to 4 municipalities in our country. The laptops were delivered to the students who are most in need, from 6 primary schools within the selected municipalities.

Makedonski Telekom joined the action of Macedonia2025, with a donation of 10 GB mobile internet per month, so that students can attend online classes until the end of the school year.

The initiative to implement this campaign on the one hand was prompted by the knowledge that over 8,000 children in Macedonia did not have the equipment or Internet access to be able to attend classes and be actively involved in the educational programs of the Ministry of Education and Science. On the other hand, guided by the fact that education is one of the most important investments for a better future and a basis for the growth and development of the community, we wanted to provide equal access and equal chances of success for every child.

On this occasion, we would like to thank once again all the donors around the world and the country, as well as Makedonski Telekom, who joined our efforts to improve opportunities for citizens and thus cause positive changes in society.

In this way, we helped the children in Macedonia to stay connected and to be able to continue learning!



## 2 ACCELERATING LEADERSHIP DEVELOPMENT AND SUPPORTING YOUNG TALENTS

### 2.9.2 "TOGETHER, LET'S BUILD THE FUTURE GENERATION OF MACEDONIAN HI-TECH KIDS!"

In November 2021, Macedonia2025's Ambassadors Club launched a fundraiser 'Let's Build the Future Generation of Macedonian High -Tech Kids', to support programs for coding and robotics for underprivileged youth in Macedonia.

Given the right tools and support, kids will grow to reach their potential, becoming good and engaged citizens, ready for the future of jobs and skills. Furthermore, Macedonian youths from underprivileged backgrounds have no means nor opportunities to develop skills in the fields of coding and robotics. Urgent action is needed to stop the vicious cycle and lift young people out of poverty in their future.

Together, we managed to raise 20,000 USD! Your generosity and support mean that this year we can implement programs for enhancing the coding and robotics skills of Macedonian youths. After the exceptionally successful Ohrid Hi-tech Excellence Camp, we believe it is imperative to maintain momentum going, and focus on this critical area.

100% of the proceedings from this fundraising campaign will be devoted to supporting programs for enhancing coding and robotics skills throughout the whole year. These programs will target low-income families, ethnic minorities, and those living in rural areas in order to make the greatest possible impact.

We would like to thank all those who donated towards this cause, from the bottom of our hearts!





# 3 BUILDING STRONG PARTNERSHIPS AND LINKAGES WORLDWIDE

## 3.1 INCREASED DIASPORA ENGAGEMENT AND A GROWING BODY OF SUPPORTERS

It is in the core of the organization to cooperate with expatriates, as well as to mobilize them, to support our mission and help Macedonia to advance economically and socially. Besides the Board of Directors, Macedonia2025 has few membership bodies within its organizational structure - The Advisory Board, Ambassadors Club and Youth Diaspora Voices.

The membership bodies involve highly esteemed individuals from the diaspora and from Macedonia, who are devoted to giving back to their homeland.

We highly encourage everyone who feels connected to our mission and vision, and would like to support us, to contact our Senior Associate for International Relations at: [galena@macedonia2025.com](mailto:galena@macedonia2025.com).

Our digital presence as an organization keeps evolving! Our Facebook page counts 13,184 followers and 12,607 likes. Our LinkedIn audience amounts to 8,020 followers and counting. We have around 58,434 YouTube views and an increased number of subscribers. In times like these, it is more important than ever to remain digitally connected and to build an active and engaged audience.

So far, 82 users are using our new platform 'Connect2MK', launched on December 1, 2020. Specifically, 50 companies and 32 experts from our diaspora have created their profile and are using the platform.

Last but not least, in 2021 we organized the first program that involves youths from the diaspora, the Ohrid High-tech Excellence Camp (see point 2.5).

## 3.2 INTENSIFIED COOPERATION

We strongly believe in the power of partnerships to achieve greater impact. Hence, we are dedicated to maintaining our partnerships and establishing new ones. We cooperate with employers' associations, government and government institutions, NGOs, international organizations, academia, diplomatic representatives, etc.

We continued our cooperation with INESS, for the Calculation of the Bureaucracy Index (see point 1.4).

In 2021, Macedonia2025 signed a Memorandum of Cooperation with "ARNO" for the competition "GREEN IDEAS 2021". A Macedonia2025 representative will participate in the jury, and we will award the winners of the competition. On 7 April 2021, the promotional event for the competition "GREEN IDEAS 2021" was held, which was organized by the association for social innovation "ARNO". Nikica M. Blazevski, Chief Executive Officer of Macedonia 2025, addressed the event as a representative of the partner organization, Macedonia2025, of the competition.

## 3 BUILDING STRONG PARTNERSHIPS AND LINKAGES WORLDWIDE

In 2022, our cooperation with ARNO will continue, and Macedonia2025 will be part of the competition "GREEN IDEAS 2022". We look forward to continued success!

Macedonia2025's largest initiative has been related to the Platform for Prosperous Future (see point 4.1). It has been prepared in broad partnership and consultations with the Chambers of Commerce and Political parties (both ruling parties and opposition). We hope that over the course of the next year we will be able to show progress in executing on the Platform's priorities.

MK2025 Foundation is one of the partner organizations of the Presidential Center for Political Education (PCPE), whose School of Policies strives to connect participants with different professional experience and background, who have a desire to contribute to the positive development of the society with their knowledge and skills, through four educational seminars with eminent lecturers and trainers from the country and abroad. (see point 4.2)

### 3.3 ADVOCACY AND PROMOTIONAL ACTIVITIES FOR THE MACEDONIAN CENSUS 2021

Macedonia2025 promoted the 2021 Population Census to members holding Macedonian citizenship to participate in the 2021 Population Census.

The Macedonia2025 team held several meetings with our diaspora, as well as with official representatives of the Macedonian State Statistical Office regarding the Census 2021. The aim of the meetings was to inform the diaspora about the Census, its methodology, and avoid false information which had created aversion among the diaspora to participate in the Census. We hope that these efforts led to a better mutual understanding and greater participation of the diaspora in the Census.

### 3.4 YOUTH DIASPORA VOICES: PROMOTING OUR SUCCESSFUL DIASPORA MEMBERS

In 2021, we continued to promote the successful Macedonian Youth Diaspora worldwide and give them an opportunity to strengthen their linkages with our homeland. The initiative 'Youth Diaspora Voices' highlights our young diaspora members' achievements and success stories that they can use in a better promotion of our country. The campaign also aims to inspire other young people of Macedonian origin to get better acquainted with our organization and the different ways of future involvement.



DIMITAR FUNA



MATEJ MINCEV



NIKOLA SERAFIMOV

#### 4.1 PLATFORM FOR PROSPEROUS FUTURE

Like many countries around the globe, Macedonia is currently experiencing a period of deeply divided society on many different fronts and strong developmental challenges. Therefore, Macedonia2025 prepared a document titled 'Platform for Prosperous Future', which proposes an approach to bring together all stakeholders and to foster alignment on the key priorities for long-term growth i.e. prosperous future of Macedonia. Converge to the EU living standard is the overarching goal of every citizen, business person, policymaker, and this can only be achieved through advances in seven key areas: Education and Human Capital; Competitiveness (and Doing Business); Rule of Law and Corruption; Democratic Society; Environment; Public Governance; Digitalization and Digital Skills. Macedonia2025 outlines the context of each of these areas, and proposes a set of goals and actions for creating a prosperous future for the country. Finally, we offer a tool to track the country's progress towards achieving the basic building blocks and requirements for faster economic growth and prosperity – the Country Dashboard. It is a simple way to track the progress of the country over time and in comparison with our peers in the main areas discussed in this Platform.

Macedonia2025 aims to play a constructive role in the implementation of this Platform, in the capacity of a partner, leader, and participant.

The Macedonia2025 Summit 2021 provided discussions, knowledge, and experiential exchanges on the key areas and priorities outlined in Macedonia2025's Platform for Prosperous Future. We strongly believe that a priority for our country, and the region, is digitalization and developing the digital skills of its citizens, companies and government, as this was an area identified as highly important by all relevant stakeholders, especially during these trying times for our country and globally. Therefore, the Summit discussed and highlighted skills, knowledge, circular economy, regional success stories and young talents, all through the lens of digitalization. Policymakers, companies operating in the region, members of the diplomatic corps and international organizations, as well as academia and civil society members shared their input on this very important topic.

#### 4.2 PRESIDENTIAL CENTER FOR POLICY EDUCATION (PCPE)

MK2025 Foundation is one of the partner organizations of the Presidential Center for Political Education (PCPE).

In line with the efforts to strengthen democratic political values, promotion and protection of human rights and freedoms, political pluralism, mutual tolerance, unity and solidarity, by President Stevo Pendarovski, a Presidential Center for Political Education (PCPE) was established in 2020.

The flagship initiative of the PCPE, the so-called School for Policies, strives to connect participants with different professional experience and background, who have a desire to contribute to the positive development of the society with their knowledge and skills, through four educational seminars with eminent lecturers and trainers from the country and abroad.

Apart from the MK2025 Foundation, other foundations and associations that are partners of this project are: the Foundation "Friedrich Ebert" - Skopje; Westminster Foundation for Democracy, a subsidiary of the Republic of Macedonia; Konrad Adenauer Foundation, Branch Office - Skopje, National Democratic Institute for International Affairs (NDI), Office in Macedonia, and the International Republican Institute (IRI), Branch Office - Skopje.

As an active partner of the PCPE School of Policies, Macedonia2025 contributed to the PCPE activities in 2021 in different formats. Our CEO, Prof. Nikica M. Blazhevski delivered a lecture at the School of Policies, titled "Gender Inequalities: Economic and Education Perspective". Macedonia2025 also organized two events with President Pendarovski. In particular, the President was a patron of the Ohid Hi-tech Camp, and in this capacity, he welcomed the participants to his summer residence, Vila Biljana. President Pendarovski had a great interactive discussion with the young talents and awarded them the certificates of completion. In addition, Macedonia2025 organized an event, a debate titled "Leadership in Politics, Business, and Sports: Is there a Common Denominator?" where President Pendarovski was one of the panelists. This event was organized as part of the Leader Project Training (see point 1.3).

### 4.3 POLICY CONTRIBUTIONS AND WHITE PAPERS

Macedonia2025 is engaged in advocacy for economic reforms and societal progress. In this capacity, we prepare high quality analysis, reports and studies on topics which are related to our mission and which present our views but also provide evidence for policymakers for reforms.

In 2021, Macedonia2025 published the following:

Policy Contributions:

-Bureaucracy Index 2021

-Final roadmap on measures and reforms to reducing the bureaucratic burden – based on areas of research

-STEM it like a girl: Challenges and recommendations for education and development of a STEM career for girls

-STEM it like a girl: Identification of Barriers and Challenges for STEM Career Development of Young Girls

-Wages, Payroll Taxes and Employment Benefits – The Case of Macedonia Compared to Southeast European Countries

-TIMSS 2019: Findings and Recommendations in the Macedonian Context



## Research Articles:

- How Much and to What Extent has the Average Macedonian Citizen Mastered the Skills Needed for Normal Functioning in the Modern Digital Economy?
- Gender Analysis of the Similarities and Differences between Men and Women in Macedonia through the Prism of Digital Skills, Labor Market Conditions, and Representation in Science.

In addition, we prepared an integrative report on Non-Standard Forms of Employment (see point 1.8).

All articles are available on our website ([www.macedonia2025.com](http://www.macedonia2025.com)) under the tab 'Analysis and Research'.

## 4.4 IMPROVED VISIBILITY: MACEDONIA2025 ANNUAL MEDIA OUTREACH

### КВАРТАЛЕН ЕКОНОМСКИ МОНИТОР – ПРОЕКЦИИ КВ. 3 2021

МАКЕДОНИЈА 2025 ПРОГНОЗИРА: РАСТОТ НА БДП ВО КВ. 3 2021 ЌЕ БИДЕ МЕЃУ 1,5 % И 3,5 %



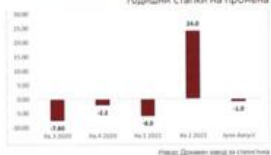
Според последните високофреквентни индикатори и досега расположливите податоци, предвидуваме зголемување на бруто домашниот производ од 1,5 % до 3,5 %. Основна причина за очекуваното забавување на економскиот раст е нарушувањето на синџирите на снабдување во светот во најголем дел како резултат на бавното закрепнување од здравствената криза. Автомобилската индустрија ложирава во ТИР3-зоните е погодена и бавно закрепнува.

Проекцијата се должи на следниве економски движења во третиот квартал од 2021 година:

#### Производна странa:

**Индустриско производство:** Во јули и август 2021 година, индустриското производство забележа пад од 1 % што е неочекувано инаку го предвид високот раст во вториот квартал од 2021 година. Основна причина за падот на индустријата во анализираниот период е вистинитото вложување на глобалните синџири на снабдување и забавување на темпото на рестартирање на индустриските капацитети на локално и глобално ниво. Анализираните податоци по поделени индустријски граници за јули и август покажуваат дека падот во најголем дел се должи на настанувањето на производството во автомобилската индустрија, односно најфирмите зависени од логистиката во технолошките развојни зони. Нарушените синџири на снабдување во светот, како и недостатоците од полупроводници – микроелектронски потребници во реалниот сектор, произведоа од волна борба до каде претставува основна причина за падот на индустријата. Податоците за индустриското производство укажуваат дека индустријата ќе има негативен придонес во растот на БДП во третиот квартал од 2021 година.

Графикон број 1: Индустриско производство, годишни стапки на промена



**Трговија:** Како што може да се види од графиконот бр. 2, солиден пораст во обемот на трговија се забележува во јули и август 2021 година. Имено, вкупната трговија забележува раст од 23 % во периодот јули-август 2021 година при што растот се должи на позитивните движења во трговијата на големо и мало. Сепак, светскиот тренд за пад на продажбата на нови возила се забележува и во Република Северна Македонија со значителен пад во анализираниот период. Бавните податоци од трговијата укажуваат дека овој сектор ќе има позитивен придонес кон вложувањето на БДП.



### ИНТЕРВЈУ

Интервју со Мајкл Чкламовски, претседавач на Управниот одбор на Македонија2025 и управен директор на канадската CIBC Bank USA во Сан Франциско



ДИГИТАЛИЗАЦИЈАТА Е НАЈБЛИСКУ ДО МАГИЧНОТО СТАПЧЕ ЗА ЗАБРЗАН РАЗВОЈ НА ЕКОНОМИЈАТА



## Економија

Мојсоска Блажевски:  
Поддршката за компаниите за  
инвестиции мора да продолжи

Што очекуваат од 2021 година?

Сподели: [Facebook](#) [Share](#) [Twitter](#)



Никица Мојсоска Блажевски, главен  
извршен директор на  
Македонија2025:

[„Македонија 2025“: За дигитализирани услуги потребна е и информатичка писменост на корисниците](#)

Алсат-М - 01.12.2021

Само 12% од компаниите во земјава имаат вработено лице специјалист по информатичка технологија, вели во своето интервју за емисијата „Економски Магазин“ на Алсат, директорката на невладината организација „Македонија 2025“, Никица Мојсоска Блажевски.

[Мојсоска Блажевски: Политичката неизвесност и растот на цените на енергијата ќе влијаат на економијата и бизнисите](#)

Локално - 23.10.2021

Најавите за ново парламентарно мнозинство и предвремени парламентарни избори ќе доведат до нова економска неизвесност. Во интервју за локално мк извршната директорка на Македонија 2025 Никица Мојсоска Блажевски вели дека ваквите случувања ќе се...

[Мојсоска Блажевски: Констатацијата дека Планот „Шанса за сите“ ќе се справи со лицата кои останат без работа е пресилна...](#)

Локално - 16.03.2021

Извршниот директор на „Македонија 2025“, Никица Мојсоска Блажевски не го споделува оптимизмот на Владата дека планот „Шанса за сите“ ќе значи справување со вкупниот број лица кои изгубила работа поради последиците од вирусот КОВИД 19.

Никица Мојсоска Блажевски: Реално е па се очекува раст, но дали во април ќе можеме

[Истражувања за индексот на бирократијата](#)

Н.Македонија - 09.10.2021

Најмало бирократско оптоварување се потребни на компаниите за да ги Македонија. Ова го покажа Истражувањето...

[Македонија со најмало бирократско оптоварување](#)

Индексот на бирократијата

Иновативност - 09.10.2021

На една компанија во земјава и се потребни законски барања. Истражувањето за Македонија од сите опфатени земји...

[Македонија со добра позиција на индексот на бирократијата](#)

Сител - 08.10.2021

Во корона криза, компаниите се соочуваат со процедури. Истражувањето за најмало бирократско оптоварување...

[Извештај за индексот на бирократијата: Македонија со добра позиција](#)

24 Vesti - 08.10.2021

На една компанија во земјава и се потребни законски барања. Истражувањето за Македонија од сите опфатени земји има...

[Македонија со најмало бирократско оптоварување](#)

Индексот на бирократијата

MakPress - 08.10.2021

На една компанија во земјава и се потребни законски барања. Истражувањето за Македонија од сите опфатени земји има...

[Македонија 2025 по втор пат го објавува](#)

Фактор - 08.10.2021

Индексот на бирократијата е на 146,5 часа годишно на 1. Истражувањето за борба против бирократијата...

[Македонија2025 со поддршка](#)

Фактор - пред: 1

Македонија 2025, во партнерство со Фондацијата Ана и Владе Дивац – Србија и Women In Tech Macedonia, ја претставува својата нова програма „STEM IT like a girl“, или „STEMувај како девојка“.

[Македонија2025 со поддршка на младите девојките во технологијата](#)

Иновативност - пред: 2 часа

Македонија 2025, во партнерство со Фондацијата Ана и Владе Дивац – Србија и Women In Tech Macedonia, ја претставува својата нова програма „STEM IT like a girl“, или „STEMувај како девојка“.

[„Македонија 2025“ со поддршка на младите девојки во технологијата](#)

Радио МОФ - пред: 2 часа

„Македонија 2025“, во партнерство со Фондацијата Ана и Владе Дивац – Србија и Women In Tech Macedonia, ја отвори својата нова програма „STEM IT like a girl“, или „STEMувај како девојка“, со цел да ги мотивира и поддржи младите девојки за избор на...

[Македонија2025 со поддршка на младите девојките во технологијата](#)

Црнобело - пред: 2 часа

Србија - 15.03.2021. Македонија 2025, во партнерство со Фондацијата Ана и Владе Дивац – Србија и Women In Tech Macedonia, ја претставува својата нова програма „STEM IT like a girl“, или „STEMувај како девојка“.



## Интервју | ТОП СТОРИИ

Мојсоска Блажевски: Самит  
Македонија 2025 и годинава ќе  
опфати теми важни за нашата иднина,  
подобро деловно опкружување и  
поквалитетен живот на граѓаните

by Силвана Жежова | 15 ноември 2021





## MACEDONIA2025 IS THE WINNER OF THE OKO PHILANTHROPY AWARD FOR 2019

The OKO Philanthropy Award Ceremony was held in 2021, where Macedonia 2025 was awarded in the category of association / foundation with a special contribution to the development of philanthropic practices in Macedonia.

The purpose of the OKO Philanthropy Awards is to recognize and publicly highlight companies, associations and foundations, citizens and the media that selflessly, long-term and strategically help and support community development and to promote and stimulate the development of philanthropy and the culture of donation in our country. Of course, the award itself is also an opportunity to raise public awareness and help those involved in community improvement activities and projects to receive support and deliver important messages of solidarity, respect, humanity and kindness.

The OKO Philanthropy Awards are awarded by HORUS Macedonia, and are realized within the project SIGN Up for Impact (SUfi) implemented by the member organizations of SIGN - the regional network of local foundations from the Western Balkans, and funded by the European Union, the Balkan Democracy Fund, The Balkan Civil Society Development Network and the Swedish International Development Agency.



## MACEDONIA2025 COUNTRY DASHBOARD: UPDATE FOR 2021

The new and improved Country Dashboard is made up of fifteen measures/indicators. Six of those track the economic growth, while the remaining nine mimic and measure the most important (in our view) drivers for growth – ‘Growth Enablers’. While our organization is aware that we cannot directly influence the economic indicators, we believe that our programs and actions contribute towards creating both short and long-term conditions for growth, i.e. we do affect the Growth Enablers.

### UPDATING DASHBOARD DATA

A few years after the introduction of the Country Dashboard, in 2022 we made an update to make it even more relevant in the current global and domestic, economic and social contexts, and to better reflect the desired future of the country (mainly EU accession). The update consisted of two processes: (i) a careful review of the economic growth indicators used to monitor progress, in order to keep the number of indicators as small as possible and to maintain simplicity, and (ii) to identify appropriate peer countries. The Growth Committee of Macedonia 2025, composed of top domestic and foreign experts, oversaw the revision process of the Dashboard. Small changes were made to the indicators to reflect changes in the economic and social environments and key areas where increased focus and improvement is needed. In terms of peer countries, a ranking of 19 countries has been prepared, which is used as a starting point for assessing the country's progress.

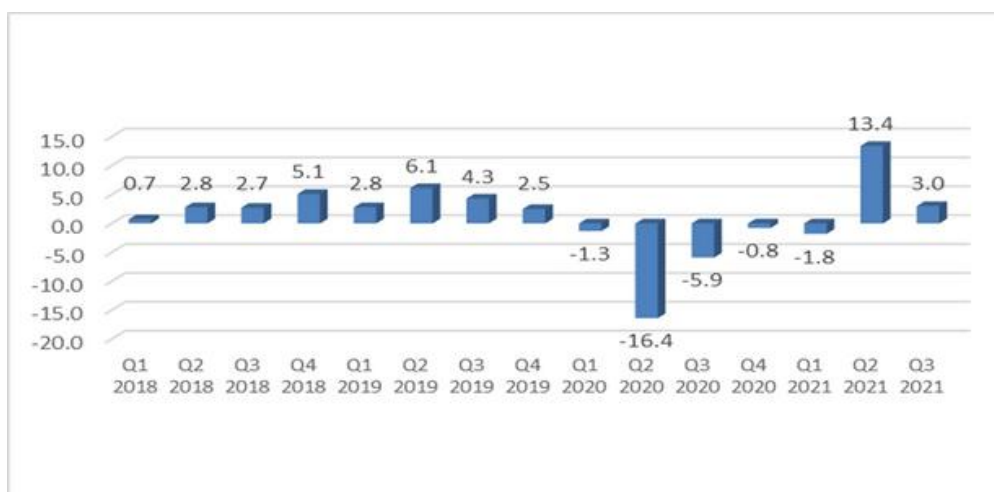
### MACEDONIA 2025 - DASHBOARD (LATEST AVAILABLE DATA)

#### 1. INDICATORS FOR ECONOMIC GROWTH

Gross Domestic Product - the Macedonian economy is recovering at a slower pace

The Macedonian economy was seriously affected by the Covid crisis, after a long period of solid but also variable economic growth. Thereby, recovery from the pandemic does not happen at the expected pace. Namely, after the significant decline of the economic activity from 6.7% in 2020, in 2021 according to the preliminary data of the State Statistical Office the growth is around 4%, which actually means that the Macedonian economy has not yet reached the pre-crisis level of 2019. (Graph 1).

Graph 1: Gross Domestic Product - Annual Growth Rates



Source: State Statistical Office

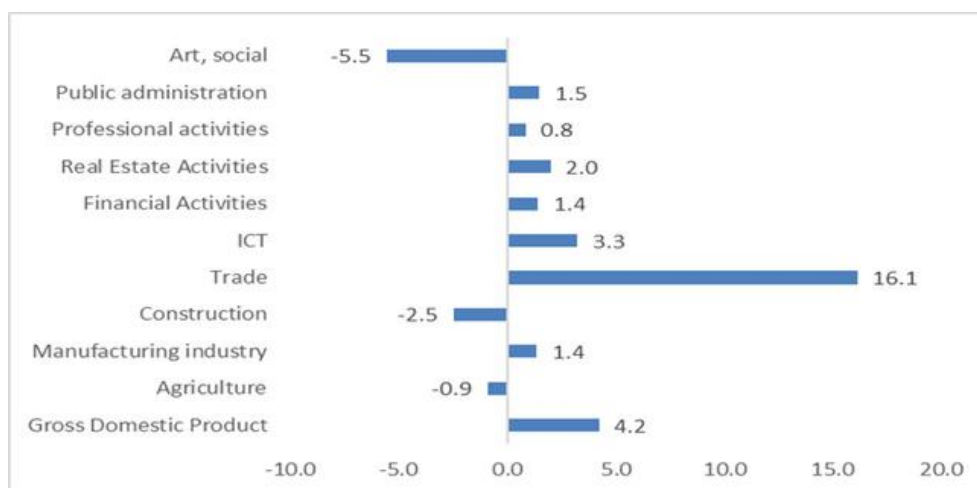


## MACEDONIA2025 COUNTRY DASHBOARD: UPDATE FOR 2021

The main reason for the low intensity of economic recovery is the prolonged health crisis, as well as disrupted supply chains. At the same time, with the outbreak of the military conflict between Russia and Ukraine, the situation in 2022 is not improving, but on the contrary is deteriorating.

In particular, as shown in Graph 2, the economic recovery in 2021 comes largely from trade, while other sectors show minimal growth or decline.

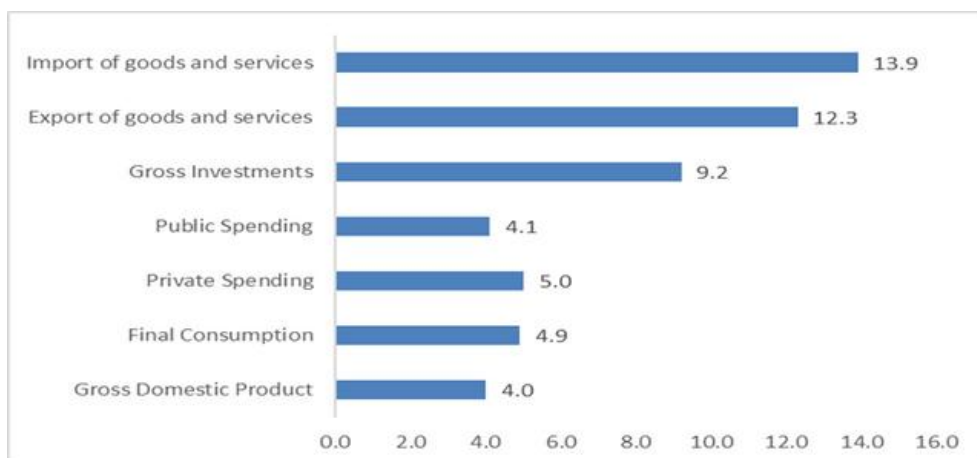
Graph 2: Gross Domestic Product - Revenue Side



Source: State Statistical Office

Construction, after a decline of 4% in 2020, in 2021 recorded an additional decline of 2.5%, while a similar trend was recorded in agriculture (3% decline in 2020 and 0.9% in 2021). After the significant decline of 6.5% in 2020, the manufacturing industry registered modest growth of 1.4%, i.e. far from the pre-pandemic level.

Graph 3: Gross Domestic Product - Expenditure Side



Source: State Statistical Office

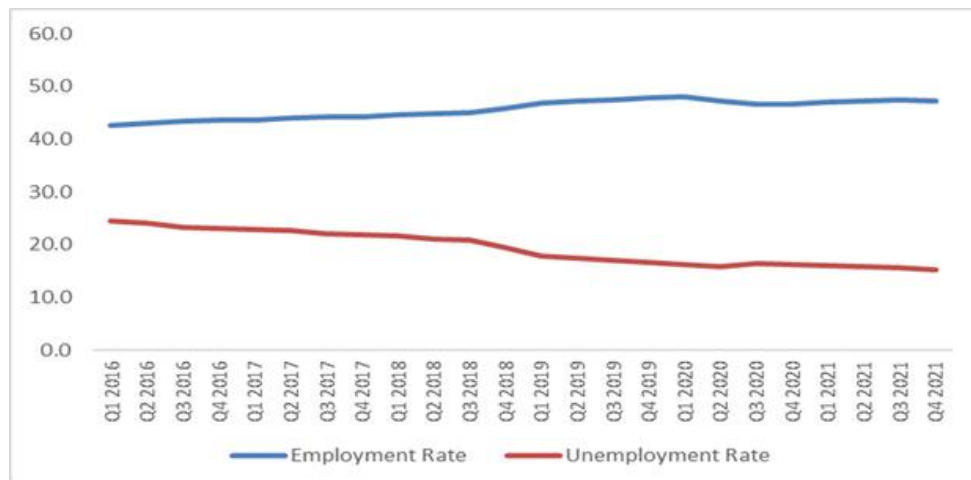
## MACEDONIA2025 COUNTRY DASHBOARD: UPDATE FOR 2021

On the expenditure side of the Gross Domestic Product, there is a solid growth of gross investments, exports and imports on an annual basis, but still this comparison is with 2020, when the economic growth registered a significant decline. Additionally, the higher growth of imports than exports indicates a negative contribution of net exports to economic growth, as well as relatively strong consumption by households (private consumption).

### LABOR MARKET

Labor market data for 2020 presented in Graph 4 show some resistance to the pandemic. Employment, which has been growing continuously since 2010, in 2020 indicates a loss of 2500 jobs (decline in the employment rate from 47.3% to 47.2%), while data for the fourth quarter of 2021 indicate that in 2021 the number of employed increased by 5700 employees (growth by 0.5 percentage points).

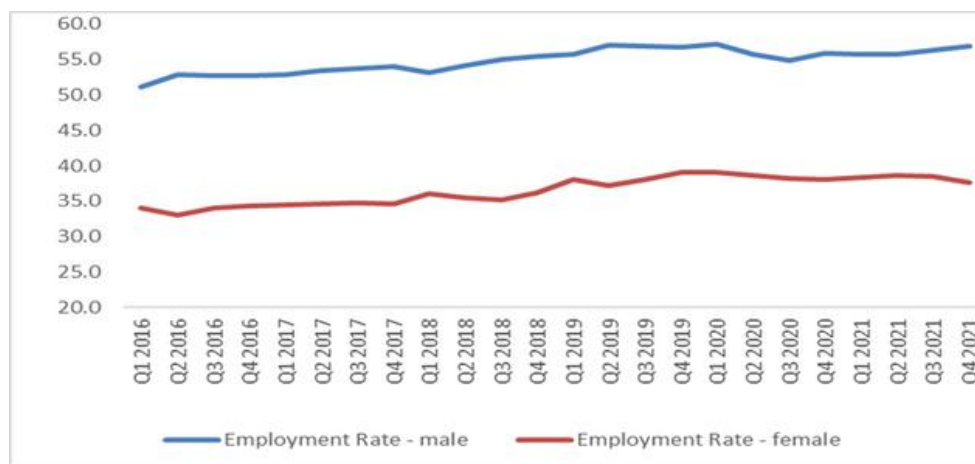
Graph 4: Labor Market



Source: State Statistical Office

From the gender perspective shown in Graph 5, in 2020 there is a slight improvement, i.e. a small increase in employment of women in conditions of a small decline in employment of men. However, in 2021, the employment rate for men increased, while the employment rate for women slightly decreased, which annulled the positive developments from 2020.

Graph 5: Employment Rate for Men and Women

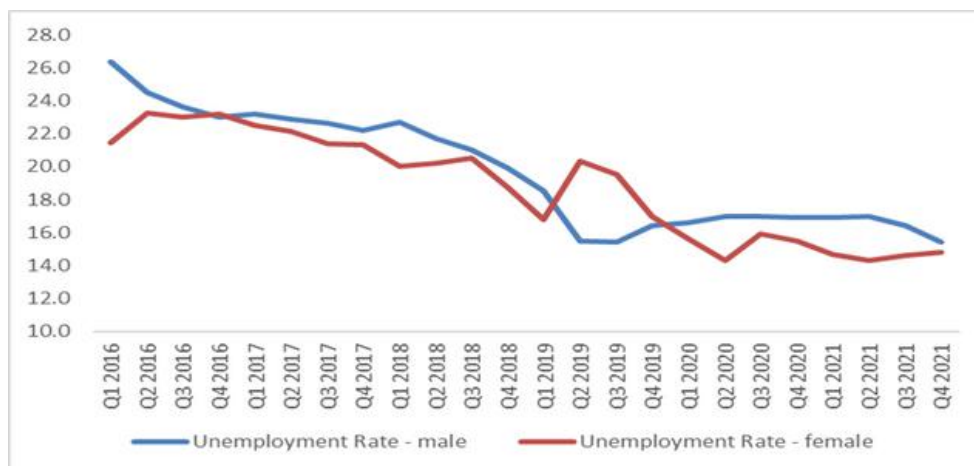


Source: State Statistical Office

## MACEDONIA2025 COUNTRY DASHBOARD: UPDATE FOR 2021

When it comes to the unemployment rate, favorable developments are observed for both men and women. Namely, the unemployment rate in 2021 registered a small and equal decrease for both men and women (Graph 6).

Graph 6: Unemployment Rate for Men and Women

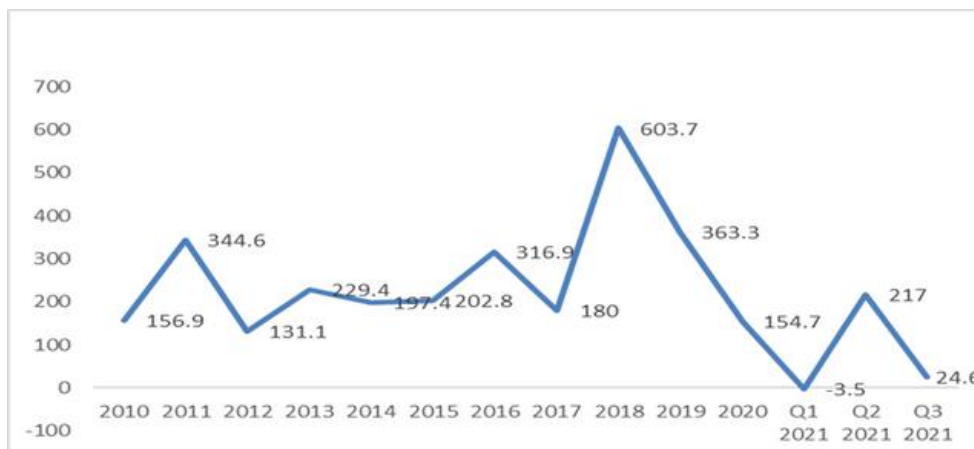


Source: State Statistical Office

## FOREIGN DIRECT INVESTMENT

Graph 7 indicates that investor confidence has not been restored. Namely, after the record 603 million euros of foreign investments in 2018, in 2020 the foreign direct investments amounted to a modest 154 million euros, and the available data for 2021 indicate that there will be only a slight increase.

Graph 7: Foreign Direct Investment - Net, In Millions of Euros



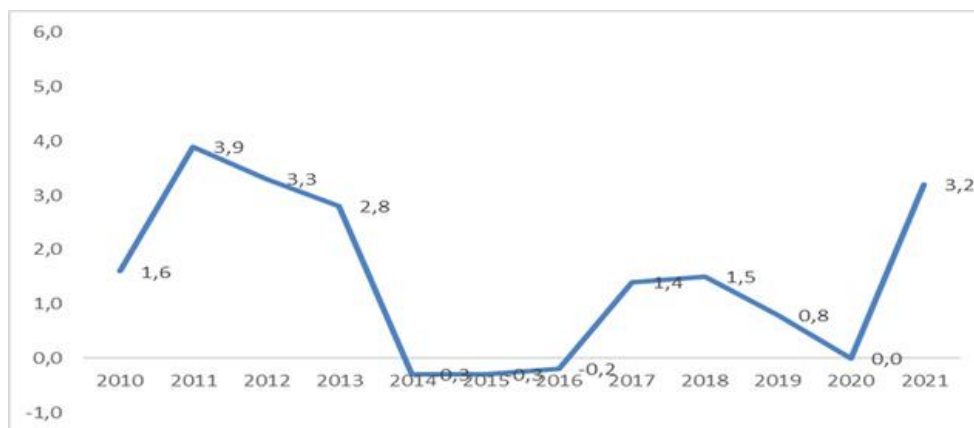
Source: National Bank

## MACEDONIA2025 COUNTRY DASHBOARD: UPDATE FOR 2021

### PRICES

In 2021, the inflation rate measured through the cost of living was 3.2%, which is the highest level in the past eight years. Additionally, in the first two months of 2022, the inflation rate is 7.5%, which is the highest inflation in the past 12 years.

Graph 8: Inflation Rate



Source: State Statistical Office

Thereby, the increase in prices is mostly due to the increase in prices of energy and food, i.e. products whose price the National Bank can not significantly influence. Hence the policy of the National Bank not to increase the key interest rate is justified, as is the case with the European Central Bank.

### GROWTH ENABLERS

The International Student Assessment Program (PISA) is an assessment of the extent to which 15-year-old students, at the end of their compulsory education, have acquired the key knowledge and skills necessary for full participation in society. Assessment focuses on reading skills and knowledge in math, science and the innovative domain (in 2018, the innovative domain was global competence) and student well-being. In the study for 2018 (latest available data), students from Macedonia achieved lower results than the OECD average in reading, mathematics and science. Compared to the OECD average, a smaller proportion of students in Macedonia have achieved the highest levels of knowledge (level 5 or 6) in at least one subject; at the same time a smaller proportion of students achieved a minimum level of proficiency (level 2 or higher) in at least one subject. In Macedonia, 45% of students achieved at least 2nd level of reading proficiency compared to the OECD average of 77%. A negligible percentage of students in Macedonia (0.5%) reached the highest levels (5 or 6) in the PISA reading test (OECD average: 9%). Thirty-nine percent of students in Macedonia achieved level 2 or higher in mathematics (OECD average: 76%), while only 1% of students achieved level 5 or higher in mathematics (OECD average: 11%). Similar results have been observed in science where 51% of students in Macedonia have achieved level 2 or higher compared to the OECD average of 78%.



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## MACEDONIA2025 COUNTRY DASHBOARD: UPDATE FOR 2021

Despite this low success of the Macedonian students, there is still some improvement in the achievements in all three subjects from 2015. Specifically, the percentage of low scores per subject decreased by at least nine percentage points. Improvements were observed during the distribution of performance, as both the students with the lowest and highest achievements improved their knowledge between 2015 and 2018.

In Macedonia, girls in mathematics achieved higher scores than boys by seven points (398 average points for girls versus 391 points for boys). In OECD countries, on the other hand, boys outsourced girls by five points, yet girls outperformed boys in natural sciences. In Macedonia, girls outperformed boys in the natural sciences by 19 points (423 points for girls versus 404 points for boys). By far the biggest difference between the sexes is in reading, where girls outperform boys by a solid 52 points (420 points for girls vs. 368 points for boys). Among high-achieving students in math and natural sciences, one in seven boys in Macedonia expects to work as an engineer or science professional at the age of 30, while one in five girls expects to do so (the difference is not statistically significant). One in seven high-performance girls expects to work in health-related professions, while less than one in ten high-performance boys expect to do so (the difference is not statistically significant). Approximately 10% of boys and 3% of girls in Macedonia expect to work in ICT-related professions.

### STEM GRADUATES

The latest addition to the Dashboard (Table 1) is an indicator that measures graduates in higher education in natural sciences, technology, engineering and mathematics (STEM) per 1000 inhabitants (aged 20-29). With the latest available data for Macedonia from 2019, the country is at the bottom of the ranking with the lowest share of graduates in the STEM field. In 2019, there were 8.4 STEM graduates per 1000 inhabitants in Macedonia, which is far below the average in comparable countries of 15.7 STEM graduates per 1000 inhabitants (16.8 in Serbia). There is also a gender gap, i.e. this ratio is 8.6 for men and 8.3 for women.

### CURRENT WORKFORCE SKILLS

This indicator measures a set of sub-indices that track staff training levels, quality of vocational training, graduates' skill set, digital skills, and ease of finding qualified staff. The value of the indicator for Macedonia, 39.6 in 2019, puts the country in 17th place out of a total of 18 countries for comparison for which data are available.

### RESEARCH AND DEVELOPMENT (% OF GDP)

In 2019, Macedonia spent 0.37% of GDP on research and development. This result puts Macedonia at the bottom of the ranking in terms of comparison countries (data available for 17 countries).

### DEMOCRATIC FREEDOM (FREEDOM HOUSE)

Macedonia's assessment of democratic freedom has not changed since 2021. Macedonia is assessed as "Partly Free" with corruption and pressure on journalists as the main issue.

# MACEDONIA2025 COUNTRY DASHBOARD: UPDATE FOR 2021

## CORRUPTION PERCEPTION INDEX

In 2021, Macedonia reached the lowest ranking since the beginning of the country's inclusion in the index. Macedonia advanced 24 places compared to 2020 and is now at 87th place and is in the middle between the Balkan countries (better than Serbia and Albania, but worse than Montenegro). This sends a strong signal to the Macedonian authorities that the need for reform is very important, if the goal is for the country to be on the right path to becoming a developed nation.

## RULE OF LAW (WORLD JUSTICE PROJECT)

In 2020, Macedonia achieved a score of 0.53 on a scale of 0 to 1, which is an unchanged score compared to the previous year. The country's ranking in relation to 13 countries in the region (for which data are available) also did not change. Macedonia has made progress in the area of Open Government, thanks to several projects undertaken by the Ministry of Finance (Open Finance). At the same time, the Republic of Macedonia registered a slight deterioration in the areas of Law Enforcement and Civil Justice.

## ENVIRONMENTAL PERFORMANCE INDEX (EPI)

Macedonia's ranking in the Environmental Performance Index in 2020 was 43rd out of 180 countries included in this index. Namely, the assessment of Macedonia for 2020 was 55.4 points (on a scale of 0-100), and deteriorated from 61.6 points in 2018. Macedonia's ranking among other countries has slightly improved in the period from 2018 to 2020, which is not a result of the improved situation in the country, but the larger setbacks of other countries.

TABLE 1

Macedonia2025 Country Dashboard Measuring the economic growth							
	2017	2018	2019	2020	Δ on Prev. Year/Period	2019 Peer Rank	Target
<b>Key Indicators of Economic Growth</b>							
GDP growth 5 Yr average (in %)	2.9%	2.9%	2.8%	1.1%	-1.7%	16/18	4%, 1st QTL
Unemployment rate - 15-64 years	22.5%	21.0%	17.4%	16.6%	0.0 p.p.	15/16	<12%, 3rd QTL
Employment growth (in % from previous year)	2.7%	2.0%	5.4%	-0.5%	3.4 p.p.	6/16	2.5%
Exports growth (in % - current prices)	13.2%	17.1%	9.4%	-10.1%	-7.7 p.p.	13/19	>10%
Credit rating (S&P)	BB-	BB-	BB-	BB-	no change	15/18	BBB, 1st QTL
FDI (as % of GDP)	3.4%	5.1%	1.4%	1.4%	-1.4 p.p.	8/19	>5%, 1st QTL
<b>Growth Enablers</b>							
Education (PISA Scores)	:	369	400		31	18/19	Top Half
STEM graduates, per 1000 population	7.6	7.7	8.4		0.7	15/15	10
Skills of Current Workforce (score from 1-100)	:	38.3	39.6		1.3	17/18	45
Investments (as % of GDP)	20.0%	20.1%	21.3%	20.6%	-0.7 p.p.	13/18	Top Half
R&D (as % of GDP)	0.36	0.37	:		no change	15/17	1st QTL
Democratic freedom (score from 1 to 7-not free)*	3.5	3.5	3		0.5	13/19	Top Half
Rule of law (score from 0 to 1-good rule of law)	0.53	0.53	0.54	0.53	0.01	9/13	Top Half
Global competitiveness index (Rank)	n/a	84	82		2	17/18	Top Half
Environmental performance index (Rank)	50	68	43		-25	14/18	Top Half

Note: There are in total 19 peer ranking countries which are used as an anchor to assess the country progress. They are divided in two subgroups. The first group, the so-called "Aspirational Peers", are the "New EU Member States": Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Slovenia and Slovakia. The second group of countries are the so-called "Structural Peers", i.e. the Western Balkan countries comprised of Albania, Bosnia and Herzegovina, Kosovo, Montenegro and Serbia. If data are lacking for some country or a specific indicator, then the rank is shown using the group of countries for which data are available (i.e. less than 19 countries).

## FINANCIAL SUMMARY

Financial Statement, Executive Office in Macedonia (in 000 MKD)				
	2021	2020	2019	2018
Membership dues, donations and dedicated revenues for programs	31,795	7,635	10,572	13,160
Revenues from services	1,011	1,399	2,129	984
Covid 19 donations		453	-	-
Positive Exchange rate and other	8	31	28	8
<b>Total Revenues</b>	<b>32,814</b>	<b>9,518</b>	<b>12,729</b>	<b>14,152</b>
Salaries	5,053	5,142	5,415	5,375
Professional and administrative services	5,789	1,425	1,811	3,318
Rent	664	1,252	1,528	1,534
Other operating expenses	1,179	950	3,550	3,367
Scholarships for talented youth	8,380	671	353	250
Covid 19 donations		524	-	-
Negative exchange rate	200	2	32	175
<b>Total Revenues</b>	<b>21,265</b>	<b>9,966</b>	<b>12,689</b>	<b>14,019</b>
<b>Net Income Before Taxes</b>	<b>11,549</b>	<b>-448</b>	<b>40</b>	<b>133</b>
Profit Tax			(11)	
<b>Net Income from Operations</b>	<b>11,549</b>	<b>(448)</b>	<b>29</b>	<b>133</b>

Financial Statement, Consolidated for US, Canada and Macedonia (In EUR)				
	2021	2020	2019	2018
Membership Dues and Other Contributions	129,481	100,895	100,172	110,983
Revenues Dedicated to Programs	771,369	67,597	130,981	122,961
<i>of which, for ABF:</i>	600,589			
Donations and Corporate Partnerships	38,761	15,845	78,562	116,016
<b>Total Revenue</b>	<b>939,610</b>	<b>186,358</b>	<b>311,735</b>	<b>351,977</b>
Operational Expenses	-148,417	-123,177	-134,274	-145,860
<i>of which, Salaries Administrative Staff:</i>	-90,458	-86,879	-86,172	-79,554
Leadership and Education Programs	-228,621	-29,380	-98,401	-77,903
<i>of which, for ABF:</i>	-116,833			
Economic Development and Business Suppo	-40,803	-47,097	-97,585	-98,895
Other	-9,661	-4,278	-12,051	-19,316
<b>Total Expenses</b>	<b>-427,502</b>	<b>-203,932</b>	<b>-342,311</b>	<b>-341,974</b>
<b>Income/Loss</b>	<b>512,108</b>	<b>-17,574</b>	<b>-30,576</b>	<b>10,003</b>
* From 2021, Foundation MK2025 undertook the administration of the scholarship program of the Atanas Bliznakoff Foundation (US).				

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## OUR GLOBAL NETWORK (2021)

Our global network consists of exceptional individuals who contribute with their time and ideas, and assist with the implementation of our programs, projects, and events, thus supporting the mission of Macedonia2025.

### AMBASSADORS CLUB

Vladimir Robevski  
Borche Ilioski  
Aleksandar Orovcaneć  
Petar Kajevski  
Vahit Alili  
Nikola Kjurchiski  
Pero Jolevski  
Filip Popov  
Zlate Koviloski  
Nick Lazarevski  
Mirco Krsteski

Mitko Andonov  
Aleksandar Stamboliev  
Alan Castillo  
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Kiril Savovski  
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Dimitar Siljanovski  
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Aleksandra Milosenska  
Monika Kostovska  
Monika Rizovska

### ADVISORY BOARD

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Dejan Kalinikov  
Vlaho Kostov  
Ivan Skenderoski  
Vanja Josifovski  
Peter Atanasovski  
Vladimir Deskov  
Lily Stojanovska



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## HOW CAN YOU SUPPORT OUR MISSION?

Macedonia2025 is dedicated to helping create a prosperous economic climate and a 'stronger nation' that will improve opportunities for citizens, companies, and foreign investors. We promote sustainable economic growth through fostering competitiveness, entrepreneurship, innovation, and values-based leadership. Creating the desired impact requires a significant amount of resources – which we rely on our donors to provide. We are aware that our efforts and commitments need to increase further, now more than ever. Renowned professionals from around the world are encouraged to give back to their homeland, by volunteering their time, and sharing their network, knowledge and support. Your financial support is crucial for achieving our vision, mission, and strategic objectives. Donations can be directed towards a specific project or program, or generally towards our organization.

Please note that Macedonia2025 is a registered non-profit organization under the United States Internal Revenue Code Section 501©(3), and has been confirmed as a Charitable Foundation in Canada (Decision No. 3061947), meeting the requirements for tax-exempt status as a registered charity under the Income Tax Act. Contributions to the foundation are deductible against Macedonian taxes.

### MACEDONIA2025 TEAM (2021)

Nikica Mojsoska Blazhevski  
Chief Executive Officer

Nena Manchev  
Head of Education and Leadership Programs

Galena Cunningham  
Senior Associate for International Relations

Petar Trendafilov  
Economic Analyst/Researcher

Gordana Klincharova  
Financial Advisor

Katerina Kolarova  
Project Assistant

Marija Poposka Trenevskaa  
Multimedia Production & Web Design

## OUR PARTNERS

Heartfelt thanks to our partners who supported us in realizing our mission in 2021!

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