

ANNUAL REPORT 2022

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BRIEF INTRODUCTION

This document represents the key achievements and results achieved in 2022 by the **Center for Change Management (CCM)**. At the same time, this document provides a brief summary of all the projects that CCM implemented in 2022, as well as an insight into the results achieved within them. It also provides insight into other relevant documents such as financial statements, income and expenditure statements and balance sheets, primarily for the CEO, CFO and board members. The annual report gives a picture of the work of CCM and the donors with whom CCM has established a successful long-term cooperation since its creation in 2009, complementing it by showing loyalty to existing ones and building it up with many new donors. Of course, this document also represents a good basis for the external auditors, who will find it helpful in the preparation for the audit of the annual reports and accounts. At the same time, the expectations and challenges that the organization, through the projects it implements, will face in the new year 2023, which according to predictions and forecasts of economic experts will be a challenge for the entire society, are also covered.

We live in a period of historical, economic, social and geopolitical changes. The world of 2022 does not resemble the world of 2019 due to the global changes it has faced. Additionally in 2022, North Macedonia faced inflation that is at its highest level since the country's independence, supply chains that are increasingly tightening, while the war between Ukraine and Russia affects the overall costs in the economy through the rise of energy prices. However, North Macedonia follows in the footsteps of developed countries with the transformation of the economy and society into a technologically developed country with a high rate of digitalization. In addition, North Macedonia is conducting negotiations for membership in the European Union, which require the complete reform of public institutions as well as the rule of law, areas which CCM supports in the long term. All this represents a challenge placed before our society with a historical chance for advancement, offering opportunities for modernization by adapting to the demands of the world.

At the same time, 2022 was a fruitful year for CCM, with the results achieved through project activities. As the most significant results discussed below in the report, we single out the digitization of services in the education sector, support for businesses managed by female entrepreneurs to upgrade their knowledge and self-promotion to break into the Macedonian market and generate income that will help them more easily adapt to the emerging market situation. Alongside the automation of public procurement processes in the Ministry of Defense, support for the establishment and work of the Resource Center for Gender-Responsive Policymaking and Budgeting, the creation of several key documents for the work of the Commission on Prevention and Protection Against Discrimination, but also support for the reforms of the Assembly of the Republic of North Macedonia to strengthen its role.

In 2022, CCM continued with the implementation of reforms through cooperation with institutions from the public sector, which are our main partner in building the changes that our organization aims to achieve.

ABOUT US, MISSION AND VISION

About Us

The Center for Change Management is a leading think tank organization that acts in the direction of achieving positive changes in society, through its expertise and knowledge in specific areas and through research into innovative ways of acting, and is an incubator of new ideas and modern practices. In 2022, CCM continued its long-standing cooperation and partnership with a large number of institutions in the field of public administration, as well as civil organizations, while providing cooperation and support to small businesses owned by women entrepreneurs, in the direction of their strengthened action and development.

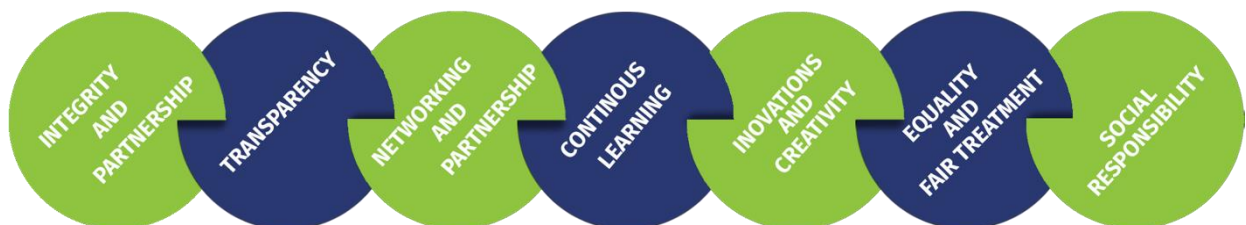
The Vision of CCM

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

The Mission of CCM

CCM analyzes, researches and proposes appropriate and expert solutions for progressive changes which contribute to the modernization and professionalization of the governments administration, EU integration and the socioeconomic development of our country.

CCM's Values



AREAS OF ACTION





RESULTS OF PROJECTS

1. DIGITALIZATION OF SERVICES IN THE EDUCATION SECTOR

**Project implementation period:
01.10.2021 - 31.03.2022**

The project is financed by the Government of the United Kingdom, through the British Embassy in Skopje.

In collaboration with The Ministry of Education and Science

Within the project "[Digitization of Services in the Education Sector](#)", CCM continued and successfully completed another project cycle in the field of digitization of services in the education sector in cooperation and for the needs of The Ministry of Education and Culture as a service provider.

The complete digitalization of two services was achieved:

- 1. E-service for the enrollment of students in secondary schools**
- 2. Digital call system for financing research and scientific projects**

The project supported digitalization in the educational sector through the introduction of new digital services for The Ministry of Education and Science (MES), in order to improve the efficiency and the quality of the services provided and the reduction of physical contact. Also, through digitization a restructuring of the internal processes of the MES for these services was achieved, and there was also a strengthening of the capacities of the MES for administration and delivery of the services to the citizenry.



After the creation of the system, a [conference was](#) organized, at which was presented the secondary school enrollment system to the principals and deputy principals of all secondary schools in the state. Cooperation between the schools continued along with the organization of online trainings sessions focused on the details of using the new system for all secondary

schools in the Republic of North Macedonia, representatives from the Ministry of Education and Science, as well as all homeroom teachers in the ninth grades from elementary schools, in order to get to know the tool better and for a smooth implementation of enrollments.

In order to familiarize the public with the new electronic service, together with the MES, we conducted a [media campaign](#) within which animated videos and promotional designs were made, which were disseminated through traditional and social media.

The success of this product is indicated by the fact that through the introduced digital application process for enrollment in secondary education for the academic year 2022/2023, a total of 14 thousand applications from students reached the Ministry of Education and Science (MES).

We completed the project with an [official handoff](#) of the developed system to the Ministry of Education and Science.

2. SUPPORT TO REFORMS FOR GOVERNANCE IN THE MINISTRY OF DEFENCE OF NORTH MACEDONIA

**Project implementation period:
15.09.2021 - 31.03.2022**

The project is financed by the Government of the United Kingdom, through the British Embassy in Skopje

In collaboration with The Ministry of Defense

The final result of the project "[Support To Reforms For Governance In The Ministry Of Defence Of North Macedonia](#)" is to better the effectiveness and efficiency of the MoD through the functional management of public procurement.

In the medium and long term, the developed e-system for public procurement management should enable timely planning and preparation of procurements and successful implementation of tender procedures with standardized documents, while minimizing the risk of corruption and conflict of interests.

Coordinated planning and implementation of public procurement in the MoD will contribute to a better functioning of the institution.

The main goal of the project is improved governance in the Ministry of Defense by establishing a system for planning, monitoring and early warning in relation to public procurement processes managed by the Ministry of Defence.



The project prepared an electronic system for the needs of the MoD with modules for planning and monitoring the implementation of the Annual Plan for Public Procurement, through the automated creation of all tender documents, contracts, as well as detailed monitoring of the implementation of each procurement according to the needs of the MoD. The advantages of the system include automated preparation of documents, notifications about the need for purchases and deadlines for the various processes in the implementation of purchases, as well as unhindered insight into the status of purchases by management for better governance.

The system has been fully developed and is in the testing phase, and will be implemented in 2023.



3. IMPROVING THE ORGANIZATIONAL STRUCTURE OF THE PATRONAGE SERVICE

Project implementation period:
01.11.2021 - 01.06.2022

The project is funded by UNICEF

The end user of the project is the patronage service which is part of Health Center Skopje

The project "[Improving The Organizational Structure Of The Patronage Service](#)" included aspects related to institutional organization and development of human capital, namely systematization of job positions, description of job positions and competencies (general and professional), as well as management of the performance of the service and employees.

The services offered by the patronage service are needed by the citizens, but it is necessary to organize them better for their more efficient and better delivery to the citizens.

The previous situation established by UNICEF is that in the health sector, specifically in Polyvalent Patronage which is organized within the Health Center Skopje, preventive and primary care is at an unsatisfactory level. For that reason, cooperation with CCM was established to improve the organization and functioning of the patronage service. CCM conducted a functional analysis of polyvalent patronage, which gave a detailed overview of the problems in the work. Based on the findings of the analysis, guidelines were also prepared for strengthening of the institutional organization and development of the service, strengthening the capacities of employees, improving the systematization and descriptions of work positions and competencies (general and professional), as well as the management of the patronage performance service. Such institutional reforms should contribute to a strengthened, coordinated management and functioning of the patronage service, as a way to influence the improvement of the services of several groups of service users.



Within the framework of the project in 2022 were implemented numerous workshops for the functional analysis and recommendations to be made in an inclusive process with all employees in the patronage service. At the same time, we also prepared additional documents, among which we will single out the ones of greater importance:

- Proposal framework for competencies for patronage nurses with hierarchical differentiation of competencies for different job positions. The proposed framework is related to the recommended changes to the Act on the systematization of working positions, educational qualifications, the level of responsibility of nurses, but also to the European framework of qualifications for patronage nurses.
- Proposed system for measuring the performance of the patronage service with a performance evaluation form. The performance evaluation system should be used to create a common basis for evaluating jobs, further improving the services provided, and introducing improvements in the health sector, especially in the patronage service.
- Analysis of the legal framework that regulates the work of polyvalent patronage.

The recommendations from the project were directly based on the needs of the citizens from the services of the patronage service, which were identified through field research on the level of satisfaction of the citizens from the patronage activity and their needs from patronage services.

4. INSTITUTIONAL GRANT PROVIDED BY THE CIVICA MOBILITAS PROGRAMME

**Project implementation period:
01.07.2019 - 30.06.2022**

The project is financed by the Civica Mobilitas program, which is a project of the Swiss Agency for Development and Cooperation (EDA)

End user of the project is The Center for Change Management and its employees

Through "Institutional Grant Provided By The Civica Mobilitas Programme", which is a project of the Swiss Agency for Development and Cooperation (EDA), represented by the Swiss Embassy in the Republic of North Macedonia, the Center for Change Management has strengthened its internal capacities and its presence in professional circles within the organization's areas of operation, as well as in public, that is before the citizenry.

During the implementation of this project, CCM took an active role in the trainings which contributed to the institutional strengthening of the CCM team, but also participation in events for networking and creating contacts with other civic organizations.

Some of the more important activities that were carried out in the period January - June 2022 are the following:

Within the framework of the project Civica Mobilitas, CCM takes part in the festival under the title - "Day of Civil Organizations and Social Enterprises", supported by the program of CIVICA. At this festival, over 100 civil society organizations have the opportunity to present their work to the citizens, as well as the opportunity to network with other civil society organizations that were part of this event. During the festival, which was held in the park in front of the House of the ARM, the citizens had the opportunity to become more familiar with our work,



and the civic organizations had the opportunity to network in order to achieve future cooperation.

At the same time, CCM actively worked on the Code for Civil Organizations, of which it is also a signatory. At the same time, it takes an active contribution in its preparation by discussing the dilemmas and questions related to the benefits of its implementation. The Code is a tool for strengthening the system of self-regulation, which should contribute to greater professionalism and accountability of civil society organizations.

Also, through this project, CCM was active and participated in a large number of events supported by the Civica Mobilitas project, but at the same time it actively participates by giving its own proposals. One of them is the proposal sent to the Ministry of Finance for changes to the tax system. The implementation of the tax changes will be actively implemented by the Government from January 1, 2023. CCM through the CIVITAX group, founded in 2018, as an informal group of 14 founding and 29 affiliated influential civil organizations and natural persons, issued a general opinion ([link](#)).

At the same time, CCM participated in a large number of trainings that contributed to strengthening the knowledge and upgrading of the CCM team. Some of them are the Networking Meeting held in May 2022 in Ohrid, as well as the trainings on "Responsible Operation and Ethical Financing of Civil Society Organizations" as well as "Innovative Financing and Sustainability of Civil Society Organizations".

4. YOUTH INVOLVEMENT IN A CONSTRUCTIVE DIALOGUE: COMMUNIST PAST IN CONTEMPORARY WESTERN BALKAN

Project implementation period:
01.02.2021 - 01.07.2022

The project is financed by the EU, Program - Europe for citizens

End user of the project are students, interns and academics from 4 countries, North Macedonia, Albania, France and Italy

The project "[Youth Involvement In A Constructive Dialogue: Communist Past In Contemporary Western Balkan](#)" includes students, interns and academics from Albania, North Macedonia, France and Italy, and aims to encourage national and transnational youth activist dialogue on the reflection of past communist regimes in the contemporary Western Balkans.

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

In 2022, we continued with the implementation and finalization of the project "Youth Involvement In A Constructive Dialogue: Communist Past In Contemporary Western Balkan", financed and supported by the Program - Europe for Citizens ("Europa for Citizens"), where CCM together with partners realized all the planned activities. The aim of the project was to raise awareness and the role of young generations, civil society, decision makers, historians, academics, politicians in the memory of the past in order to build a future of reconciliation and the development of modern inclusive societies despite the historical contexts.





The activities of the project continued this year with the realization of the 4th and last thematic workshop organized by the partner organization Patrimoine sans Frontières (PSF) from France. The workshop entitled "National Identities and Collective Memory in an Expanded Europe" was realized with the participation of more than 60 participants from the academic community, civil society organizations, politicians and young activists and students.

The final conference was organized by the carrier organization in Tirana, where the results of the project were shared and a collection of papers from all the researchers involved in the project with over 80 participants was promoted.

5. MEASURES TO STRENGTHEN WOMEN'S BUSINESSES AFTER COVID-19

**Project implementation period:
15.07.2021 - 15.10.2022**

The project is financed by The Balkan Trust for Democracy

The final beneficiaries of the project are women entrepreneurs

The project "[Measures To Strengthen Women's Businesses After COVID-19](#)" was aimed at the development of women's entrepreneurship and the implementation of activities, finding solutions and offering proposed measures for revising the existing government programs aimed at the business sector, in order to alleviate the economic consequences that arose from the Covid-19 crisis, with special focus on supporting women's entrepreneurship.

The project was implemented in three municipalities (Skopje, Ohrid and Bitola) from July 2021 to October 2022.

During 2022, CCM cooperated with the wife of the President of the State, Mrs. Elizabeta Gjorgievska, and under her auspices conducted a large number of activities aimed at strengthening female entrepreneurship. As a result of these activities, greater promotion of women's entrepreneurship, support of women's businesses and the inclusion of a large number of women entrepreneurs in business development programs were made possible. During 2022, in addition to the planned mentoring program intended for 9 women's businesses, additional activities were introduced such as the support of women from rural areas, the organization of bazaars of women entrepreneurs and a marketing campaign to highlight the importance of women's entrepreneurship for the overall economy in the country.

The following activities were carried out within the framework of the project in 2022:



- A mentoring program that included five generic business development trainings and individual mentoring workshops for each of the women's businesses included in the mentoring program.



- **Conferences and bazaars were organized on the following topics:**
 1. On the occasion of March 8, a conference was organized "From A March For Labor Rights to A Digital Economy".
 2. On the occasion of Craft Days, a three-day exhibition of 30 women's businesses from the craft sector were organized in the presidential residence.
 3. The final conference for the project was organized in Ohrid. A bazaar was organized as part of the final conference. Additionally, on the second day of the event, RNM President Mr. Stevo Pendarovski and his wife, Mrs. Elizabeta Gjorgievska, organized an open day at the presidential villa in Ohrid for women entrepreneurs who were part of the final conference and bazaar.
 4. On the occasion of days of equal pay in the workplace, a conference on "Gender Equality In The Workplace" was organized.
 5. On the occasion of Days of Rural Women, an event was organized at the residence of the President of the RNM on the topic "Challenges of Rural Women and Their Commitments". The event included a conference and exhibition of agricultural products of women farmers.
- **Visit and promotion of women's businesses** in order to further promote women's small businesses, the CCM team and Mrs. Elizabeta Gjorgievska visited several such businesses.
- **Rural Women Entrepreneurship Development.** One of the activities of the project was encouraging women's entrepreneurship in rural areas. With this activity, we enabled economic activity for young girls from Yuruka villages, through the creation of modern design and commercialization of traditional jewelry made by women from Yuruka villages.

- **Handbook for the development of women's businesses in the conditions of COVID-19.** Within the framework of the project, guidelines for the development of women's business in the conditions of COVID-19 have been prepared.
- **Policy documents for the development of women's entrepreneurship.** In order to influence the improvement and revision of the existing government program to support businesses owned by women, CCM prepared two documents within the project with proposed measures and policies for the development of women's entrepreneurship.
- **Marketing campaign.** Within the framework of the project, during 2022, an active marketing campaign of the project was carried out to advertise the women's businesses that were part of the project.

In addition, short videos of the organized conferences and bazaars were made and shared on social networks. During all the events organized within the project, media representatives were present and they were broadcast on TV and social media.



6. PROGRAM FOR STRENGTHENING THE CAPACITIES OF SERVICES AND OFFICIALS FROM THE PUBLIC SECTOR

Project implementation period:
15.05.2022 - 15.11.2022

The project is financed by the OSCE mission in Skopje

The end users of the project are the employees in the public sector of RNM

[Program for strengthening the capacities of services and officials from the public sector](#) is supported by the OSCE Mission in Skopje within the project "Strengthening the rule of law and human rights in North Macedonia II".

The program supports the work of the Department for Equal Opportunities in the Ministry of Labor and Social Policy for building the culture and capacities of the administration to promote the principles of equality, non-discrimination and acceptance of diversity in the public sector and society more broadly.

The main goal of the project is strengthening the capacities of the public sector and public officials in the area of non-discrimination and human rights.

Within this project, CCM organized a series of trainings for trainers in the field of the principle of equality and non-discrimination, 4 cascading trainings on the topic "Principle of Non-



Discrimination" and three cascading trainings on the topic "Obligation to Implement The Principle of Equality in the Public Sector". These trainings were intended exclusively for public servants from various sectors and institutions, from the central and legislative, as well as from the local government.

The trainings were facilitated by experts in the field of law and human rights, and were held on the premises of [The Resource Center for Gender Responsive Policymaking and Budgeting](#), which functions within the framework of the Ministry of Labor and Social Policy.

7. COMBATTING DISCRIMINATION THROUGH EFFECTIVE WORK OF THE COMMISSION FOR PREVENTION AND PROTECTION AGAINST DISCRIMINATION

**Project implementation period:
01.06.2021 - 31.03.2023**

The project is financed by the Government of the United Kingdom, through the British Embassy in Skopje

The final beneficiaries of the project are the Commission on Prevention and Protection Against Discrimination (CPPDCPPD) and the citizens

The project "[Combating Discrimination Through Effective Work Of The Commission For Prevention And Protection Against Discrimination](#)" is aimed at building a strong and professional Commission, which will be supported by a strong and professional expert service.

The main goal of the project is the establishment of a functional system for the protection of the basic rights of citizens and the prevention of discrimination, through the effective work of the Commission on Prevention and Protection Against Discrimination (CPPDCPPD).

A prerequisite for the effective operation of CPPD is not only the Law on prevention and protection against discrimination, but also the functioning of the service that provides basic support for the work of the members.

In 2022, the project emphasized the exchange and application of good global practice with particular reference to the practices of UK equality bodies. That is, a mentoring program was organized for CPPD with the Equality Commissioner from Northern Ireland Mr. Jarlath Kearney, which started with his visit to CPPD and holding several [meetings to get to know each other and exchange practices](#) of the institutions. Then, a series of (online) individual consultations followed with the members of the Commission as well as the officials of the Commission. It was organized for commissioners and employees of the Commission [learning visit to equality bodies in London and Northern Ireland](#).

Also, this year, the CPPD worked on creating a Strategy for the Prevention of Structural Discrimination and Promotion of the Principle of Equality of the Commission for Prevention and Protection Against Discrimination. The strategy was worked through a series of meetings for consultation with experts in the field of human rights and civil society.

As analytical activity is important for the Commission to be able to carry out its functions effectively, we organized two workshops for the Commission service with IT experts on the topics - "[Creation and Processing of Data Sets](#)", as well as for "[Open Data](#)".



The most significant activities that were realized within the framework of this project are:

- Creation of educational e-modules intended for children aged 6 to 15 years
- Implementation of a mentoring program
 - Within the framework of the project, during 2022, until the end of the project, a mentoring program is implemented with a commissioner from the Equality Commission of Northern Ireland.
- Study visit to the United Kingdom, visit to the Equality Commissions of England and Northern Ireland



- Production of pocket editions for education
- Development of internal acts for the work of the Commission for Prevention and Protection from Discrimination:
 - Manual for dealing with petitions of the CPPD, regulations for the establishment of advisory bodies from experts on certain specific issues related to the work of the CPPD, questionnaire to institutions regarding discriminatory grounds in connection with Article 3 of the Law on Prevention and Protection from Discrimination, manual for implementation of measures and actions for the promotion of equality and prevention of discrimination in the public sector, an act on quarterly information of the public about cases of discrimination, rules for official identification, rules for volunteering, privacy policy of CPPD, rules for the protection of personal data, rulebook on the security of personal data processing of CPPD, Annual plan of activities, annual budget plan, social media analytics report, social media content calendar, social media marketing strategy, info graphics for displaying data relevant to the work of the CPPD, decision on reimbursement of transportation costs, rules for payment requests, rules for the treasury, procedure for amending and supplementing the budget, procedure for converting the budget, procedure for making salaries, procedure for budget projection, procedure for expanding the budget, procedure for the preparation of financial plans, instructions for business trips, procedure for implementing a public procurement procedure, public procurement plan for 2023, procedure for making financial plans, instructions for business trips, procedure for implementing public procurement procedures, public procurement plan for 2023, procedure for making financial plans, instructions for business trips, procedure for implementing public procurement procedures, public procurement plan for 2023, promotional video material for the work of CPPD, Strategy for prevention of structural discrimination and promotion of the principle of equality of the Commission of Prevention and Protection Against Discrimination.
- Events that were realized in 2022:
 - Promotion of the Annual Report on the work of the CPPD for 2021
 - Workshops to strengthen the capacities of the employees and members of CPPD in the field of analytical functions of CPPD
 - Workshops for the preparation of the internal acts of CPPD
 - Training on public procurement processes
 - Workshops for drafting internal acts in the field of financial operations
 - Trainings intended to strengthen capacities in the field of financial operations of the CPPD
 - Workshop - Use of social media for the promotion of the work of CPPD

8. FOSTERING GOOD GOVERNANCE AND PUBLIC ADMINISTRATION REFORM

**Project implementation period:
01.07.2022 - 30.06.2023**

The project is funded by the National Endowment for Democracy

The end users of the project are the institutions of the public sector at the central and local level

The project "[Fostering Good Governance and Public Administration Reform](#)" is aimed at putting good governance at the top of the political agenda by including measures for good governance in all strategic policies of the Government.

The project is designed to analyze existing problems related to the efficiency of public administration, in order to develop recommendations and new measures to improve management in institutions.

In 2022 CCM started the implementation of the project "Fostering Good Governance and Public Administration Reform". The project focuses on monitoring and analyzing the existing conditions related to the efficiency of public administration. At the same time, the project monitors the reforms of the public administration in accordance with the standards of good management, as well as the quality of the work of the institutions. The goal is to encourage an active public debate and cause pressure for better management and leadership in the administration and the creation of more functional public institutions that will meet the needs of citizens. The project's activities support consultations with wider groups in society for the design of well-thought-out structural reforms in the direction of building an efficient, transparent and accountable public administration in the Republic of North Macedonia.



CCM prepared an assessment of the situation with the implementation of the Public Administration Reform Strategy 2018-2022. The main goal of the assessment was to identify what was planned and what has been achieved so far, but also to give an assessment of the actual compliance of the implementation results with the expectations of the citizens.

The project produced a report for monitoring progress in the area of transparency and accountability, through an analysis of the application of the Law on Free Access to Public Information and the situation with active transparency by public sector institutions. An in-depth qualitative analysis of the annual reports of the Agency for the Protection of the Right to Free Access to Public Information for 2019, 2020 and 2021 was conducted in order to identify the key interests of citizens in the past period. In cooperation with the office of the Deputy Prime Minister in charge of good governance policies and the Agency for the Protection of the Right to Free Access to Public Information, Guidelines for Improving the Transparency of Public Sector Institutions were developed and a conference was held in September 2022, on the topic "Improving The System For Free Access to Public Information" where the guidelines were promoted and best practices and trends for active transparency were discussed. The report was accompanied by a series of info graphics and promotional materials to raise awareness of the importance of the 25forementioned area, and also in the direction of better informing the citizens for their active involvement in the policy-making and decision-making processes.

9. RESOURCE CENTER FOR GENDER RESPONSIVE POLICY MAKING AND BUDGETING

**Project implementation period:
16.09.2021 - 30.06.2023**

The project is financed by the office of UN Women in Skopje

In cooperation with The Ministry of Labor and Social Policy

Through the project "[Resource Center For Gender Responsive Policy Making and Budgeting](#)", CCM implements the capacity building program of the administration of the resource center that functions within the framework of the Ministry of Labor and Social Affairs and t.c.

The main goal of the project is strengthening of the capacities of administrative officials to include the gender perspective in the creation of policies and budgets through the use of the tools for gender responsive budgeting (GRB). The main approach of the reform for gender responsive budgeting is transformative policy-making and financing, as an enabling factor for the implementation of existing national and international commitments for gender equality and women's empowerment.



CCM supports the work of the Resource Center for building and developing the capacities of civil servants in relation to gender perspectives in policy-making and budgeting, as well as promoting gender equality throughout institutions and the public sector.

The project delivered the following results:

- Prepared analysis for the system of capacity building for gender equality and gender responsive budgeting with recommendations for improvement.
- An online platform has been created for the work of the Resource Center, which enables automated management of the trainings conducted by the Center.
- Prepared library of resource documents on gender equality and various specific gender issues. The library contains over 300 different types of documents (legislative and strategic documents, regional initiatives, training materials, manuals, methodologies, analysis and datasets) and can be searched on multiple bases.
- Trained a large number of administrative officers by conducting two trainings of three modules:
 - Basic training on gender, gender equality and gender perspective in public policies
 - Gender responsive budgeting and its implementation in sectoral policies
 - Gender analysis
- Prepared and distributed numerous promotional materials for the Resource Center.

10. PARLIAMENTARY SUPPORT PROGRAMME

**Project implementation period:
01.07.2018 - 31.12.2029**

The project is financed by the Swiss Agency for Development and Cooperation

End user of the project is The Assembly of the Republic of North Macedonia

The Parliamentary Support Programme (PSP) provides support to the Assembly of the Republic of North Macedonia in its efforts for independence through consensus building, structural reforms and capacity building for institutional development of the Assembly, its legislative and supervisory role, institutional transparency and accountability.

Four basic areas that CCM works on within the PSP project are: (1) CAF – common framework for quality management, (2) Digitization and open data (3) Human resource management and (4) Ethics.

The parliamentary support program is implemented by the National Democratic Institute (NDI), the Center for Change Management and the Institute for Democracy Societas Civilis (IDSCS) in order to support the strategic planning of the Parliament; the reforms of the human resources management system; improving the impact assessment of regulation and public procurement processes; open data commitments and through gauging public opinion and monitoring reform efforts, including greater public participation in policy-making processes.



The main goal of the project is support of the Assembly to improve institutional credibility and trust among the public through the representation of the interests and needs of citizens and through debate and decisions that will be reached in a more inclusive and consensual manner.

CCM is working on the improvement of the processes for management and work in the Parliamentary Service, as well as their modernization through increasing digitalization. In 2022, CCM started on the implementation of CAF the model for management with quality in the operation (third cycle). In order to continue with the continuous improvement of the work and performance of the Parliamentary Service, and based on the excellent experience in implementing the Improvement Plan from the second cycle of the CAF model (2019-2020), the RSM Assembly requested that the next cycle of CAF.

A new working group for CAF with 20 officers was formed and trained on the importance of implementing this European model for quality management in operations, on how to self-assess your own institution and identify areas for improvement through 9 different aspects, i.e., criteria and 28 sub-criteria. In addition to the training, the first two workshops were conducted for criterion number (3) people and criterion number (4) partnerships and resources, where specific measures for improvement were proposed. In the next period, the rest of the workshops will be realized in order to complete all the individual criteria.

In 2023, the implementation of all planned workshops will continue according to the CAF criteria.



In 2022, the needs of the service for better management of human resources in an inclusive process with the employees working in this area were also mapped, after which the drafting of internal acts to regulate part of the processes began. At the same time, in the direction of raising awareness of the need to apply ethical rules in operations, CCM organizes training of business and diplomatic protocol and etiquette for officials in the Assembly of the Republic of North Macedonia. The training was facilitated by an international etiquette and protocol consultant, during which the following four topics were covered: pre-session rules and ways to deal with pre-session gray areas, cultural differences in diplomatic protocol and avoiding misunderstandings, trends in EU internal and external protocol and the correct use of flags and titles.



Regarding the digitization of the Parliament's work, CCM participates in the redesign of the processes for their automation, communication with the citizens through the website of the Parliament and the Parliaments TV channel, as well as identifying all the needs in the ICT sphere through the development of an ICT strategy for the Parliament.

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A person in a dark suit is seen from the side, looking down at a document. The document contains a bar chart and some text. The entire image is overlaid with a green-to-blue gradient. The text 'FINANCIAL REPORTS' is written in large, white, bold, sans-serif capital letters on the left side of the image.

FINANCIAL REPORTS

FINANCIAL SHEET FOR THE PERIOD

01.01.2022 - 31.12.2022

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

INCOME		
Total income	MKD	69.562.789
EXPENDITURE		
Total Expenditures	MKD	32.029.477
Tax on total income from own activity	MKD	-
Dedicated assets from own activities for 2023	MKD	37.533.312



Legal representative of the
association

Neda Maleska Sachmaroska
Executive director

|

Balance Sheet (financial statement on day 31.12.2022)

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

ASSETS			
Current assets	Total current assets	MKD	35.431.709
Fix assets	Total fix assets	MKD	7.602.959
Other assets	Total other assets	MKD	7.582.964
Total assets		MKD	50.617.632
LIABILITIES AND CAPITAL			
Current liabilities	Total liabilities	MKD	2.834.726
Capital	Total business fund and reserves	MKD	47.782.906
Total liabilities and sources of business assets		MKD	50.617.632



Legal representative of the
association

Neda Maleska Sachmaroska
Executive director

Independent Auditor's Report

To the Management of Center for Change Management

We have performed an audit of the accompanied financial statements of Center for Change Management (hereinafter CUP), which comprise the Balance Sheet as of December 31, 2022 and the Balance of incomes and expenditures, as well as the explanatory notes and significant policies for the year ending on that date.

Responsibility of the management for the financial statements

The management is responsible for preparation and objective presentation of these financial statements in accordance with the Law for accounting of non-profit organization. This responsibility includes: creation, implementation and maintenance of internal controls which are relevant for preparation and objective presentation of such financial reports freed from material faulty presentation, no matter if they are result of fraud or mistake; selecting and applying appropriate accounting policies and making sound accounting estimates appropriate to the circumstances.

Responsibility of the auditor

Our responsibility is to express an opinion for these financial statements on the basis of our audit. We have performed our audit in accordance with the International Audit Standards adopted and applicable in the Republic of North Macedonia. These standards require us to respect the ethical requirements and plan and perform the audit in order to obtain reasonable assurance whether the financial statements are free from material faulty presentations.

The audit includes performance of procedures for gaining audit evidence for the amounts and disclosures in the financial statements. The procedures selected, depend on the judgment of the auditor, including also the assessment of risks from material wrongly presentations of the financial reports, no matter if they are result of fraud or error. When the auditor makes these assessments of the risk, the auditor takes in consideration the internal control relevant for preparation and objective presentation of the financial

CENTER FOR CHANGE MANAGEMENT
BALANCE OF REVENUES AND EXPENDITURES
for the year ending on 31.12.2022

statements of the entity, in order to choose audit procedures relevant for the circumstances, not for the goal to express an opinion for the effectiveness of the internal control of the entity.


The audit also includes estimation of the appropriateness of the accounting policies used, and the reasonableness of accounting valuations made by the management, as well as valuation of the presentation of financial statements.

We believe that the audit proofs, that we have gathered, are sufficient and appropriate in order to secure basis for our audit opinion.

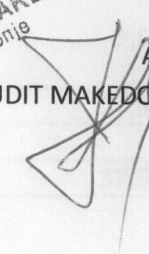
Opinion

In our opinion, the accompanying financial statements of CUP, give a true and fair view of the financial position of CUP on December 31, 2022, as well as the financial successfulness for the year ending on that date, in accordance with Law for accounting of non-profit organizations.

Skopje, May 29, 2023
Certified Auditor
Elena Adamova



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ДОО Скопје



AUDIT COMPANY
ECOVIS AUDIT MAKEDONIJA LLC SKOPJE
Manager
Kiril Andonovski

РЕВИЗОРСКИ ИЗВЕШТАЈ		
ДАТУМ	ОЗНАКА	БРОЈ