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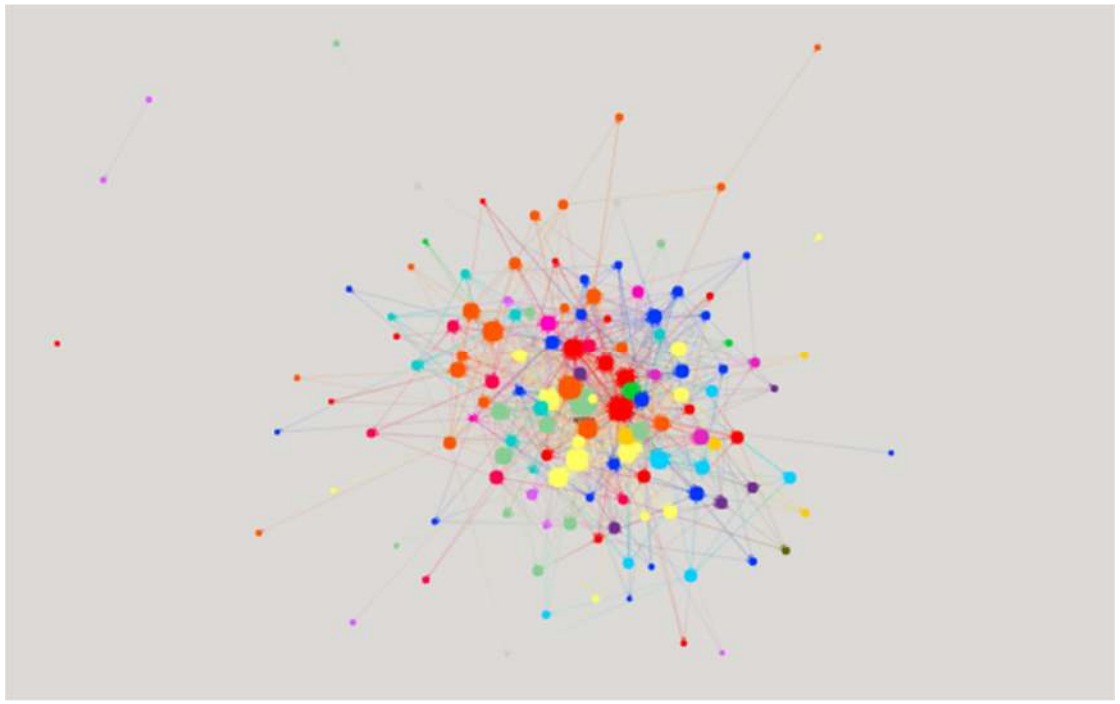
LOCAL WORKS MACEDONIA | CIVIL SOCIETY ORGANIZATIONAL NETWORK ANALYSIS (ONA)



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Front cover: Network map of Macedonian CSOs.

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About Local Systems Practice: *Local Systems Practice* is a USAID-funded activity that directly assists multiple Missions, partners, and constituents to design and adaptively manage systems-based programs in complex environments. The concept has been designed to aid Missions and partners to overcome four specific challenges to effective Local Systems Practice through: a) Listening; b) Engagement; c) Discovery; and d) Adaptation. The Theory of Change underpinning the activity asserts that the application of systems tools to complex local challenges at multiple intervals throughout the program cycle will enhance the sustainability of programming, resulting in better-informed, measurable interventions that complement and reinforce the systems they seek to strengthen. The LSP team is composed of both development practitioners and research institutions to most effectively explore and implement systems thinking approaches with Missions, local partners and other local stakeholders. The activity is lead by LINC LLC with five sub-implementers: ANSER, the University of Notre Dame, AVSI, the University of Missouri, and Practical Action.

For more information on LSP and additional resources, please visit: www.localsystemspractice.org

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Executive Summary

This report presents the results of an Organizational Network Analysis (ONA) to support USAID/Macedonia's Local Works team with insight into Macedonia's development landscape, key development actors, and how they are networked. This exercise was conducted by USAID's Local Systems Practice (LSP), led by LINC and supported by a Macedonian partner, Macedonian Center for International Cooperation (MCIC). Our objectives were to analyze local development actors and assess the dynamics, relationships and levels of influence between the actors; identify the most salient organizations with meaningful ties to other actors; inform Local Works strategies to strengthen local networks and build capacity to increase their effectiveness; and strengthen local capacity to track changing network dynamics over time through ongoing ONA.

ONA Roster: In line with the Research Plan submitted in March 2018, this ONA included stakeholder groups from civil society, public administration, private sector, media and education sectors. Our methodology relied on numerous resources and references to compile a database of 650 unique development-oriented organizations. Through outreach to all of them via an opt-in survey, we developed a roster of 197 organizations and 34 local administrations to whom we administered online surveys; of these, 139 organizations and 25 local administrations responded. For each of the participating organizations, data was collected and is presented regarding their legal form, human resource levels, services performed, sources of funding, and network linkages with other organizations in the ONA.

Sub-Network Analyses: Relying on the survey data, and backed by quantitative data from other sources, this report disaggregates network analyses along four lines: i) Sectoral: Sub-networks based on seven development sectors that consolidate and include 18 formally-recognized CSO sectors; ii) Geographic: Sub-networks operating nationally versus regionally, as well as separate sub-networks for regional actors according to the eight Macedonian administrative regions; iii) Local Administration Relations: relationships between public administrations and development actors from the perspective of the local administrations; and iv) Grantor-Grantee Relationships: grantor-grantee relationships of four key grant-making programs in Macedonia. All these discrete analyses measure metrics in the strength of the overall network system and rank the top-ten network actors according to three actor-level metrics. In our sector-based analyses, we have, in many cases, highlighted certain actors with prominent network roles; these are not intended to be comprehensive, as the ONA roster was not defined by a specific sectoral boundary, so the inclusion or absence of any organization is not intended to reflect on their ability to serve future Local Works roles.

Findings Overview: This report presents findings for each of the individual sub-networks examined; brief highlights of some of the general findings include:

- Organizations whose primary sector is Civil Society Development were found to bridge the other sectoral sub-networks and serve as key network hubs. Since this sector overlaps and essentially serves the other development sectors with grants and capacity building, the Civil Society Development sector is included in the other sector analyses. In all analyses, the most commonly cited actors are FOSM, USAID CEP and MCIC, the three largest civil society donors in Macedonia and recognized sector leaders. Interestingly, when examining network centralities, organizations in the non-Civil Society Development sectors rank highly, indicating a propensity to act as information disseminators within and between their specific sector and the broader Civil Society Development sector.

- Due to the ONA methodology employed, only organizations that participated in the survey are included in the network analyses. Note that 58 of the 197 organizations in the roster did not complete the survey, despite opting in previously; therefore, they appeared on the survey roster. A number of these non-responsive organizations were cited by many other actors, in some cases more than actors included in the network

analyses; we have therefore provided in this report a list of these prominent network actors, who should also be considered and encouraged to participate in future ONA initiatives.

- In the geography-based network analyses we examined organizations that operate on a national level versus regional or local levels. Due to the limitations in roster size, participation via the opt-in survey, and the generally lower capacity in the regions compared to Skopje, the regional maps are considerably less populated than the sectoral maps, making results more difficult to interpret. If an ONA exercise is replicated in the future – and particularly if Local Works adopts a regional approach – efforts should be made to both focus more intently on certain regions, as well as to build capacity of organizations outside Skopje.

- In examining local administrations' relationships with development actors, there are very few organizations cited multiple times by different municipalities; in the network map of 223 actors, only 13 non-municipal organizations were cited multiple times, none more than four.

- Our last analysis focused on the relationships between grantors and grantees of four main civil society donors: FOSM, MCIC, USAID CEP and EU Competitiveness. Analyzing networks based on these relationships – essentially financial linkages – can also be an effective way to evaluate networks and impact and can be quite simple to construct. The methodology could equally be applied to donors as well as local administrations or businesses contributing to development activities. This report offers several suggestions for adopting and improving similar analysis for Local Works going forward.

Recommendations: Throughout this report, we have provided recommendations in areas relevant to the subject matter; at the conclusion, we have summarized all the recommendations and included others more general in nature. Recommendations are organized along two lines: i) Recommendations for Local Works; and ii) Recommendations for the ONA Instrument.

Background & Objectives

Between February and June 2018, USAID's Local Systems Practice (LSP), led by LINC, assisted USAID/Macedonia's Local Works team to conduct an Organizational Network Analysis (ONA) of key local development actors that can potentially support future Local Works initiatives as Local Resource Organizations (LROs). In line with Local Works principles, LINC engaged a Macedonian partner, Macedonian Center for International Cooperation (MCIC) to assist with the collection of ONA data and subsequent analysis. This report presents the findings of the exercise.

Research Objectives

The overall objective of this ONA is to assist the USAID Local Works team to analyze local development networks and actors and assess the relationships and levels of influence between actors to help identify potential Local Works partners and stakeholders. Sub-objectives include:

- Identify the most salient organizations with meaningful ties to other network actors.
- Inform Local Works strategy and operational planning for strengthening local networks and recommend capacity building actions to increase the effectiveness of their initiatives and networks.
- Understand dynamics among network actors and their impact on success of individual organizations
- Create local capacity for longer-term tracking of shifts in influence and maturation of networks and linkages over time through ongoing mapping and future network updates.

Research Plan Overview

In March 2018, LINC finalized and presented an ONA Research Plan to USAID/Macedonia. The Research Plan outlines the research objectives, proposed methodology, entity (node) and linkage (vector) attributes, proposed stakeholder roster, and timeline. The potential roster of stakeholder groups outlined in the Research Plan includes organizations and development actors in the following sectors:

- **Civil Society:** Grantees of key donors, international civic organizations, CSO networks, development-oriented consulting and research firms, and regional support centers such as LAGs and service organizations.
- **Public Sector:** Local self-government administrations, public utility companies, and national public institutions.
- **Private Sector:** Chambers of Commerce, business associations and clusters, and agriculture associations.
- **Media:** Media associations and key independent media outlets.
- **Education Sector:** Universities and higher education, and vocational training and career centers.
- **Political Parties:** Ultimately not included, per direction of USAID.
- **Religious & Faith-Based Groups:** Not included, per direction of USAID.
- **Diaspora:** Primary Macedonian diaspora organization, MK-2025; included, but didn't complete survey.

Specific actors from each of these groups included in the final roster were identified and finalized according to the procedures outlined in the Methodology section of this report. Ultimately, 197 development-oriented actors plus 33 municipalities and the City of Skopje were selected for participation in the analysis; of these, 139 organizations and 25 local administrations participated in the respective surveys.

Sub-Network Analyses

Through meetings between the USAID Local Works team and LINC in February 2018 at the start of this assignment, we discussed a number of possible sub-networks to explore. In total, this report assesses sub-networks and analyses along the following lines:

- **Primary Sectoral Focus:** Examines sub-networks based on seven development sectors that consolidate 18 sectors established by the Governmental Unit for Cooperation with CSOs and their CSO partners.
- **Geography:** Examines sub-networks that operate on national versus regional and local levels, as well as separate sub-networks for regional actors according to the eight administrative regions in Macedonia.
- **Local Administration Development Relationships:** Examines relationships between public administrations and development actors from the perspective of the local administrations and indicating with whom they most commonly cooperate; derived from a survey administered to the 33 largest municipalities in Macedonia plus the City of Skopje.
- **Grantor-Grantee Relationship:** Illustrates grantor-grantee relationships of four key grant-making organizations in Macedonia: USAID CEP, FOSM, MCIC and the EU Competitiveness project. This analysis illustrates a useful application of how network analysis can be used to describe and document financial linkages between donors, their grantees, and sub-grantees and project partners.

Methodology

Solicit Local Partner

In February 2018, LINC personnel Jenna White and Craig Hempfling traveled to Macedonia to meet with the USAID Local Works team and to conduct a Research Mission to assess potential local partners and their capacity to assist in the network analysis. During their two-week stay, they met with 23 Macedonian organizations recommended by USAID or through LINC's network. Summary reports of each organization were prepared, including their organizational background, missions, project portfolio and history, staffing, and assessment of their capacity to support the network analysis. Based on the visits and information gathered, each organization was evaluated in six technical areas: i) Technical Expertise; ii) Content Expertise; iii) Experience; iv) Bench Strength; v) Ethnic Group Representation; and vi) Motivation.

In April, LINC released an Annual Program Statement (APS) to solicit offers from Macedonian organizations to support the network analysis. All the organizations visited during the Research Mission were invited to submit an offer, four of which responded. Two of the four were granted interviews, after which MCIC was selected.

MCIC is the second-largest (by revenue) civil society organization in Macedonia, surpassed only by Foundation Open Society Macedonia (FOSM). Established in 1993 (the same year as FOSM), they have implemented or supported 1700 civil society projects under 70 programs, valued at €60 million. Since 2014, MCIC has managed the CHF 8-million, Swiss-funded Civica Mobilitas program, under which they manage a network of more than 200 CSOs, supporting them with organizational capacity building and four grant schemes: i) Institutional Grants, the largest of the schemes and granted to individual CSOs; ii) Action Grants, granted primarily to consortia of typically 2-3 CSOs, media and/or universities; iii) Small Action Grants, supporting smaller, community-based initiatives; and iv) Ad-Hoc Grants, supporting small initiatives and available to informal groups. MCIC also manages the most comprehensive, publicly-available database of Macedonian CSOs, which was instrumental in compiling the network analysis roster and organization contact information. MCIC is also the implementer of the EU-funded Technical Assistance to CSOs (TACSO) program, which supports ten national CSO networks with capacity building; provides mentoring services; and maintains a CSO resource center in Skopje.

Compile Database of Development Actors

Concurrently with soliciting and selecting the local partner, LINC began compiling the roster of organizations to be included in the network analysis. To do this, LINC consolidated several lists of actors from either publicly-available or solicited sources, including:

- **USAID Local Works:** The USAID Local Works team provided a list of preferred actors to include in the analysis; the list consisted of 132 organizations and key individuals, plus the 33 largest municipalities (those with "cities" designated as the urban seat), seven of which constitute the greater-Skopje area.

- **MCIC Database & Grantees:** All 459 organizations included in MCIC's database, plus designations for grantees of the Civica Mobilitas grant schemes: Institutional Grants (48), Action Grants (15), Small Action Grants (17).
- **FOSM Grantees:** FOSM provided a list of their organizational and individual grantees under all programs from 2015 through present, plus several prominent CSOs that were grantees prior to 2015; in total, their list included 130 organizations plus 10 public institutions, three of which were municipal administrations.
- **USAIC Civic Engagement Project (CEP):** All CEP partners (4) and organizational grantees (30) to date under the program grant schemes: i) Partnership Grants; ii) Strategic Support Grants; iii) Youth Engagement Support Grants; and iv) Rapid Response Grants. Grants to individuals under the LEAD Fellows and Youth Civic Engagement Award were not included.
- **EU Grant Schemes:** We attempted to include EU Civil Society Facility grantees; however, there appears to be only one publicly-available list of EU grantees – those under the Competitiveness grant scheme – which included ten consortia with 21 total organizations. Despite multiple requests and an in-person meeting with the EU Civil Society Advisor, grantees of their Civil Society Facility programs were not provided and are therefore not included (in any case, we would expect these to largely be duplicates from one or more of our other source lists).
- **Research Mission Organizations:** All the organizations personally visited during the February 2018 Research Mission were included.

All available data from each of these resources was entered in Excel, including organization name, municipality, all contact information including office address and multiple emails and phone numbers, and identifiers for each grant scheme. From a total of 922 actors, we identified duplicates, consolidated available data, and ensured that multiple grants to single organizations were identifiable. Once consolidated, the database included 650 entries, summarized by type of organization in the table to the right.

Database of Development Actors
Consolidated List from Available Resources

Actor Type	Number
CSOs & Development Firms & Agencies	588
Municipalities, plus Skopje City	34
Chambers of Commerce	7
Individuals	10
Local Action Groups (LAGs)	10
University Faculty	1
TOTAL	**650**

Looking at the table, the figure of 588 CSOs and private development-oriented firms is generally consistent with other sources: under Civica Mobilitas, MCIC had 950 unique applicants, some of which were ad-hoc groups and fledgling CSOs that never attracted donations more than €1500. USAID's CEP management puts the number of "active" CSOs at roughly 600; to date, they have received applications from 220. Other sources quoted during LINC's February research mission generally correspond to this figure, ranging from 200-300 "serious" CSOs to 500-600 considered "active."

Recommendation: *This ONA effort and the resulting database is likely one of the most comprehensive databases developed on Macedonian civil society and development; it is the only one known that combines grantor-grantee relationships from the main civil society donors in Macedonia, EU and smaller bilateral donors notwithstanding. With nominal effort or resources, Local Works could continue to update this resource, potentially combining it with the publicly-available Civica Mobilitas database, to track the growth and development of individual CSOs and development actors that might be directly or peripherally engaged through Local Works.*

ONA "Hybrid" Methodology

Based on the Research Plan submitted in March 2018, our network methodology consisted of a "hybrid" approach that lies between two common methods of "snowball" and "roster." The snowball method usually involves an open-response survey whereby the respondent is asked to name all organizations with whom they have relationships, which are then subsequently surveyed, continuing in this manner until no new organizations are identified; it is typically used when network actors are unknown. The roster method provides respondents with a pre-populated list of actors from which to select, with no new nominations allowed. For this exercise, since the

actors were predominantly known from our database, the approach primarily utilized the roster methodology, while also allowing respondents to enter a limited number of other actors.

Conduct Opt-In Survey & Finalize Roster

Our initial aim was to provide respondents with a roster of roughly 150 organizations, as LINC has learned that larger lists can introduce "respondent fatigue" in reviewing an extensive list of actors. To both limit the roster size and to maximize the response rate, we conducted an initial "Opt-In Survey" sent to all documented email addresses of organizations in the database (local administrations excluded) asking them three questions: i) the official name of their organization for the purposes of survey accuracy; ii) whether the organization is currently active; and iii) whether they wished to be included in the analysis. Ultimately, 175 organizations opted in.

In cooperation with MCIC, we then conducted a final review of the full database to identify additional organizations considered as serious actors in the development community, ultimately including an additional 37 actors, bringing the roster total to 212. In collaboration with MCIC, we narrowed the final roster to 197 actors based on criteria that included the number and type of grants, existence of an organizational website and regional representation, as the SurveyMonkey tool only allowed a maximum of 200.

Administer Network Analysis Survey

The ONA survey was prepared and conducted in SurveyMonkey, questioning respondents in the areas below. (See Annex 1 for full survey.) Of the 197 organizations who were sent the survey, 139 responded.

- Legal Form of Organization
- Primary Sectoral Focus
- Primary Services & Functions
- Funding Sources
- Number of Employees
- Operational Level (National, Regional, Local) and Geographic Presence
- Network Connections with Other Organizations, including Formal/Informal and Perceived Strength (maximum of 20).

Limiting the number of network connections to a defined maximum – in our case twenty – is a common technique to ensure that results are not skewed by individual actors citing connections with too-many other actors and helps ensure the integrity of the metrics. In addition to the maximum of 20, respondents were also able to write in other organizations not appearing in the roster.

The online SurveyMonkey survey, released in both English and Macedonian options, was disseminated via LINC's account on May 28, 2018, sent to the confirmed emails from the Opt-In Survey, plus organizational emails on file for the additional 37 serious actors identified by MCIC. Reminder emails were sent on June 1 and June 6, establishing a final deadline of June 8; however, by that time there were still only 93 responses. MCIC staff then followed up via phone to all organizations that had not yet responded, followed by another email reminder with the survey link; the deadline was extended to June 14, at which time we had collected 139 responses.

Some organizations reported a few challenges in completing the survey; these included: i) organizations with significantly more than 20 linkages had difficulty limiting their responses to 20, feeling that they were thus limiting important data; ii) distinguishing between formal and informal relationships, particularly when they may have multiple types of relationships with the same actor; iii) some collaborators were not included in the roster.

Analyze Network Data

After closing the survey, all data was exported from SurveyMonkey to Excel and transformed to the necessary format for uploading into Kumu (Kumu.io), a web-based network visualization and analysis platform used to map systems and better understand relationships. It is important to note that non-respondent organizations are not included in the ONA maps and analysis, since in those cases we could not capture and report all the relevant organizational data and metrics. We have, however, included in our analysis a list of those organizations that were frequently cited, but excluded from the analysis since they did not themselves respond to the survey.

The full Kumu data set, along with SurveyMonkey and Excel files, have been transferred to MCIC. Access to Kumu has been provided to USAID so that they can further analyze, present and share the results with others and update the map going forward; the final roster with organization names and codes necessary to identify network actors in Kumu is provided in Annex 2. The Excel database can be provided to USAID/Macedonia on request.

Administer Municipality Survey

In addition to the main ONA survey, we administered a separate survey to gather additional data from the perspective of local administrations, asking them to write-in up to 10 organizations with which they most frequently work on development initiatives. The survey was administered to the 33 municipalities with "cities" as the seat (the largest of the 80 Macedonian municipalities), plus the City of Skopje. Since we sought to target all these public administrations, there was no Opt-In Survey. Of the 34 targeted administrations, 26 ultimately replied following MCIC reminders via telephone and email and extending the deadline until June 21. A network map of those municipalities and their cited connections is included in this report.

Findings & Analysis

Respondent Profiles

Prior to proceeding to the network analysis, we first present a brief overview of the respondent organizations that participated in the ONA.

ONA Respondent Profiles

Type of Organization

This table presents the distribution of respondents by legal form of registration. As seen in the table, the majority (82%) are registered as Citizen Associations (CSOs).

Type of Organization	
Organization Registration	Organizations
CSO/Association	118
Foundation	14
Private Firm, Agency, Ltd.	2
Public Institution	1
Publicly-Held Development Entity	1
Chamber of Commerce	3
Trade Union	0
Total	**139**

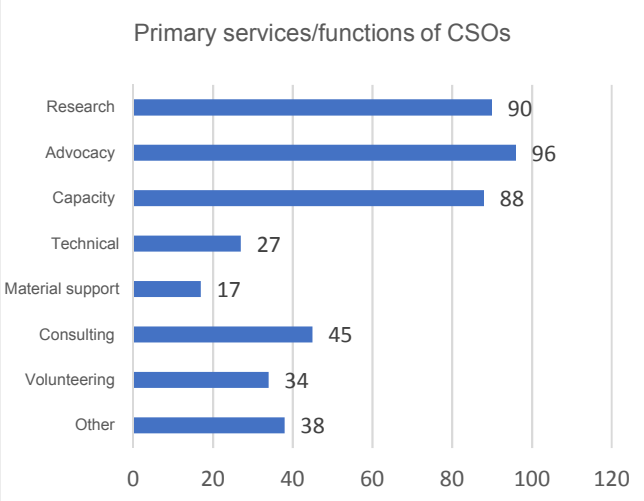
Number of Full-Time Employees

This table presents the distribution of respondents by their number of full-time employees.

Organization Employees	
Number of Employees	Organizations
0	41
1-5	65
6-10	18
11-20	7
21-50	7
51+	1
Total	**139**

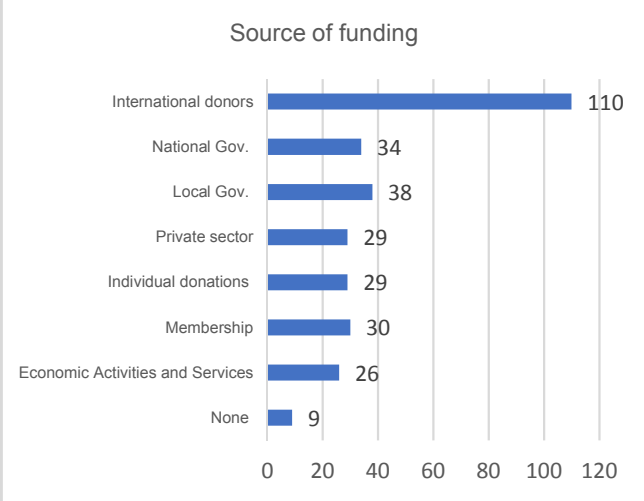
Services & Functions Performed

This chart presents the distribution of respondents by the primary services and functions performed by the organization. As respondents could choose from more than one category, the services reported are greater than the number of respondents.



Sources of Funding

This chart presents from where organizations indicated that they received their funding since January 1, 2017. Organizations were instructed to select all applicable responses, so again, the number of responses exceeds the number of respondents.



Network Analysis

This section of the report presents the findings and analysis of the ONA portion of the analysis. First, we will examine the overall network of all development actors who participated in the survey, then we will examine them according to their primary sector, then by the geographies they serve. Following that, we will examine the relationships between local administrations and development actors, and finally present the results of our research on grantor-grantee relationships.

Prior to beginning our analysis, it is important for the reader to become familiar with a few ONA terms that are used throughout the analysis.

- **Degree:** Number of connections an actor has; actors with high degrees are considered as network connector hubs. An actor's degree (sometimes referred to as 'Average Degree') is the combined value of In-Degrees, which represent the number of linkages into a network actor (named by another actor) and Out-Degrees, which represent the number of linkages leaving a network actor (others named by the actor). In a directed network diagram, arrows indicate the direction of the relationship.
- **Density:** The fraction of all potential connections in a network to actual connections; a network where each actor is directly connected to every other actor has a density of 100%.
- **Closeness Centrality:** The shortest distance of each actor to all other actors; actors with high closeness can spread information most easily to the rest of the network.
- **Betweenness Centrality:** The number of times an actor lies on the shortest path between two other actors; elements with high betweenness have more control over the flow of information and act as key bridges within the network.
- **Eigenvector Centrality:** Describes how well an actor is connected to other well-connected actors. This metric, though not reported in this analysis, is available by accessing the network data on Kumu, the online platform used for our analysis.

To aid the reader, we have followed a systematic framework for presenting network and sub-network analyses. For each, we provide a visual "sociogram," or map of the network actors and their relationships, along with key

network-level metrics and a list of the top ten organizations, ranked by In-Degree, Closeness and Betweenness. In all the network maps presented in this report, the size of each actor in the maps is based on In-Degree (number of instances named by other entities).

How to Read This Report – Interpreting Network Maps

Network maps displayed in this report show "nodes" – the circles in the map, which each represent an organization – and "edges – the lines in the map that represent a connection between two actors. The size of each node is based on the total number of connections (both out-ties, or connections named by the actor, and in-ties, or connections where the actor was named by another network actor). The maps are automatically generated by the online systems mapping platform (Kumu.io) using a standard layout algorithm. The position of nodes in a given map varies depending on the purpose of the visualization and generally does not reflect distance of specific actors or groups from each other. Ungrouped maps tend to position the largest nodes (those with the highest number of connections) at or near the center, while those with the fewest connections tend to be at the periphery.

We do not suggest utilizing maps alone for interpretive purposes, especially those that are the large and complex. We suggest referencing the metrics provided together with the maps in the presentation when conducting in-depth analysis on specific actors. We have also included links below each map, so the reader can view and navigate the full-sized maps on Kumu.

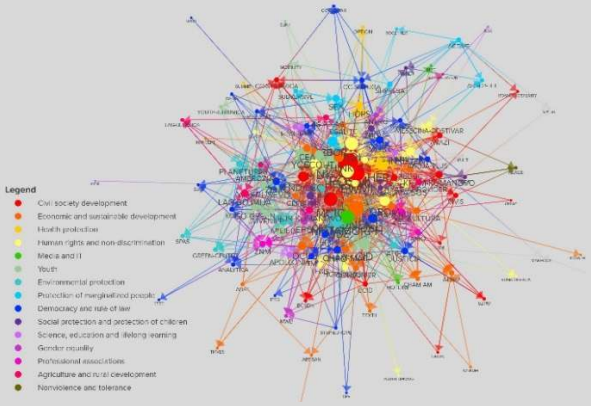
Overall Network Analysis

The map and analysis below present the results of the overall network analysis, including all 139 organizations that participated in the survey. The map and metrics depicted represent the overall network of actors, color-coded according to their primary sector of activity; each of the sectors is then subsequently examined in more detail. The overall network map below can be used as a rough basis for comparison when examining the connectedness of various other sub-networks. Note that for each network map, the reader can easily view and filter the full map by clicking on the link below and selecting the sectors or geographic focus indicated using filters that will appear at the top of the map (sectors in the center dropdown and geography and services/functions in the top left corner).

Overall Network

Sectors: All Sectors

Network Metrics: Actors: 139
Connections: 957
Density: 5%
Avg. Degree[1]: 13.77



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Top 10 Prominent Actors

Rank	In-Degree	Closeness	Betweenness
1	FOSM	VIP-Kultura	Konekt
2	Konekt	Kham Kumanovo	ADI
3	MCIC	Drom Roma Ctr.	FOSM
4	HERA Assn.	Aid Handicapped & Poor	Ctr. Intercult. Dialogue
5	ADI	Women of Skopje	Drom Roma Ctr.
6	USAID CEP	Focus Found.	USAID CEP
7	Metamorphosis	USAID CEP	Ajde Macedonia
8	Helsinki Committee	Justicia Kumanovo	MCIC
9	Nat. Youth Council MK	Ajde Macedonia	Metamorphosis
10	Ctr. Intercult. Dialogue	Ctr. Intercult. Dialogue	Kham Kumanovo

[1] Average Degree here – and in subsequent network snapshot tables – is calculated as the average of all degree values (combined in-degree and out-degree) of the organizations in the respective network or sub-network.

As seen in the diagram and metric data, there are 139 organizational entities connected by 957 linkages. (Network-level metrics are summarized in the upper right cell of the table.) The Density indicates that 5% of all possible connections have indicated a relationship. On average, respondents selected 9.5 organizations with whom they have linkages. The average degree of all respondents, or the number of in- and out-linkages each possesses is 13.8. It is worth noting that this map is influenced by the fact that the survey limited respondents to no more than 20 relational responses; thus, organizations like FOSM and MCIC with hundreds of grantees did not reflect all their relationships.

In the table to the right of the diagram, we have indicated the top-ten most prominent actors, as measured by In-Degree (the number of times they were cited by other respondents); Closeness (organizations with the shortest distance, or number of steps, to all other organizations, indicating their ability to spread information most easily within the network); and Betweenness (organizations who most often appear on the shortest path between two other organizations, reflecting their ability to serve as key bridges in the network).

Organizations whose primary sector is Civil Society Development generally hold the network together and serve as its main actors. Among the top-three most commonly cited are FOSM, Konekt and MCIC, all organizations that are generally recognized as civil society leaders through their grant programs and other activities.

Sector-Based Sub-Networks & Analysis

This section of the report presents the results of the ONA broken down into sub-networks by priority focus area of the respondents. In the survey, we used the 18 official designations agreed upon between the "Governmental Unit for Cooperation with CSOs" and the CSOs represented in their council. The table below presents the number of respondents by their self-ascribed primary sector designations.

For the purposes of our analysis, we have combined similar sectors as shown in the first column of the table, which has proven more insightful into analyzing actor relationships, particularly since some sectors have low representation (for instance, no respondents indicated "Sport, Hobby & Recreation" or "Policy & EU Integration"). In each of the graphs we have retained the original respondents' primary sector designations, using the same color scheme throughout this report.

Primary Sector Focus		
Combined Sectors For ONA	**Primary Sector**	**Number (%)**
Civil Society (overlap all)	Civil Society Development	17 (12%)
Economic, Agriculture, Sustainable Development, Professional Associations	Economic & Sustainable Development	21 (15%)
	Agriculture & Rural Development	7 (5%)
	Professional Associations	3 (2%)
Democracy & Rule of Law	Democracy & Rule of Law	22 (16%)
	Policy & EU Integration	0 (0%)
Humanities & Rights	Human Rights & Non-Discrimination	15 (18%)
	Protection of Marginalized People	7 (5%)
	Social & Child Protection	5 (4%)
	Gender Equality	3 (2%)
	Non-Violence & Tolerance	1 (1%)
Youth, Culture & Education	Youth	12 (9%)
	Culture	4 (3%)
	Science, Education & Lifelong Learning	7 (5%)
Environment & Health	Environmental Protection	8 (6%)
	Health Protection	4 (3%)
	Sport, Hobby & Recreation	0 (0%)
Media & It	Media & IT	3 (2%)
Total:		**139**

In each of the sub-network analyses, we have included the Civil Society Development actors, as this sector intersects and supports all the other sectors; the sector includes the main civil society grantors in Macedonia – FOSM, USAID CEP[2] and MCIC – which support all sectors with grants and technical assistance. By including Civil Society Development in all sub-sector analyses, the reader can see how these actors hold the network together, making it more cohesive.

[2] Although CEP is a USAID Project and not a singular organization, it acts as an important grantee in the sector and thus was included as a separate entity. All CEP implementing partners were also included on the final roster of 197 organizations.

It is worth pointing out that all sectoral sub-networks are based on the primary sector designated by the organizations themselves; in some cases, organizations' work spans different areas and may therefore fall outside of the sector one might expect. As a notable example, there are at least eight Roma organizations, but several did not indicate "Protection of Marginalized People" as their primary sector; for instance, Sumnal Roma Community Development Association, which works on education initiatives for Roma children, indicated as their primary sector, "Science, Education & Lifelong Learning." Metamorphosis, a USAID CEP partner and organization we will examine below, are prominent media leaders, but could also, with their sub-granting activities, arguably be placed in Civil Society Development. Other examples include the Journalists for Human Rights placing themselves in the primary sector of Environmental Protection.

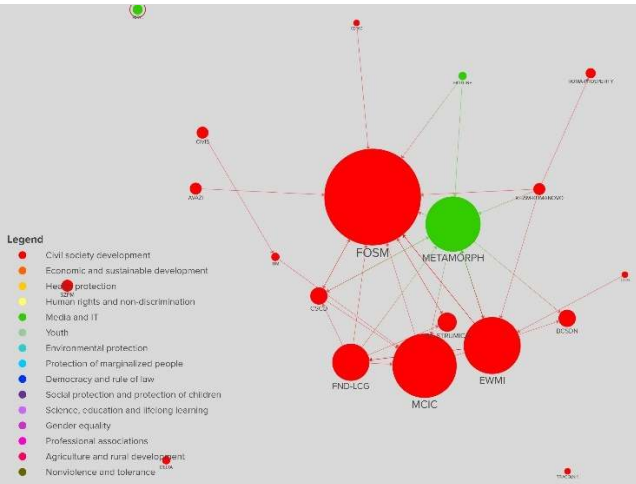
ONA Sector Legend Code

In the sector-based network maps, the coloring scheme for each of the nodes is based on the organization type of the actor according to the colors shown to the right. All maps contain directionality (arrows), although this is generally difficult to see in highly populated maps.

Sector 1: Civil Society Development; Media & IT

Sectors: Civil Society Development (17)
Media & IT (3)

Network Metrics: Actors: 20
Connections: 38
Density: 10%
Avg. Degree: 3.8



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Top 10 Prominent Actors

Rank	In-Degree	Closeness	Betweenness
1	FOSM	Kham Kumanovo	FOSM
2	MCIC	Metamorphosis	Metamorphosis
3	USAID CEP	Found. Local Comm. Dev.	Ctr. Sustain. Comm. Dev.
4	Metamorphosis	USAID CEP	USAID CEP
5	Found. Local Comm. Dev.	Ctr. Sustain. Comm. Dev.	MCIC
6	Comm. Ctr. Strumica	Internet Hotline MK	Team Institute
7	Ctr. Sustain. Comm. Dev.	FOSM	Found. Local Comm. Dev.
8	BCSDN	Center Creative Int'l Dialogue	Civis Kumanovo
9	Civis Kumanovo	MCIC	Internet Hotline MK
10	Union Pensioners	Center Econ. Policy & Analysis	Balkan Instit. Regional Coop.

The sub-network map on Civil Society Development and Media & IT is generally dominated by the main civil society grantors, FOSM, USAID CEP and MCIC. This network includes 20 actors connected by 38 reported linkages; the density of this sub-network is 10%, indicating that 10% of all possible connections have indicated an actual relationship. Only three entities self-identified their primary sector of activity as "Media & IT," although those include Metamorphosis, one of the four USAID CEP partner organizations which could also arguably be

characterized under Civil Society Development, as they manage two CEP sub-granting components. Brief synopses of the key civil society grantors and sub-grantors are highlighted below:

- **USAID CEP (Civic Engagement Program):** USAID's CEP program is a $9.5 million initiative, of which $3.9 million is dedicated to grant calls responding to priority areas and themes. Led by East-West Management Institute (EWMI), CEP has four local partners: i) FOSM, tasked with capacity building of grantees; ii) Metamorphosis, managing a two-part grant component for CSO alliances and for individual CSOs, in areas of larger institutional and action grants, plus short-term quick-response ad-hoc grants; iii) National Youth Council of Macedonia (NYCM), helping to develop future leaders through capacity building in leadership, public speaking and mobilization through in-kind grants, a week-long academy, and Youth Civic Engagement Award; and iv) Association for Democratic Initiatives (ADI) in Gostivar providing grants for youth organizations up to $15,000.

Recommendation: *At the completion of CEP, EWMI plans to leave behind a legacy of all four partner organizations with the capacity and approved NICRA necessary allowing them to directly manage USAID funds, plus 50-60 grantees with significant management capacity developed via institutional and action grants. As Local Works programming continues to take shape, CEP – as well as other USAID implementing partners – can provide valuable insight into potential priority areas, impactful interventions, and strategies that leverage the legacies and current efforts of other USAID programs.*

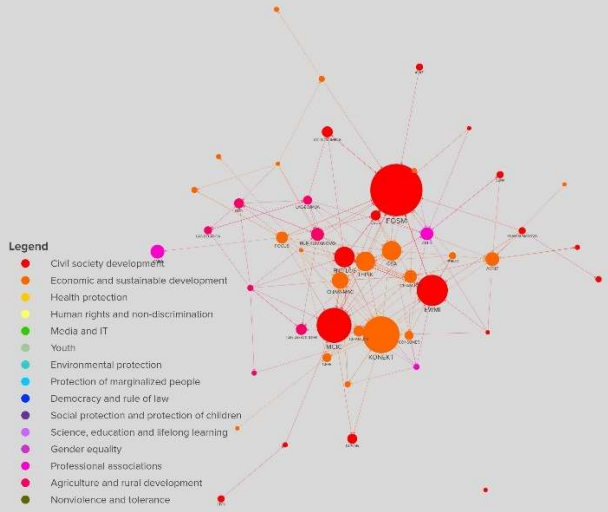
- **FOSM (Foundation Open Society Macedonia):** FOSM, having recently celebrated its 25-year anniversary, is generally considered the largest civil society actor and donor in Macedonia. Having operated as both donor and implementer, they boast a unique and extensive perspective of civil society, local organizations and networks; they are known as a flexible and responsive donor. Regionally, they are involved throughout Macedonia and have supported a network of twelve regional CSO support centers, seven of which have sustained themselves absent direct support. FOSM works on a diverse range of issues, including central-level policy and reform, inclusion of marginalized groups, good governance, education, housing, media and health. An area potentially of present interest to Local Works is their 2019-2022 strategy, for which they conducted a "Creative Activism" structured listening exercise in communities across Macedonia to reach out and assess priorities of local communities and civil society. http://www.fosm.mk/
- **Metamorphosis:** Founded in 2004 via FOSM, Metamorphosis focuses on electronic communications and hosts numerous professional websites in Macedonian, Albanian and English, producing original content and objective investigative journalism pieces. They are also the primary grant manager for USAID CEP. With an annual budget of roughly $500,000 they have a full-time staff of 28, roughly half of whom are journalists. Their primary programmatic focuses are on human rights, good governance, social innovation and green IT. Their numerous websites are worth a review: metamorphosis.org.mk; opennessindex.actionsee.org; spinfo.org.mk; truthmeter.mk; meta.mk/en/; portal.mk; securityinabox.org/en.
- **MCIC (Macedonian Center for International Cooperation):** MCIC, the partner in this effort, is also celebrating their 25th anniversary this year. (See also profile in Methodology section of this report.) The Civica Mobilitas program managed by MCIC, soon to be renewed, will intensify efforts to help CSOs more effectively re-engage with citizens, and replace donor funds with local resources – objectives closely aligned with Local Works. MCIC is also likely to continue the EU-supported Technical Assistance to CSOs (TACSO) initiative, which provides support and mentoring services to local CSOs. In addition to being one of Macedonia's main grantors, MCIC produces numerous survey and thematic research projects, including key contributions on the *State of Civil Society* report, the widely-recognized *Fifteen Years of Transition* report, and the quarterly *Civic Pulse*. http://www.mcms.org.mk/

Recommendation: *During the February 2018 Research Mission, LINC personnel met with all of these and other key civil society and development actors. Provided with a short briefing of Local Works, many of them were able to articulate ideas and supporting rationale on how USAID might effectively leverage local resources and generate locally-driven impact. Organizing a workshop – either limited to USAID and other international implementers, or open to key local actors – could be an effective means to learn from current and relevant experiences, identify synergies and gaps in programming, and develop concrete strategies and approaches. For instance, these actors might articulate ways to support community-level initiatives on a broad national scale. Of course, to avoid potential conflicts of interest, USAID's procurement team should continue their active involvement in Local Works design.*

Sector 2: Economic, Agriculture & Sustainable Development; Professional Associations

Sectors: Economic & Sustainable Development (21)
Agriculture & Rural Development (7)
Professional Associations (3)
Civil Society Development (17)

Network Metrics: Actors: 48
Connections: 156
Density: 7%
Avg. Degree: 6.5



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Top 10 Prominent Actors

Rank	In-Degree	Closeness	Betweenness
1	FOSM	VIP-Kultura	Konekt
2	Konekt	Konekt	FOSM
3	MCIC	LAG Pelagonia	Finance Think
4	USAID CEP	Balkan Assn. Alternat. Tourism	LAG Agro Lider Prilep
5	Found. Local Comm. Dev.	Alliance Microfin. Orgs	LAG Pelagonia
6	Ctr. Econ. Analysis	LAG Bojmija	NW Chamber Commerce
7	Finance Think	Focus Found.	Focus Found.
8	MK Chamber Commerce	Finance Think	MK Chamber Commerce
9	MK Journalist Assn.	Public Assn.	MCIC
10	Albiz Found.	Rural Coalition Kumanovo	Albiz Found.

This network map and analysis presents the results for those organizations who indicated their primary sectors in one of three areas: i) Economic & Sustainable Development; ii) Agriculture & Rural Development; iii) Professional Associations; plus Civil Society Development, as noted previously; the sectors and the number of entities are indicated in the upper left. This network includes 48 actors connected by 156 linkages, and a density of 7%, indicating that 7% of all possible connections have indicated an actual relationship.

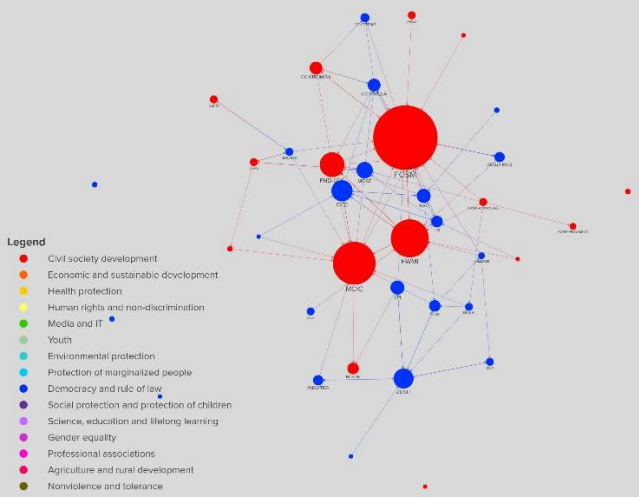
Interestingly, the most prominent entities in terms of the Closeness (shortest distance to all other entities in the network) and Betweenness (number of times the entity lies on the shortest path between every pair of entities) are actors from one of the non-Civil Society Development sectors. These metrics indicate actors with a significant role in how information is spread to the rest of the network and have more control over the flow of information. The actors working in Agriculture & Rural Development have fewer connections compared to the other sectors in this map; however, they score high in Closeness and Betweenness. Notably, LAGs Pelagonia and Bojmija and the Balkan Association for Alternative Tourism score high in Closeness; and LAGs AgroLider Prilep and Pelagonia score high in Betweenness. From the Professional Associations, the Macedonian Chamber of Commerce and Macedonian Journalist Association have a larger number of connections, but low Closeness and Betweenness. (Only three participating entities selected Professional Association as their primary sector of activity.) Organizational highlights include:

- **Konekt:** Konekt grew from a USAID civil society program and focuses on philanthropy and promotion of corporate social responsibility, encouraging citizens and business to invest in their communities and civil society. Their role is to provide a "brokerage" between a "triangle" of sectors: public, private and civil society. Looking at relationships between these three sectors, they note that linkages generally exist between public-private and public-civil society, but there is almost no private-civil society, so this is their primary emphasis. They seek to improve economic and social development synergy through two models: i) Promote Private Giving: Help to distinguish between personal and strategic giving; propose trustful organizations for giving and partnerships; promote long-term relationships and solutions; and ii) Promote Corporate Giving: Promote corporate social responsibility and ethical business models; help companies to invest strategically, identify solutions and bring sector resources to the table. http://konekt.org.mk/
- **Finance Think:** Established in 2012, Finance Think is an economic research and policy institute that serves as a watchdog on economic policies and helps to implement economic policies and reforms. They focus mainly on analysis, producing several tools and reports, and also organize workshops and events related to their own work. They operate in two pillars: i) Development: unemployment, labor market, poverty, equality and gender issues; and ii) Fiscal Policy: cost-benefit analysis on policies from a budgetary perspective, and citizen participation in local budget processes. http://www.financethink.mk/

Sector 3: Democracy & Rule of Law

Sectors: Democracy & Rule of Law (22)
Policy & EU Integration (0)
Civil Society Development (17)

Network Metrics: Actors: 39
Connections: 96
Density: 6%
Avg. Degree: 4.92



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Top 10 Prominent Actors

Rank	In-Degree	Closeness	Betweenness
1	FOSM	Kham Kumanovo	MCIC
2	MCIC	NGO Info Ctr.	FOSM
3	USAID CEP	Transparency MK	NGO Info Ctr.
4	Found. Local Comm. Dev.	MCIC	Ctr. Change Mgt.
5	Center Civic Communication	Center Civic Communication	Zenith Assn.
6	Zenith Assn.	Nexus Civil Concept	Most Assn.
7	Most Assn.	Justicia Kumanovo	Center Civic Communication
8	NGO Info Ctr.	Ctr. Change Mgt.	Civis Kumanovo
9	European Policy Inst.	Found. Local Comm. Dev.	Transparency MK
10	Comm. Ctr. Strumica	Zenith Assn.	USAID CEP

This network includes organizations who indicated their primary sector as Democracy & Rule of Law, again overlaid with Civil Society Development; no organizations selected Policy & EU Integration. This network includes 39 actors connected by 96 reported linkages and a density of 6%.

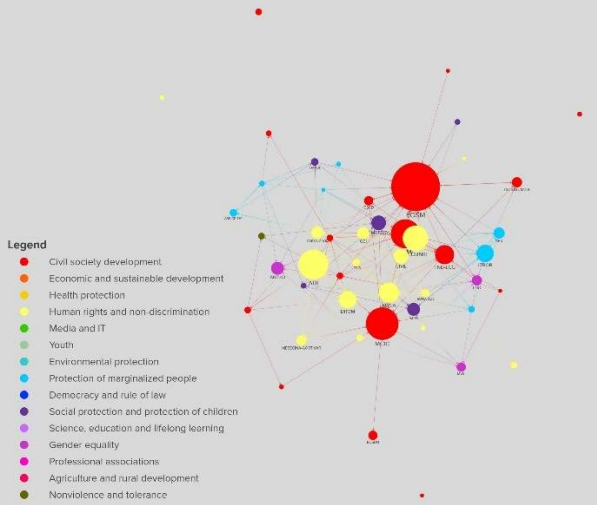
Key actors in the sector include the Center for Civic Communication (http://www.ccc.org.mk/), Zenith Association (http://www.zenith.org.mk/), Most Association (http://most.org.mk/), Transparency Macedonia (http://www.transparency-mk.org.mk/), NGO Info Center Foundation, and the Center for Change Management (http://www.cup.org.mk/), all Skopje-based organizations. Of these, during LINC's February Research Mission, we met only with Most Association. The Eurothink Center for European Strategies, who did not complete the survey, would have surpassed the other actors in this sector with 28 in-degrees, doubling the in-degree of Center for Civic Communications, the highest-ranking organization shown in the network, with 14. This again illustrates the importance of maximizing participation combined with sound ONA methodology.

- **Most Association:** Most is a political research company working mainly in the field of election monitoring. According to multiple sources they are the largest organization working in this field, and through a comprehensive national network with more than twenty local organizations, they can make a claim of having "infrastructure in every village in Macedonia." During election cycles, they manage as many as 18 offices and a cohort of more than 3000 monitors. In addition to election monitoring, they also serve as a watchdog, rating politicians' performance and reporting back to the public. Since 2002 they have reached 30,000-35,000 individuals through their programs and organized more than 120 town hall meetings with 10,000 participants, compelling parliament members to face their constituencies.

Sector 4: Humanities & Rights

Sectors: Human Rights & Non-Discrimination (15)
Protection of Marginalized People (7)
Social Protection & Protection of Children (5)
Gender Equality (3)
Nonviolence & Tolerance (1)
Civil Society Development (17)

Network Metrics: Actors: 48
Connections: 199
Density: 9%
Avg. Degree: 8.29



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Top 10 Prominent Actors			
Rank	In-Degree	Closeness	Betweenness
1	FOSM	Roma SOS	ADI
2	MCIC	Shpresa Assn.	Inkluziva Assn.
3	ADI	Hope Crisis Ctr.	MCIC
4	USAID CEP	Inkluziva Assn.	FOSM
5	Helsinki Committee	Avazi Roma Assn.	Helsinki Committee
6	MK Young Lawyers Assn.	MK Young Lawyers Assn.	Drom Roma Comm. Ctr.
7	Found. Local Comm. Dev.	Drom Roma Comm. Ctr.	USAID CEP
8	Drom Roma Comm. Ctr.	Kham Kumanovo	MK Young Lawyers Assn.
9	Izbor Assn.	MCIC	Ctr. Civic Init. Prilep
10	Civil Ctr. for Freedom	Women of Skopje	Assn. Cerebral Palsy, Tetovo

The sub-network map Humanities & Rights includes 48 actors connected with 199 linkages and a density of 9%. Examining the Closeness and Betweenness metrics, the smaller organizations Roma SOS, Shpresa Association of Disabled Persons, and Hope Crisis Center have the closest connections to other entities; ADI, one of USAID CEP's implementing partners, ranks first in Betweenness.

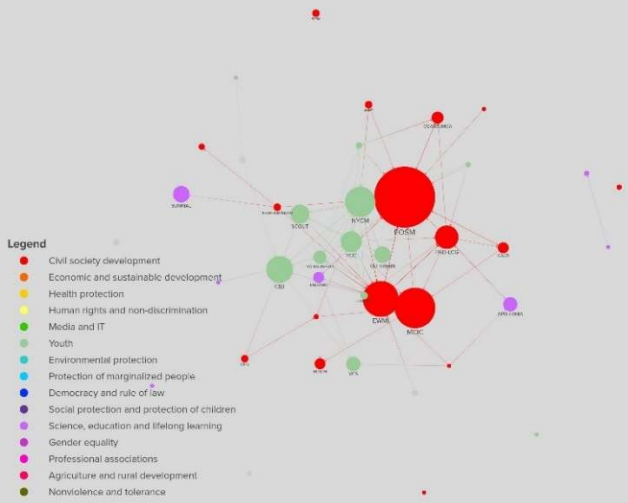
Notable in this sub-network is the prevalence of most of the Roma organizations, designated under "Protection of Marginalized People" and "Human Rights & Non-Discrimination." Of at least eight organizations in the overall network that focus mainly on Roma, four play prominent roles in this network: Drom Roma Community Center in Kumanovo (http://drom.org.mk/en/), Roma SOS in Prilep (http://romasosprilep.org), and Avazi Roma Association in Tetovo and Kham Kumanovo. Kham Delcevo, with 23 in-degrees, would have figured as a prominent actor as well, but were omitted due to their lack of response to the survey; similarly for the Skopje Red Cross, which had 19 in-degrees, but are not included in the map.

Other notable actors in this sub-network include several associations of physically disadvantaged persons, including Inkuziva Association for Disabled Persons in Kumanovo (http://inkluziva.mk/), Izbor Association for People with Substance Addiction in Strumica (http://www.jadroasocijacija.org.mk/), and the Association of Cerebral Palsy in Tetovo.

Sector 5: Youth, Culture & Education

Sectors: Youth (12)
Culture (4)
Science, Education & Lifelong Learning (7)
Civil Society Development (17)

Network Metrics: Actors: 40
Connections: 103
Density: 7%
Avg. Degree: 5.15



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Top 10 Prominent Actors

Rank	In-Degree	Closeness	Betweenness
1	FOSM	Nat. Youth Council MK	Nat. Youth Council MK
2	MCIC	USAID CEP	USAID CEP
3	USAID CEP	Youth Alliance Krusevo	FOSM
4	Nat. Youth Council MK	Youth Culture Ctr. Bitola	Einstein Dyslexia Assn.
5	Ctr. Intercult. Dialogue	Scouts MK	Ctr. Intercult. Dialogue
6	Found. Local Comm. Dev.	Ctr. Intercult. Dialogue	Found. Local Comm. Dev.
7	Youth Culture Ctr. Bitola	Council Juvenile Delinquency	Youth Alliance Krusevo
8	Scouts MK	Kham Kumanovo	Youth Culture Ctr. Bitola
9	Go Green Assn.	Mobility Kumanovo	Youth Council Strumica
10	Sumnal Roma Assn.	Youth Council Strumica	MakeDox Assn.

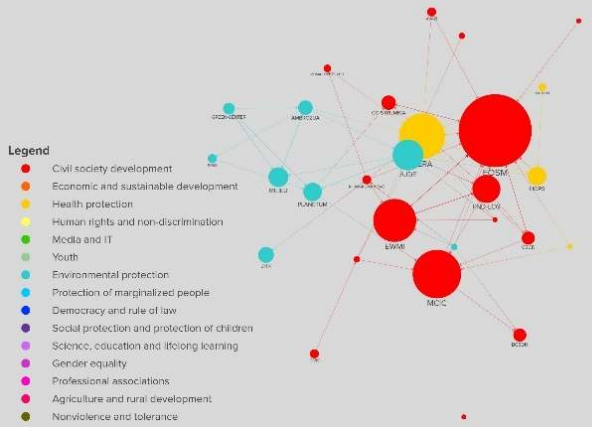
The sub-network representing Youth, Culture & Education sectors includes 40 actors connected by 103 connections and a density of 7%. Aside from the usual Civil Society Development actors, key entities in this sector include the National Youth Council of Macedonia and the regional Youth Alliance Krusevo and Youth Culture Center Bitola. The National Youth Council of Macedonia (NYCM), a USAID CEP partner, has the In-Degree values in the sector (excluding the main Civil Society Development actors), and scores highest in both Closeness and Betweenness. The Youth Education Forum in Skopje, omitted by their lack of response, would have out-ranked NYCM in in-degree, and the Sega Coalition of Youth Organizations in Prilep would have also figured prominently. Youth Alliance Krusevo lies outside of the top-ten in number of network connections, but its linkages are close compared to the other actors. Actors working in the sectors of "Culture" and "Science, Education & Lifelong Learning" are generally less connected and exhibit less-close connections.

- **National Youth Council of Macedonia (NYCM):** NYCM is a member organization of 50 separate youth-oriented CSOs. (This and other networks could readily be transformed into a network map.) Founded in 2013, NYCM is a grass-roots, youth-managed organization that seeks to streamline youth voice through society. NYCM has three types of member organizations: i) Youth Organizations, led by youth and with executive bodies consisting of youth; ii) Organizations for Youth, with broader objectives, but which engage youth; and iii) Youth Wings of Political Parties, to attract youth of different views and priorities. NYCM represents all eight regions of Macedonia and coordinates regional offices through partner organizations. With no local funding, they rely on donors that include USAID, British Embassy, NDI and Open Society. They are a USAID CEP implementing partner, managing the "LEAD" Leadership Academy, Youth Civic Engagement Award, and grant and mentorship initiatives. http://www.nms.org.mk/en/

Sector 6: Environment & Health

Sectors: Environmental Protection (8)
Health Protection (4)
Sport, Hobby & Recreation (0)
Civil Society Development (17)

Network Metrics: Actors: 29
Connections: 70
Density: 9%
Avg. Degree: 4.83



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Top 10 Prominent Actors			
Rank	In-Degree	Closeness	Betweenness
1	FOSM	Kham Kumanovo	Ajde Macedonia
2	MCIC	Aid Handicap & Poor, Prilep	FOSM
3	HERA Assn.	Found. Local Comm. Dev.	Found. Local Comm. Dev.
4	USAID CEP	Ajde Macedonia	Milieukontakt
5	Ajde Macedonia	Ambrozija Ctr.	HOPS Skopje
6	Found. Local Comm. Dev.	Ctr. Creative Intl. Dialogue	Planetum Assn.
7	Milieukontakt	TIM Institute	MCIC
8	Planetum Assn.	Planetum Assn.	HERA Assn.
9	HOPS Skopje	MK Green Ctr.	Ambrozija Ctr.
10	Journalists Human Rights	USAID CEP	USAID CEP

The sub-network map on Environment & Health includes 29 actors connected with 70 linkages and a density of 9%. In the Health Protection sector, HERA (Health, Education & Research Association) has the greatest number of connections, while Ajde Macedonia has the greatest number in the Environmental Protection sector; they also rank first in Betweenness, indicating that they serve as a key bridge within this sub-network.

- **HERA (Health, Education & Research Association):** HERA, with the highest In-Degree of health and environment actors and the third-highest overall, provides an example of an interesting outreach strategy. Based in Skopje, they employ an effective regional operational model by networking with other CSOs on the local level to reach their final beneficiaries and speak, advocate and educate on issues related to sexual protection and health. This strategy likely accounts for their high In-Degree. They also have a mobile clinic for reproductive health. https://hera.org.mk/
- **Ajde Macedonia:** Ajde Macedonia, ranking highly in all three metrics, focuses on environmental initiatives, waste reduction, and notably food surplus redistribution. According to their interesting and informative website, which quantitatively records their impact, their campaigns effectively link CSOs, businesses and volunteer citizens. They were recipients of an MCIC grant and, per their website, also an NDI grant; they also list US Peace Corps and the Vienna Insurance Group as supporters. http://ajdemakedonija.mk/

Organizations Excluded Due to Survey Non-Response

As outlined in the Methodology section, organizations that failed to respond to the survey are not included in the network map and analysis. In the table below, we have provided a list of those organizations that were cited at least four times (In-Degree ≥ 4) but that are not included in the analysis due to their lack of response to the survey. (Again, these are organizations that in most cases opted-in, expressing their willingness to participate, but ultimately did not complete the ONA survey.) However, per the results, these organizations are prominent actors in the development arena.

Organizations Commonly Cited but Excluded from Analysis			
(In-Degree ≥ 4, Didn't Complete Survey)			
Organization	**In-Degree**	**Organization**	**In-Degree**
Eurothink Center for European Strategies (formerly MCET)	28	Glasno Shtip	7
MOF (Youth Education Forum)	25	Transparency International - Macedonia	7
Kham Delchevo	21	Eco Guerilla Movement, Tetovo	7
Skopje City Red Cross	18	Macedonian Institute for Media	7
Institute for Human Rights	12	Umbrella Center for Integration	7
All for Fair Trials Coalition	11	Faculty of Things that Can't Be Learned, Bitola	6
CRPM (Center for Research and Policy Making)	11	Macedonia 2025 Diaspora Organization	6
Sega Coalition of Youth Organizations, Prilep	11	MCGO (Macedonian Civic Education Center)	6
Association of Business Women	10	Food for All Food Bank Macedonia	5
Forum Center for Strategic Research & Documentation	10	Jadro Association of Independent Culture Scene	5
IDSCS (Institute for Democracy Societas Civitas)	9	National Federation of Farmers	5
ESE (Association for Emancipation, Solidarity & Equality)	9	Solem Disabled Persons Association	5
Polio Plus Movement against Disabilities	9	National Council for Gender Equality	5
Krik Center for Youth Activism	8	Agroproduct Shtip	4
Local Community Development Foundation, Shtip	8	LAG "ABER 2015" Rural Development Association, Kumanovo	4
Democracy Lab Association for Democratic Advancement, Tetovo	7	LDA Struga	4
DeSo (Development Solutions)	7	Zelena Lupa Association for Research, Analysis & Development	4

Looking at this table, it is important to note that despite not completing the survey, there are several CSOs important to this effort and the networks. In the Youth sector, the Youth Education Forum (YEF) has 25 in-degree connections, significantly more than many of the higher-ranking organizations that did complete the survey and are therefore included; Sega Coalition in Prilep, another youth CSO, is also highly cited. Eurothink, a think tank dedicated to EU policies and integration (formerly MCET) appears 28 times. Kham Delcevo (not to be confused with Kham Kumanovo) and Skopje Red Cross are also significant actors, with in-degrees of 21 and 18 respectively. Kham Delcevo is currently implementing a project on human capital development, targeting Roma women. Several other actors in the field of human rights and justice are also significantly cited, including the Institute for Human Rights, Polio Plus and ESE, all based in Skopje.

Geographic Sub-Networks & Analysis

This section examines sub-networks based on their regional coverage and representation. In the survey, organizations had the option to choose whether they work on National, Regional (one of the eight administrative regions of Macedonia), or Local (within a single or few number of municipalities). The table to the right provides an overview of the total number (and percent) of CSOs registered in each of the eight administrative regions (Central Registry of the Republic of Macedonia, 2017, representing 2016 data), versus the number (and percent) of those included in our analysis. It should also be noted that the number of total CSOs in Macedonia decreased from 6,762 (2016 data shown in the table) to 4,619 in 2017 (regional breakdown currently unavailable).

Macedonia Civil Society Sector Geographical CSO Representation

Geographic Region	Total CSOs		Surveyed CSOs	
	Number	%	Number	%
Skopje	2,868	42%	84	60%
East	470	7%	5	4%
Northeast	372	6%	10	7%
Southeast	551	8%	9	6%
Southwest	621	9%	3	2%
Polog	529	8%	10	7%
Pelagonia	812	12%	15	11%
Vardar	539	8%	3	2%
Total	**6,762**	**100%**	**139**	**100%**

When analyzing this data, we encountered several challenges in the ways some organizations responded. For instance, several organizations selected "Regional," but proceeded to check the boxes for all eight administrative regions, presumably giving them "National" representation. Others selected "National" or "Regional" but then proceeded to check specific municipalities (potentially a corruption in the survey logic, as this should not have been allowable). A further challenge is that in some of the administrative regions, there are relatively few organizations.

To reconcile the challenges related to national, regional and local coverage, the team performed several manipulations to the original data. First, organizations that selected all regions were changed to "National" representation; and second, organizations that selected "Local" (originally 20 in total) were changed to "Regional" and assigned to the corresponding region of their selected municipality. These changes provide more populated sub-network maps to deepen our analysis, yet many regions still have low representation.

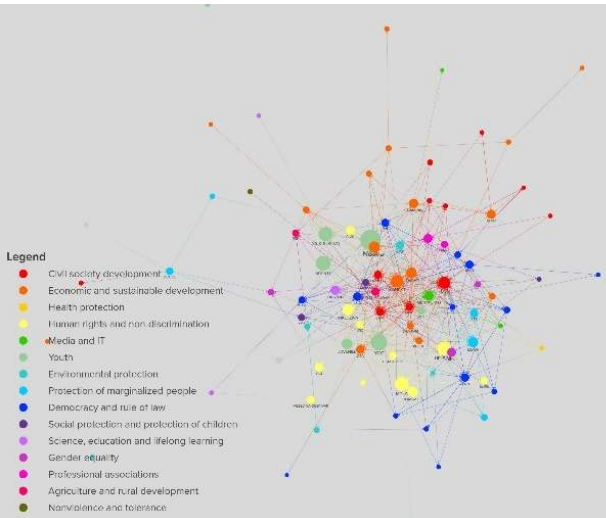
As seen in the table above, this network analysis disproportionately reached Skopje-based organizations; this is not unexpected considering that first, Skopje has more professional organizations that are more likely to have opted-in (i.e. reliable, regularly-checked emails and contact information); and second, due to the limit of 200 organizations, this ONA intentionally sought to reach more mature and serious organizations.

Recommendation: *Based on the perceived utility of this analysis, as well as recent efforts by USAID CEP and others in the field of ONA, this exercise could readily be replicated with more refined sectoral or geographic targeting. To ease the procurement and administrative burden on USAID, the analysis might be conducted in cooperation with CEP's annual ONA workshop and exercise.*

Geography 1: National-Level Actors

All Sectors, National-Level Actors

Network Metrics: Actors: 94
Connections: 471
Density: 5%
Avg. Degree: 10.02



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Top 10 Prominent Actors

Rank	In-Degree	Closeness	Betweenness
1	FOSM	USAID CEP	Konekt
2	Konekt	Konekt	MCIC
3	MCIC	Women of Skopje	USAID CEP
4	USAID CEP	Alliance Microfin. Orgs	Metamorphosis
5	Metamorphosis	Finance Think	Scouts MK
6	Helsinki Committee	Youth Cultural Ctr Bitola	Zenith Assn.
7	Nat. Youth Council MK	Metamorphosis	Ajde Macedonia
8	Ajde Macedonia	Center Civic Communication	ZELS
9	MK Young Lawyers Assn.	Justicia Kumanovo	FOSM
10	Found. Local Comm. Dev.	ZELS	MK Young Lawyers Assn.

The network map and analysis above display all surveyed actors that self-reportedly operate on the National level. The network includes 94 actors connected by 471 linkages for a density of 5%, roughly in line with the overall network of all actors; the Average Degree of 10.0 is somewhat lower than the overall network of 13.8. While primarily dominated by the usual Civil Society Development actors, there are a couple noteworthy additions.

- **ZELS:** Established in 1972, ZELS is the national association of municipalities, with membership of all 80 municipalities in Macedonia plus the City of Skopje. ZELS has three goals: i) Advocate for the needs of municipalities, and to provide policy input for all new laws; ii) Increase municipal capacity through services and training; and iii) Represent municipalities nationally and internationally. In the past, USAID has been a key developer of ZELS, and recently ZELS had a long-term institutional grant from Swiss Cooperation. http://www.zels.org.mk/

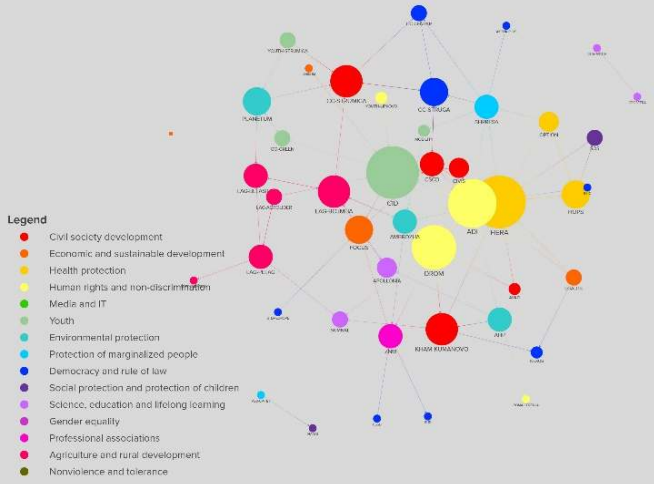
Recommendation: *When considering Local Works' objective to advance locally-owned development and empower local actors to take the lead in identifying and addressing development challenges, ZELS' unique position to potentially mobilize and leverage local administrations' resources could be advantageous. At a minimum, USAID should consider the potential role and importance of strategically helping to leverage and guide the investment of local administrations' resources and the role that ZELS might play as an actor in that process. If in the role of a Local Resource Provider, USAID should consider the advice of other agencies – notably Swiss Cooperation – as well as their municipal contingencies, to apply lessons learned in ways that will both help fulfill Local Works objectives while building sustainable capacity within ZELS itself.*

- **Scout Association of Macedonia:** The Scouts can also be an effective and innovative instrument to mobilize youth activists and has several advantages, including a long and well-established history in Macedonia since 1921; large international and regional networks and synergies; and local backing of communities, individuals and businesses. The Scout Association of Macedonia has 14 active semi-autonomous scout groups. The Scouts' objectives to help young people find their place in the community, build character, and include themselves in societal decision-making intersect well with Local Works locally-driven objectives. As the largest CSO in Macedonia in terms of overall constituency, Scouts effectively mobilize resources from both

Geography 2: Regional-Level Actors

All Sectors, Regional-Level Actors

Network Metrics: Actors: 45
Connections: 89
Density: 4%
Avg. Degree: 3.96



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Top 10 Prominent Actors

Rank	In-Degree	Closeness	Betweenness
1	HERA Assn.	Drom Roma Ctr.	Ctr. Intercult. Dialogue
2	ADI	Shpresa Assn.	ADI
3	Ctr. Intercult. Dialogue	Kham Kumanovo	HERA Assn.
4	Drom Roma Ctr.	Aid Handicapped & Poor	Drom Roma Ctr.
5	Go Green Assn.	Focus Found.	Ctr. Sustain. Comm. Dev.
6	Sumnal Roma Assn.	Ctr. Intercult. Dialogue	LAG Bojmija
7	MK Journalist Assn.	LAG Pelagonia	Focus Found.
8	Planetum Assn.	Civis Kumanovo	Comm. Ctr. Strumica
9	HOPS Skopje	ADI	Comm. Ctr. Struga
10	SOS Children's Village	LAG Bojmija	Kham Kumanovo

current and former members. Recently, as documented in our Excel database associated with this ONA, the Scouts have managed grants from FOSM, MCIC and USAID CEP. http://scout.org.mk/home/

This map presents the actors and metrics for the 45 entities operating on regional and local bases. They are connected by only 89 linkages, have a density of 4%, and average degree of 3.96. These relatively disconnected results aren't surprising since the actors focus only on regional levels, and this map includes actors in all eight regions (e.g. it's unlikely that actors whose operations are focused in the Northeast would be significantly linked with those in the Southwest). Also, in this case, the ONA is not built on a census since there are no specific sectoral or geographic boundaries; the roster was determined almost exclusively by opt-in. It is worth noting that the network metrics of this map do, however, reinforce the validity of network analysis as a tool for measuring the strength of networks and identifying key actors.

Examining the individual actors, the top-three organizations based on In-Degree each cover different regions: HERA in Skopje, CID in the Northeast, and ADI in Polog. ADI, in large part due to their partnership with USAID CEP, is active in five of the eight regions (Northeast, Pelagonia, Polog, Skopje and Southwest). The two LAGs in Pelagonia and Bojmija, plus the two Community Centers in Strumica and Struga appear as relatively prominent network connectors in Closeness and Betweenness.

In the maps below, we examine each of the eight geographic regions. Due to the relatively few actors in each region, insightful analysis at this level is limited; therefore, the maps are presented and discussed collectively in the narrative following.

Geography 3: Region-by-Region Networks

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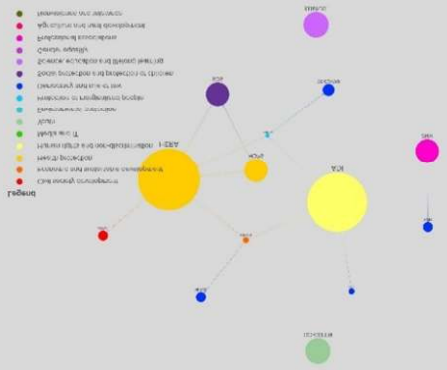
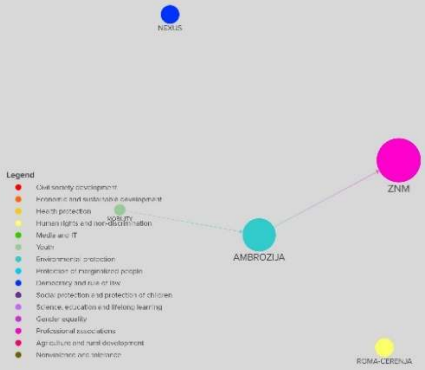
Skopje Region



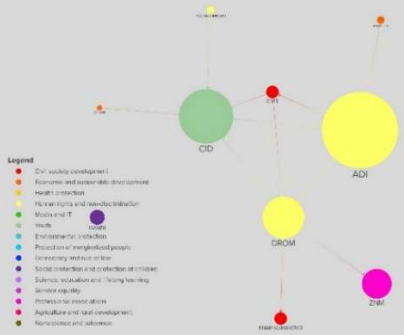
Network Metrics: Actors: 14
Connections: 14
Density: 8%
Avg. Degree: 2.00

East Region



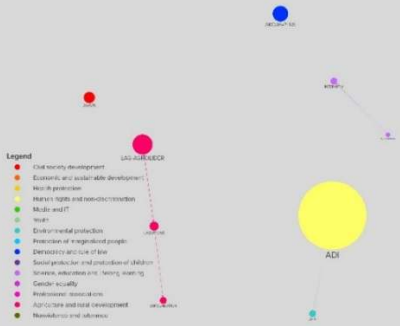
Network Metrics: Actors: 5
Connections: 2
Density: 10%
Avg. Degree: 0.80

Northeast Region



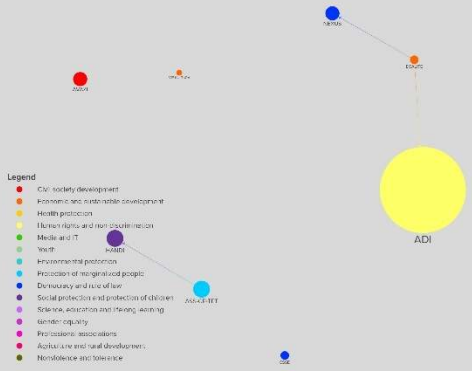
Network Metrics: Actors: 10
Connections: 16
Density: 18%
Avg. Degree: 3.20

Pelagonia Region



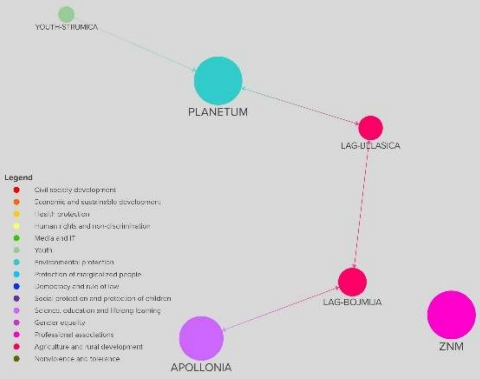
Network Metrics: Actors: 9
Connections: 5
Density: 7%
Avg. Degree: 1.11

Polog Region



Network Metrics: Actors: 8
Connections: 3
Density: 5%
Avg. Degree: 0.75

Southeast Region



Network Metrics: Actors: 6
Connections: 7
Density: 23%
Avg. Degree: 2.33

Geography 3: Region-by-Region Networks

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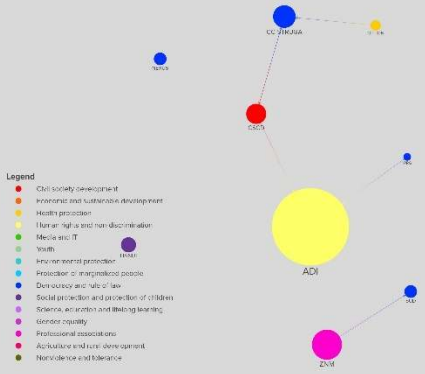
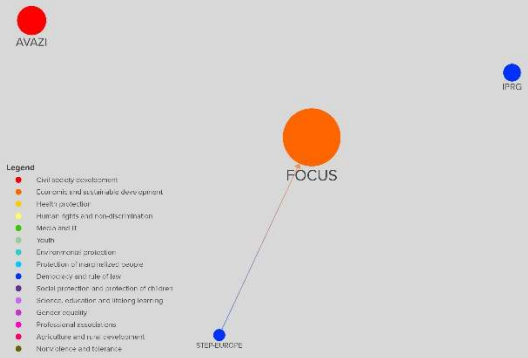
Southwest Region



Network Metrics: Actors: 9
Connections: 6
Density: 8%
Avg. Degree: 1.33

Vardar Region



Network Metrics: Actors: 4
Connections: 1
Density: 8%
Avg. Degree: 0.50

The regions of Skopje, Northeast, Pelagonia and Southwest are the most highly represented regions in our analysis; aside from Skopje, Pelagonia and Southwest have the greatest number of registered CSOs; Northeast has the fewest, with 372 registrations). With the number of participating CSOs in these regional analyses numbering fewer than ten outside of Skopje, the maps represent only a small fraction of the registered CSOs (although those that are included are likely among the most prominent). Thus, the reader is advised to exercise caution when attempting to draw any firm inferences from this data. Observations and highlights from these analyses include:

- ADI, CEP's partner in Gostivar (Polog region) is relatively well-connected in all regions where they operate. In these graphs, it is useful to point out that Kumu, in which we have sized the actors according to In-Degree, are based on the In-Degree of the overall network, not just the sub-network actors. Thus, for instance, in the Northeast, ADI (with in-degree of 4) appears as a larger node than CID (with in-degree of 5).
- Organizations in the Northeast and Southeast show the highest connectivity, measured by network density. In the Northeast, the most connected organizations are ADI, Center for Intercultural Dialogue (CID) Drom Roma Center and CIVIS, all of which except for ADI are based in Kumanovo. In the Southeast region, albeit with only six actors, the network is tied together by LAGs Bojmija and Belasica, and Planetum in Strumica.
- In Skopje region, most of the organizations logically selected "National," as they generally work on issues such as policy and governance, although 14 noted that they work on a regional basis in Skopje. HERA Association, ADI, Shpresa Association of Invalids, and Egalite Foundation for Support of Women and Young Entrepreneurs (based in Tetovo) are the most connected actors. One might expect Skopje-based organizations operating only in the region would be more well-connected, but the fact that this isn't the case might be attributed to the lack of inclusion of certain of these actors.
- Overall the network analysis for all the regions is fragmented with few development actors, in part likely due to our roster limitations. Looking at the East region, with only five actors and two connections, the largest cities are Shtip, Kocani and Berovo which, in socio-economic terms is a region hit hardest by poverty, brain drain and low GDP.

Local Administrations' Relationships with Development Actors

This section examines the relationships cited by local administrations with development actors. As outlined in the Methodology section, a separate SurveyMonkey survey was distributed to the largest 33 municipalities in Macedonia plus Skopje City; ultimately, 25 completed the survey. In this survey, the local administrations were asked to write in up to ten organizations (foundations, CSOs, private enterprises, academic institutions or other) that they most frequently work with on local development initiatives. The table to the right presents the results by type of organization, and the analysis below presents the results of the survey in the form of a network analysis, with actors color-coded by type of organization.

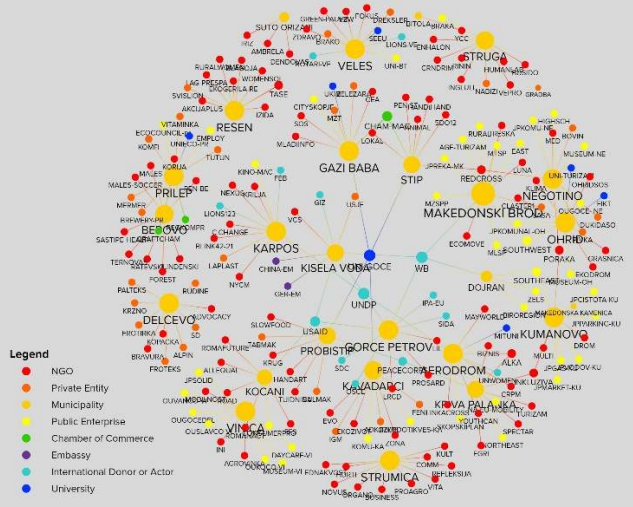
Municipal Cooperation Perspective
Types of Organizations Indicated

Organization Type	Times Cited
CSO	100
Public Enterprise	41
Private Entity	30
Municipality	26
International Donor or Actor	14
University	7
Chamber of Commerce	3
Embassy	2
Total	**223**

Local Administration Linkages with Development Actors

Local Administrations: 25 of 33

Network Metrics: Actors: 223
Connections: 217
Density: 1%
Avg. Degree: 1.95



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Top 10 Prominent Actors

Rank	In-Degree	Closeness	Betweenness
1	University Goce Delcev; World Bank	Muni. Gorce Petrov	World Bank
2		UNDP	Muni. Kriva Palanka
3	UNDP; MK Chamber Commerce; USAID	Muni. Kisela Voda	UNDP
4		World Bank	Muni. Aerodrom
5		Muni. Makedonski Brod	Muni. Kumanovo
6	Swiss Coop.; Peace Corps; Lions Club; Red Cross; Poraka Ctr. Disabled; Inkluziva; ALKA Association; TASE Folklore Dance Club	Muni. Aerodrom	Muni. Makedonski Brod
7		Muni. Kumanovo	Muni Probistip
8		Muni. Kriva Palanka	ALKA Assn.
9		Muni. Karpos	University Goce Delcev
10		Muni Probistip	Peace Corps

This analysis presents a network of the local administrations' responses to the write-in survey of their connections. With 223 actors, 25 of whom were surveyed, there were 198 unique entities cited with only 217 connections (26 linkages are with other municipalities). Thus, there are few organizations with multiple in-degrees. The University of Goce Delcev, World Bank and UNDP have the highest in-degrees, albeit with only four. The Chamber of Commerce of Macedonia and USAID have three, while six organizations have two. All the rest were cited only once; this, despite municipalities on average listing 8.7 connections each. This illustrates that, from the perspective of municipalities at least, few organizations have strong relationships with multiple local administrations.

- In terms of Closeness and Betweenness, most of the top-ten leaders are municipalities themselves, again indicating the relative weakness in perceived importance of non-public organizations and actors from the perspective of municipalities.

- Many of the actors included in our main ONA survey were cited, but the majority only appear once.
- Interestingly, ZELS was cited only once, by Dorjan municipality.

Recommendation: *Given Local Works' objective to advance locally-owned development and community-level focus, this analysis might be worth replicating to evaluate the impact of Local Works initiatives going forward. Impact in strengthening connections between public administrations and development actors should be readily observable considering this baseline point. If replicated, several changes in methodology might be warranted: clarify and/or limit types of responses; perhaps provide a multiple-choice roster; separately evaluate relationships with other municipalities and public utility companies; and record types and strengths of connections.*

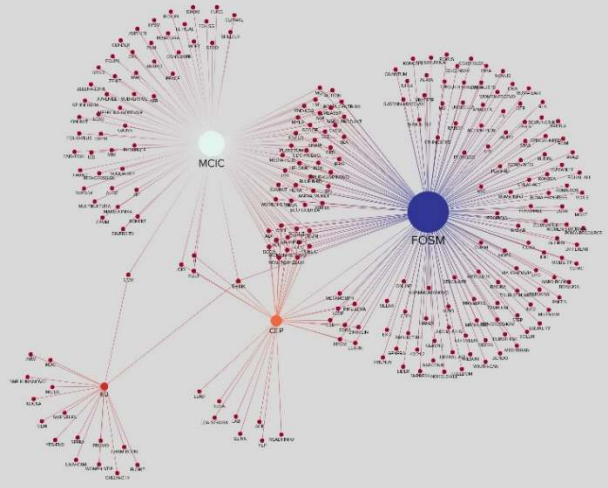
Grantor-Grantee Networks

This last section of analysis presents one final application for ONA that can be useful to build upon: the direct and formal relationships between grantors, grantees, sub-grantees and project implementing partners. The map and analysis below present the grantor-grantee relationships gathered during this exercise and used to develop and inform our roster. The map shows these relationships for four main civil society donors: FOSM, MCIC, USAID CEP and EU Competitiveness grantees.

Grantor-Grantee Relationships

Grantor Programs: **FOSM**
MCIC (Civica Mobilitas) *
USAID CEP **
EU Competitiveness

Network Metrics: Actors: 244
Connections: 313
Density: 1%
Avg. Degree: 2.57



Top Grantee Organizations

Organization	FOSM	MCIC*	USAID CEP**	EU Compet.
Finance Think	✓	✓	✓	✓
Scouts Macedonia	✓	✓	✓	
Forum Center	✓	✓	✓	
Ctr. for Civic Communications	✓	✓	✓	
ADI	✓	✓	✓	
Civil Center for Freedom	✓	✓	✓	
Youth Culture Ctr. Bltola	✓	✓	✓	
Izbor Addict Assn. Strumica	✓	✓	✓	
Youth Alliance Krusevo	✓	✓	✓	
Public Association	✓	✓	✓	
Contemporary Art Ctr. Skopje	✓	✓	✓	
Women's Forum Tetovo	✓	✓	✓	
Reactor: Research in Action	✓	✓	✓	

* For MCIC, "Small Action Grant" grantees are not included.
** USAID CEP includes Metamorphosis and ADI grantees.

Examining the map, the four main grantors are clear as the four hubs from which are emanating linkages; organizations with multiple grants are also clear as the intersection points of the different grantors. The table presents all organizations that received at least three grants from the four grantors; only one, Finance Think, was a recipient of all four programs. Some additional highlights and observations:

- Two of the grantors – MCIC and USAID CEP – provided detailed data on the types and values of grants; this data could readily be incorporated into future maps to provide more insight. For instance, different grant schemes, such as institutional or action grants, can be color-coded and filtered to provide the user with greater insight into the grantors and their grantees. Value of grants could similarly be reflected as "strength of connection" or visually, as the thickness of the linkage.

- Notably absent from the map are the annual EU Civil Society Facility grantees, which were requested from EU staff on several occasions, but not provided; other bilateral donors have also had civil society or related grant-making programs that could readily be incorporated in future revisions.
- The fact that ten of the thirteen organizations in our database of 650 organizations opted in to participate in this ONA is perhaps another indicator of the relative strength and seriousness of the organizations involved; those who have succeeded in attracting the support of multiple donors do themselves tend to be responsive and diligent in requests that aim to support development in Macedonia.
- In our database of 650 organizations, one (Finance Think) had grants from all four grantors; 12 (1.8%) had grants from three of the grantors; 55 (8.5%) had grants from two; 227 (34.9%) had one grant; and 355 (54.6%) had no grants from any of these four donors. Additionally, there are 42 organizations that received *only* a Small Action Grant from MCIC (these 42 are not included in the map above).
- This network currently only represents the relationship between the grantor and the main grantee (agreement signatory), except in the case of the EU Competitiveness program, for which partner organizations are also included. Given more detailed data, the map could easily be adapted to include subsequent downstream relationships with project partners or local sub-grantees.
- Under MCIC's Civica Mobilitas program, the Center for Economic Analysis (CEA) is implementing a project under the Specific Action Grants scheme, which is analyzing the influence of CSOs in decentralization processes and the capacities of local CSOs to monitor and advocate for local policies and participate in governance. One of their studies focuses on tracking financial flows and resources into the civil society sector. The study is examining donor reach and public- and private-sector giving; and assessing regional differences in the financial capacities of the organizations on local, regional and national level. CEA participated in this analysis, and their network influence can be seen in the sub-sector analysis, Economic, Agriculture & Sustainable Development; Professional Associations.

Recommendation: *Tracking network data based on grantor-grantee relationships – essentially the linkages represent financial transfers – can also be an effective way to evaluate Local Works impact. Grantor hubs could represent local administrations or businesses contributing financial or material resources to development activities. This data can also be quite useful from a donor perspective to measure organizations' experience and capacity in managing grants from diverse donors, ascertaining potential programming and donor synergies, and identifying organizations whose portfolios span various donors and who could potentially provide leadership roles in organizational development.*

Since this map relies on discrete data – in many cases publicly-available – and requires no survey or other time-consuming data-collection instrument, this network map is very simple to construct and can be completed in a matter of hours.

Recommendations Going Forward

This concluding section of the report provides some recommendations identified while performing this analysis; the recommendations presented elsewhere in the report are summarized, plus some new additions. To aid the USAID Local Works team, we have organized the recommendations according to two areas: i) recommendations relevant to the Local Works program, and ii) recommendations related to the ONA instrument, its application in Macedonia, and applying local capacity going forward.

Recommendations for Local Works Program

1. The USAID CEP project plans to leave behind a legacy of four Macedonian organizations with the capacity and approved NICRA facilitating their direct management of USAID resources. This capacity, plus theirs and others grantee networks represent significant local capacity to strategically guide development resources. As Local Works programming continues to take shape, USAID might seek ways to draw on these resources to provide insight into potential priority areas, impactful interventions, and strategies that leverage the legacies and efforts of USAID and others.
2. Related to the previous, during the February 2018 Research Mission in preparing for this analysis, LINC met with 23 civil society and development actors. In addition to assessing their capacity to serve as partners in this analysis, we briefed them on Local Works objectives; most of them were eager to offer insight and analysis based on their work on how Local Works can fit into the broader development environment. Organizing a workshop with key actors and/or USAID implementing partners could provide useful input into how Local Works can achieve synergies and fill gaps in the current Macedonian development landscape.
3. While Local Works programs often seek to identify lesser-known organizations with close ties to local communities, this ONA exercise has shown that the networks remain linked together primarily by the larger, well-established organizations, particularly those in the Civil Society Development sector. Local Works should consider how the expertise and resources of these larger, established, and recognized leaders can be harnessed together in synergy to support a more unified vision of locally-driven development in Macedonia, that includes and advances lesser-developed actors and groups.
4. As noted in the table on page 18, numerous organizations figure prominently in the development landscape but were excluded based on their lack of response to the survey. Since they had opted in, their names were included on the roster, and therefore attracted citations from other organizations. In some cases, such as Youth Education Forum, Eurothink, Skopje Red Cross, Kham Delcevo and the Sega Coalition of Youth Organizations, their prominence exceeded that of many of the top-ten actors in the sector. USAID Local Works should also examine these actors and their roles and prominence; and going forward should seek ways to maximize participation in any subsequent ONA efforts.
5. ZELS can be both an appealing and perplexing actor in terms of its potential role in Local Works. As the representative organization for all of Macedonia's municipal public administrations with a mandate relatively aligned with Local Works objectives, they could play a key role in Macedonia's future development as it transitions away from international assistance. On the other hand, they have been recipients of considerable assistance spanning many years and, according to some, still struggle with certain institutional challenges. Interestingly, in the municipal survey as part of this exercise, they were cited only a single time by one municipality. Their potential involvement and role in Local Works, either as a partner or informal facilitator should be considered, yet scrutinized, with an eye toward their sustainability and leadership.
6. This ONA shows that networks on regional and local levels are less connected than those nationally (although with the limited data, this conclusion could be argued; again, the methodology employed did not involve a sectoral or geographic census). In the future, more targeted regional analyses would more accurately assess connectivity in these places. Should Local Works opt for a regional approach or geographic targets, resources can be dedicated to strengthening the capacity of organizations and networks in those regions, especially in geographically-relevant sectors where synergies can be leveraged like economic or sustainable development.

7. It is clear from this exercise and widely recognized in the civil society sector that the strongest CSOs in Macedonia are situated in Skopje; irrespective of the objectives ultimately pursued by Local Works, regional organizations and networks outside of Skopje should be strengthened with further support, capacity building and networking initiatives.

Recommendations for ONA Instrument & Capacity

1. This ONA analysis and the resulting data is likely one of the most comprehensive databases developed on Macedonian civil society and development. Together with MCIC and others who manage their own databases, Local Works should explore how the data can be utilized and updated going forward to facilitate other research efforts and developmental synergies. Given the considerable effort to develop the database, it could be maintained or integrated with other tools with minimal ongoing effort and resources.
2. USAID Local Works and MCIC should investigate opportunities to share and present the findings and methodology of this ONA exercise with a broader audience of CSOs and development actors in Macedonia, perhaps as a presentation or learning event, or in cooperation with an organized civil society or other development-oriented conference or workshop. At a minimum, MCIC and the Local Works team should meet to formally discuss the findings, lessons learned and usefulness going forward.
3. Related to the previous recommendation, USAID Local Works might arrange a visit to MCIC's office to receive a brief 1-2-hour training on the use of Kumu so that the USAID team can utilize the data and tools to conduct any additional analysis or present the results and tool to USAID's management team.
4. Tracking network data based on grantor-grantee (financial) relationships is simple to do and can be a useful exercise for both donors and grantees to measure recipient diversification, ascertain programming and strategic synergies, identify potential organizational leaders, and track public administration and business contributions toward local development. Since often the necessary data is publicly-available or easily accessible, this exercise could be periodically updated with minimal resources and effort.
5. If this ONA exercise is repeated in the future or used as an M&E tool for Local Works, the implementer should seek the advice of MCIC on lessons learned related to the methodology and data collection. Following this exercise the team developed several broad recommendations related to the scope and methodology: i) explore geographic networks more comprehensively by targeting surveys and rosters specifically toward actors in each region; ii) similarly, a more focused network analysis could be conducted along sectoral lines, using this analysis and accompanying database as a basis for the roster; iii) provide a more structured survey for public administrations to assess their relationships with desired actors, be they civil society, public enterprises, private entities or other development actors; iv) investigate ways to increase participation; in this case, even though most of the organizations opted-in, nearly 30% still did not complete the survey even after repeated reminders via phone and email. Exclusion of some of the prominent actors results in an incomplete network and impacts the interpretations.
6. It is worth noting that there is no previous baseline from which to draw comparative inferences for this analysis; this report can therefore provide such a baseline moving forward. Although not a census approach, the national-level focus using an opt-in approach demonstrates a level of motivation that can be compared to this baseline in future iterations. Changes in the relationships between public administrations and development actors would be simple to gauge and would be an effective tool to institutionalize at the outset of Local Works.
7. Lastly, in a relatively brief period, the MCIC team was able to grasp many of the more complex technical aspects of ONA and Kumu; combined with their in-depth understanding of the local development environment, they contributed extensively to this exercise in both technical and interpretive capacities. Local Works, the broader USAID team, and others should assess the utility of network analysis as a tool to assess different development sub-systems and draw on MCIC's new capacity in the field. A potential synergy with USAID CEP, which has performed a network analysis exercise the previous two years, might also be leveraged.

Annex 1

SurveyMonkey ONA Survey

Annex 1: LSP Macedonia ONA Survey

1. Please enter the name of your organization.
2. Please select the position that best describes your current role.
3. What is your organization's legal classification?
4. What is your organization's primary sectoral focus?
5. What are the primary services/functions that your organization performs? Select all that apply.
   - ☐ Research
   - ☐ Advocacy
   - ☐ Capacity Building
   - ☐ Technical Support
   - ☐ Material Support
   - ☐ Consulting
   - ☐ Volunteering
   - ☐ Other (please specify)
6. Please select the sources from which your organization has received funding since January 1, 2017. (Select all that apply)
   - ☐ International Donors
   - ☐ National Government, Ministry
   - ☐ Local Government
   - ☐ We did not receive any funding in this period
   - ☐ Individual Donations
   - ☐ Economic Activities and Services
   - ☐ Private Sector
7. How many full-time employees does your organization have?
   - ☐ 0
   - ☐ 1-5
   - ☐ 6-10
   - ☐ 11-20
   - ☐ 21-50
   - ☐ 51+
8. At what level does your organization operate? (Select the primary level of operation.)
   - ☐ National Level
   - ☐ Regional Level (within Macedonia)
   - ☐ Local Level

8a. Choose the region(s) where your organization operates. (Select all that apply.)
   - ☐ Eastern
   - ☐ Northeastern
   - ☐ Pelagonija
   - ☐ Polog
   - ☐ Skopje
   - ☐ Southeastern
   - ☐ Southwestern
   - ☐ Vardar

8b. Choose the municipalities where your organization operates. (Select all that apply.)

9. Please select up to 20 organizations from the following list that your organization has worked with on local development initiatives since January 1, 2017. (If you have worked with more than 20 during this time, select those 20 with which you have had the most active or collaborative relationships.)

9a. How would you best characterize your organization's relationship with each of the organizations selected on the previous page?
   - ☐ Formal (Contractual/Financial)
   - ☐ Informal (Collaboration)

10. How would you rate the strength of your relationship with each organization?
   - ☐ Very Strong
   - ☐ Strong
   - ☐ Neutral
   - ☐ Weak
   - ☐ Very Weak

11. Are there any other Macedonian organizations or institutions not listed in the survey with which you have collaborated in the past three years? List up to three.

Annex 2

ONA Roster & Kumu Coding Database

Annex 2: ONA Roster & Kumu Coding Database

Survey Respondents			
Organization	**Org. Code**	**Web Address**	**Municipality**
ABAT (Balkan Association for Alternative Tourism)	ABAT	www.balkania-association.com	Skopje
Active Life	ACTIVE		Tetovo
ADI (Association for Democratic Initiatives)	ADI	www.adi.org.mk	Gostivar
AGTIS	AGTIS	www.agtis.org.mk	Prilep
AHP (Aid for Handicapped & Poor)	AHP	www.developmentaid.org	Prilep
Ajde Macedonia Association for a Clean Environment	AJDE	www.ajdemakedonija.mk	Skopje
Akcija Plus Association for Local Development	AKCIJA-PLUS		Resen
Albiz Foundation	ALBIZ	www.albiz.org.mk	Skopje
Alliance of Microfinance Organizations	AMO	www.mfo.mk	Skopje
Ambrozija Center	AMBROZIJA		Berovo
American Chamber of Commerce	CHAM-AM	www.amcham.com.mk	Skopje
Analytica	ANALYTICA	www.analyticamk.org	Skopje
Anglunipe Association of Roma Intelligentsia	ROMA-PROSPERITY	www.analyticamk.org	Tetovo
Antiko Women's Civic Initiative	ANTIKO	www.antiko.org.mk	Skopje
Apollonia Foundation Gevgelija	APOLLONIA	www.apolloniafoundation.org	Gevgelija
BCSDN (Balkan Civil Society Development Network)	BCSDN	www.balkancsd.net	Skopje
BIRC (Balkan Institute for Regional Cooperation)	BIRC	www.b-irc.org	Tetovo
Blink 42-21	BLINK	www.blink42-21.mk	Skopje
CCC (Center for Civic Communications)	CCC	www.ccc.org.mk	Skopje
CCM (Center for Change Management)	CCM	www.cup.org.mk	Skopje
CEA (Center for Economic Analysis)	CEA	www.cea.org.mk	Skopje
CEFE Macedonia	CEFE	www.cefe.mk	Skopje
Center for Civic Initiatives, Prilep	CCI	www.cgimk.org.mk	Prilep
Center for Creative International Dialogue	CCID	www.facebook.com/Center-for-Creative-International-Dialogue-Skopje-268631796881420/	Skopje
Center for Knowledge Management	KNOWLEDGE	www.knowledge-center.org	Skopje
Center for Sustainable Community Development	CSCD	www.cscd.org.mk	Debar
Center for Visual Studies - Skopje	VISUAL	www.vizualni-studiji.com	Skopje
CEPAC	CEPAK		Skopje
Cerebral Palsy Association, Tetovo	ASS-CP-TET		Tetovo
Cherenya Roma Association, Shtip	ROMA-CERENJA		Stip
CID (Center for Intercultural Dialogue),	CID	www.cid.mk	Kumanovo
Civil Center for Freedom	CIVIL	www.civil.org.mk	Skopje
Civis Kumanovo	CIVIS	www.facebook.com/CIVIS-Kumanovo	Kuamnovo
Committee for the Protection of Rights	CPR		Skopje
Community Center of Centar, Skopje	CC-CENTAR		Skopje
Community Center of Struga	CC-STRUGA		Struga
Community Center of Strumica	CC-STRUMICA		Strumica
Concept Plus	KONCEPT		Skopje

Survey Respondents			
Organization	**Org. Code**	**Web Address**	**Municipality**
Consumer Organization of Macedonia	CONSUMER	www.opm.org.mk	Skopje
Council for Prevention of Juvenile Delinquency	JUVENILE	www.sppmd.org.mk	Skopje
Court Administration Association of Macedonia	SUD	www.zsarm.com	Skopje
Defense for Children's Rights	ZPD	www.zpd.org.mk	Skopje
Delta Society	DELTA	www.deltas.mk	Skopje
Dialogue Center for Deliberative Democracy, Prilep	CDDD	www.cddd.org.mk	Prilep
Drom Roma Community Center	DROM	www.drom.org.mk	Kumanovo
Economic Chamber of North-West Macedonia	CHAM-NW	www.oemvp.org	Skopje
Egalite	EGALITE	www.foundationegalite.org.mk	Tetovo
EHO (Education Humanitarian Organization)	EHO	www.eho-org.mk	Stip
Einstein Dyslexia Association	EINSTEIN	www.disleksija.org.mk	Skopje
European Policy Institute	EPI	www.epi.org.mk	Skopje
Finance Think	THINK	www.financethink.mk	Skopje
First Children's Embassy in the World Megjashi	EMBASSY	www.childrensembassy.org.mk	Skopje
Focus Foundation for Local Development & Democracy	FOCUS	www.focus.org.mk	Veles
Foundation for Local Community Development, Stip	FND-LCG	www.frlz.org.mk	Stip
Freedom Square	FREEDOM		Skopje
Geosfera Geography Society, Bitola	GEOSFERA		Bitola
GfK	GFK	www.gfk.com/mk-mk	Skopje
Go Green	GO-GREEN	www.bidizelen.org	Skopje
Habitat for Humanity	HABITAT	www.habitat.org.mk	Skopje
Handimak Disability Services Association, Tetovo	HANDI	www.facebook.com/handimak	Tetovo
Healthgrouper	SUMMIT	www.healthgrouper.com	Skopje
Helsinki Committee for Human Rights	HELSINKI	www.mhc.org.mk	Skopje
HERA (Health, Education & Research Association)	HERA	www.hera.org.mk	Skopje
Hope Crisis Center	HOPE-CRISIS	www.krizencentar.org.mk	Skopje
HOPS (Healthy Options Project Skopje)	HOPS	www.hops.org.mk/en	Skopje
Inkluziva Association for Inclusive Society	INKLUZIVA	www.facebook.com/Inkluziva	Kumanovo
Inova Lib	INNOVALIB	www.innovalib.mk	Radovis
Institute for Policy Research & Good Governance	IPRG	www.iprg.org.mk	Skopje
Institute for Security Studies & Development	CSSD	www.cssd-ngo.org	Tetovo
Interaktiv	INTERAKTIV		Bitola
International Cooperation South South	ICSS	www.cissong.org, www.ciss.mk	Skopje
Internet Hotline Provider Macedonia	HOTLINE	www.facebook.com/Internet-Hotline-Provider-Macedonia	Skopje
ISPJR	ISPJR	www.isppi.ukim.edu.mk	Skopje
Izbor	IZBOR	www.izborstrumica.mk	Strumica
Journalists Association of Macedonia	ZNM	www.znm.org.mk	Skopje
Journalists for Human Rights	JHR	www.detstvo.org.mk	Skopje
Justicia Kumanovo	JUSTICIA	www.justicija.webs.com	Kumanovo
Kham Roma Humanitarian Women's Association	KHAM-KUMANOVO	www.facebook.com/KHAM-210419665815883	Kumanovo
Konekt	KONEKT	www.konekt.org.mk	Skopje

Survey Respondents			
Organization	**Org. Code**	**Web Address**	**Municipality**
KOR (Coalition for Sustainable Development)	KOR	www.facebook.com/kor.csd	Skopje
Kult-Tranzen	KULT	www.tranzen.com.mk	Skopje
LAG "Bojmija" Gevgelija	LAG-BOJMIJA		Gevgelija
LAG "Ograzden - Belasica" Strumica	LAG-BELASICA		Strumica
LAG Agro Lider, Prilep	LAG-AGROLIDER		Prilep
LAG Pelagonija Rural Development Association	LAG-PELAG	www.zkpelagonija.mk/EN/index.html	Bitola
Legis Association	LEGIS	www.legis.mk/	Skopje
Macedonian Chamber of Commerce	CHAM-MAC	www.chamber.mk/	Skopje
Macedonian Green Center	GREEN-CENTER	www.zeleni.org.mk	Skopje
Macedonian Women's Lobby	MWL	www.mzl.org.mk	Skopje
MakeDox Association for Documentary Film Promotion	MAKEDOX	www.makedox.mk	Skopje
MAMEI	MAMEI	www.mamei.mk	Skopje
Margini Coalition of Sexual & Health Rights of Marginalized Communities	SEX	www.coalition.org.mk	Skopje
MATA (Macedonian Artisans Trade Association)	ARTISAN	www.matacraft.org.mk	Skopje
MCIC	MCIC	www.mcms.org.mk	Skopje
Mesecina	MESECINA-GOSTIVAR	www.mesecina.org.mk	Gostivar
Metamorphosis Foundation	METAMORPH	www.metamorphosis.org.mk	Skopje
Milieukontakt Macedonia	MILIEU	www.milieukontakt.mk	Skopje
Mobility Kumanovo	MOBILITY		Kumanovo
Most Citizens Association	MOST	www.most.org.mk	Skopje
MYLA (Macedonian Young Lawyers Association)	MYLA	www.myla.org.mk	Skopje
Nexus Civil Concept	NEXUS	www.nexus.org.mk	Skopje
NGO Info-Center Foundation	INFO		Skopje
NYCM (National Youth Council of Macedonia)	NYCM	www.nms.org.mk/en/contact-2	Skopje
Opcija Association for Addicts and Stigmatized Groups, Ohrid	OPTION	www.facebook.com/nvoopcija.ohrid	Ohrid
Open Society Foundation Macedonia	FOSM	www.fosm.mk	Skopje
Peace Action Association, Prilep	PEACE	www.mirovnaakcija.org	Prilep
Pensioners Union of Associations of Macedonia	SZPM	www. szpm.org.mk	Skopje
Planet-M Association for Media Literacy, Skopje	PLANET-M	www.giffoni.mk	Skopje
Planetum Environmental Association, Strumica	PLANETUM	www.planetum.mk	Strumica
Public	PUBLIC	www.public.org.mk	Skopje
Roma Community Empowerment Association	AVAZI	www.facebook.com/romanoavazi	Tetovo
Rural Coalition Kumanovo	RUR-KUMANOVO	www.rural.mk	Kumanovo
Rural Development Network, Skopje	RDN	www.ruralnet.mk	Skopje
Scout Association of Macedonia	SCOUT	www.scout.org.mk	Skopje
Shpresa Association of Invalids	SHPRESA	www.shpresa.org	Skopje
SLAP (Save the Liver Association of Patients)	SLAP	www.facebook.com/SLAPSaveLiverAssociationforPatients	Prilep
SOS Children's Village	SOS	www.sos.org.mk	Skopje

Survey Respondents			
Organization	**Org. Code**	**Web Address**	**Municipality**
SOS,ROMA-SOS	ROMA-SOS	www.romasosprilep.org	Prilep
Spas za Gevgelija	SPAS	www.facebook.com/spaszagevgelija	Gevgelija
Step to Europe Kavadarci	STEP-EUROPE		Kavadarci
Subversive Front	SUBVERSIVE	www.s-front.org.mk	Skopje
Sumnal Roma Community Development Association	SUMNAL	www.sumnal.mk/mk	Skopje
Support & Development Foundation, Prilep	SDFOUNDATION		Prilep
Textile Trade Cluster Association	TEXTIL	www.tta.org.mk	Skopje
Tikves Wine Route Foundation, Kavadarci"	TIKVES	www.tikveswineroute.com	Demir Kapija
TIM Institute: Research, Quality & Development	TIM	www.timinstitut.mk	Skopje
Transparency Macedonia,	TM	www.transparency.mk	Skopje
Triagolnik Center for Non-Formal Education	TRIAGOLNIK	www.triagolnik.org.mk	Skopje
UNIKUM-kos Association of Women Entrepreneurs	UNIKUM	www.unikumkos.mk	Kumanovo
USAID CEP Project	EWMI	www.ewmi.org/Macedonia	Skopje
VIP Kultura	VIP-KULTURA	www.vipkulturaorganisation.com	Tetovo
Volunteers Center Skopje	VCS	www.vcs.org.mk	Skopje
Women of Skopje Organization	OSZ	www.facebook.com/organizacijanazeninagradskopje	Skopje
Youth Alliance Krusevo	YA-KRUSEVO	www.youthalliance.org.mk	Krusevo
Youth Council of Lipkovo	YOUTH-LIPKOVO		Kumanovo
Youth Council, Strumica	YOUTH-STRUMICA		Strumica
Youth Cultural Center, Bitola	YCC	www.mkcbt.org.mk	Bitola
Zaedno Mozemo Disabilities Association	TOGETHER	www.facebook.com/FemijetEPollogut	Skopje
ZELS (Community of Local Self-Government Units)	ZELS	www.zels.org.mk	Skopje
Zenith Association for Development Initiatives	ZENIT	www.zenith.org.mk	Skopje

Non-Responsive Roster Organizations			
Organization	**Org. Code**	**Web Address**	**Municipality**
6th Star Association	6-STAR	ww.6thstar.org	Skopje
Agroproduct Shtip	AGRO-PRODUKT		Stip
AIM (Association for International Mobility), Vinica	AIM		Vinica
All for Fair Trials Coalition	FAIR-TRIAL	www.all4fairtrials.org.mk	Skopje
Anima Mundi Animal Protection Association	ANIMA-MUNDI	www.anima-mundi.org.mk; www.e-animamundi.mk; www.zaednozazivotnite.mk/	Skopje
Association of Business Women	ABW	www.abw.mk	Skopje
Center for Sustainability & Advanced Education, Bitola	CSAE	www.csae.mk	Bitola
CRPM (Center for Research and Policy Making)	CRPM	www.crpm.org.mk	Skopje
Democracy Lab Association for Democratic Advancement, Tetovo	LAB		Tetovo
DeSo (Development Solutions)	DESO	www.deso.mk	Skopje
Eco Guerilla Movement, Tetovo	ECO-GUERILA	www.ecoguerilla.mk	Tetovo
ESE (Association for Emancipation, Solidarity & Equality)	ESE		Skopje
Eurothink Center for European Strategies	EUROTHINK	www.mcet.org.mk/	Skopje
Faculty of Things that Can't Be Learned, Bitola	LEARN		Bitola
Food for All Food Bank Macedonia	FOOD4ALL	www.bankazahrana.org	Skopje
Forum Center for Strategic Research & Documentation	FORUM	www.forum-csrd.org.mk	Skopje
Friends of Education	FRIENDS		Skopje
Glasno Shtip	GLASNO	www.z.glasno.press	Stip
Graganska Idnina Culture & Social Welfare Association, Bitola	CIVIL-FUTURE		Bitola
Idea Foundation for Debate & Education Southeast Europe	IDEA	www.idebate.org	
IDSCS (Institute for Democracy Societas Civitas)	IDSCS	www.idscs.org.mk/en/	Skopje
Institute for Human Rights	IHR	www.ihr.org.mk	Skopje
Internal Auditors Association of Macedonia	AIAM	www.aiam.org.mk	Skopje
Jadro Association of Independent Culture Scene	JADRO	www.jadroasocijacija.org.mk/	Skopje
Kham Delchevo	KHAM	www.khamdelcevo.org.mk/#	Delcevo
Kontrapunkt Association	KONTRA	www.kontrapunkt-mk.org/	Skopje
Kord Association of Sustainable Development & Democracy	KORD	www.kordmakedonija.weebly.com	Skopje
Krik Center for Youth Activism	KRIK	www.mladi.mk/author/krik/	Skopje
LAG "ABER 2015" Rural Development Association, Kumanovo	LAG-ABER2015		Kumanovo

LAG "Prespa" Resen	LAG-PRESPA	www.prespalag.com	Resen
LDA Struga	LDA-STRUGA	www.ldastruga.org	Struga
Ilc (Life-Long Learning Centre)	LIFELONG-LEARN	www.lifelonglearning.mk	Karposh
Local Community Development Foundation, Shtip	LCDF	www.frlz.org.mk	Shtip
Macedona 2025 Diaspora Organization	MK-2025	www.macedonia2025.com/	Skopje
Macedonian Center for European Training	MCET	www.mcet.org.mk	Skopje
Macedonian Institute for Media	MIM	www.mim.org.mk	Skopje
MakLider Inventive Economic Development Center	LIDER		Skopje
MCGO (Macedonian Civic Education Center)	MCGO	www.mcgo.org.mk	Skopje
MOF (Youth Education Forum)	MOF	www.mof.mk	Skopje
MSI (Media Support Institute)	MSI		
National Council for Gender Equality	GENDER	www.sozm.org.mk	Skopje
National Federation of Farmers	FARMERS		Skopje
Otvoren Svet Center for Education & Career	OPEN-WORLD	www.centerforeducationandcareer.wordpress.com/	Skopje
Polio Plus Movement against Disabilities	POLIO-PLUS	www.polioplus.org.mk	Skopje
Rating Agency	RATING	www.ratingcallcenter.com/	Skopje
SCCA (Skopje Contemporary Art Center)	SCCA	www.cac.org.mk	Skopje
Sega Coalition of Youth Organizations, Prilep	SEGA	www.sega.org.mk	Prilep
Skopje City Red Cross	RED-CROSS-SK	www.skopje-redcross.org.mk	Skopje
Solem Disabled Persons Association	SOLEM	www.solem.org.mk	Skopje
Solidarity Movement	SOLIDARITY	www.solidarnost.mk	Skopje
Step by Step Foundation for Education & Culture Initiatives	STEP	www.stepbystep.org.mk/en/	Skopje
TACT (Together Advancing Common Trust)	TACT	www.takt.com.mk#	Skopje
Transparency International - Macedonia	TI	www.transparency.mk	Skopje
Umbrella Center for Integration	UMBRELLA		Skopje
Vizija Organization of Women, Kavadarci	WOMEN-KAVADARCI		Kavadarci
Vizio Kicevo Research & Society Development Center, Kicevo	VIZIO		Kicevo
Youth Alliance Tetovo	YOUTH-TET	www.mladinskaalijansa.org/site/	Tetovo
Youth Empowerment Platform, Gostivar	YEP		Gostivar
Zelena Lupa Association for Research, Analysis & Development	ZELENA-LUPA	www.zelenalupa.mk	Skopje

Annex 3
Organization Attributes:
Primary Sector and Services Offered

Annex 3: Organization Attributes – Primary Sector and Services Offered

The following table segments the organizations surveyed by their primary sector (self-selected). Each grouping is sorted by number of staff* (descending) and includes the various services each organization offers, indicated by an 'x' in the respective column, as well as in- and out-degree values for each

*Staffing is indicative of full time staff only and is coded in the table as: 0 = 0; 1 = 1-5; 2 = 6-10; 3 = 11-20; 4 = 21-50; 5 = 51+ staff members.

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
Agriculture and rural development													
RUR-KUMANOVO	Rural Coalition Kumanovo	Agriculture and rural development	1	9	9	x	x	x	x			x	
RDN	Rural Development Network, Skopje	Agriculture and rural development	1	6	6	x	x	x					x
SDFOUNDATION	Support & Development Foundation, Prilep	Agriculture and rural development	1	1	1			x			x		
LAG-AGROLIDER	LAG Agro Lider, Prilep	Agriculture and rural development	0	7	8	x	x	x	x			x	
LAG-BOJMIJA	LAG "Bojmija" Gevgelija	Agriculture and rural development	0	5	15	x	x	x					
LAG-BELASICA	LAG "Ograzden - Belasica" Strumica	Agriculture and rural development	0	4	2	x		x				x	
LAG-PELAG	LAG Pelagonija Rural Development	Agriculture and rural development	0	2	11			x					

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
	Association, Bitola												
Civil society development													
FOSM	FOSM (Open Society Foundation Macedonia)	Civil society development	4	50	13		x	x	x				x
MCIC	MCIC (Macedonia Center for International Cooperation)	Civil society development	4	32	11	x	x	x	x				
EWMI	USAID CEP Project	Civil society development	2	28	22		x	x	x				x
FND-LCG	Foundation for Local Community Development, Shtip	Civil society development	1	17	11		x	x			x		
CSCD	Center for Sustainable Community Development, Debar	Civil society development	1	6	10	x	x	x			x		
BCSDN	BCSDN (Balkan Civil Society Development Network)	Civil society development	1	6	0	x	x						
AVAZI	Romano Avazi Roma Community	Civil society development	1	3	10		x	x				x	x

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
	Empowerment Association, Tetovo												
DELTA	Delta Society	Civil society development	1	1	2	x		x		x		x	
TIM	TIM Institute: Research, Quality & Development	Civil society development	1	1	4	x							
CEPAC	CEPAC (Center for Economic Policy Analysis & Consulting)	Civil society development	1	0	2	x		x			x		
TRIAGOLNIK	Triagolnik Center for Non-Formal Education	Civil society development	1	0	0	x		x			x		
CC-STRUMICA	Community Center of Strumica	Civil society development	0	7	4		x	x					
CIVIS	Civis Kumanovo	Civil society development	0	3	8	x	x					x	
SZPM	Pensioners Union of Associations of Macedonia	Civil society development	0	3	3								x
KHAM-KUMANOVO	Kham Roma Humanitarian Women's	Civil society development	0	3	15	x		x				x	

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
	Association, Kumanovo												
ROMA-PROSPERITY	Anglunipe Association of Roma Intelligentsia, Tetovo	Civil society development	0	2	1		x	x			x	x	
CCID	Center for Creative International Dialogue	Civil society development	0	0	12	x							
Culture													
KULT	Kult-Tranzen Association for Culture & Creative Industry, Strumica	Culture	1	2	3	x	x	x					
VISUAL	Center for Visual Studies - Skopje	Culture	0	2	0	x							
MAKEDOX	MakeDox Association for Documentary Film Promotion	Culture	0	2	1								x
INNOVALIB	Inova Lib Association for Library Development & Innovation, Radovish	Culture	0	0	0	x	x	x					

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
Democracy and rule of law													
CCC	CCC (Center for Civic Communications)	Democracy and rule of law	2	14	11	x	x						x
MOST	Most Citizens Association	Democracy and rule of law	2	10	10	x	x						x
EPI	European Policy Institute	Democracy and rule of law	2	8	10	x	x						
CCM	CCM (Center for Change Management)	Democracy and rule of law	2	6	6	x							
ZENIT	Zenith Association for Development Initiatives	Democracy and rule of law	1	13	6	x	x	x	x				
INFO	NGO Info-Center Foundation	Democracy and rule of law	1	8	12		x						
CC-STRUGA	Community Center of Struga	Democracy and rule of law	1	7	5	x	x	x					x
TM	Transparency Macedonia	Democracy and rule of law	1	6	9	x	x						
ANALYTICA	Analytica	Democracy and rule of law	1	5	3	x	x			x			
CC-CENTAR	Community Center of Centar, Skopje	Democracy and rule of law	1	4	0	x	x						

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
JUSTICIA	Justicia Kumanovo	Democracy and rule of law	1	3	13	x	x	x		x	x		
SUD	Court Administration Association of Macedonia	Democracy and rule of law	1	3	1							x	
CSSD	Institute for Security Studies & Development, Tearce	Democracy and rule of law	1	1	1	x		x					
STEP-EUROPE	Step to Europe Kavadarci	Democracy and rule of law	1	0	5	x							
AKCIJA-PLUS	Akcija Plus Association for Local Development, Resen	Democracy and rule of law	0	5	7	x	x						
KOR	KOR (Coalition for Sustainable Development)	Democracy and rule of law	0	3	8	x	x				x		
NEXUS	Nexus Civil Concept	Democracy and rule of law	0	3	6	x	x	x			x		
FREEDOM	Freedom Square	Democracy and rule of law	0	2	6	x	x			x	x	x	x
IPRG	Institute for Policy Research & Good Governance	Democracy and rule of law	0	1	2	x							

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
CPR	Committee for the Protection of Rights	Democracy and rule of law	0	1	1	x	x	x		x			
AGTIS	AKTIS (Association for Citizens Tolerance & Cooperation), Prilep	Democracy and rule of law	0	0	5	x	x	x	x		x	x	
CDDD	Dialogue Center for Deliberative Democracy, Prilep	Democracy and rule of law	0	0	1	x	x	x					
Economic and sustainable development													
HABITAT	Habitat for Humanity	Economic and sustainable development	3	12	8	x	x		x			x	x
KONEKT	Konekt	Economic and sustainable development	2	34	16	x	x	x			x	x	x
THINK	Finance Think	Economic and sustainable development	2	16	13	x	x	x	x	x	x		
CHAM-MAC	Macedonian Chamber of Commerce	Economic and sustainable development	2	13	7		x						
CHAM-NW	Economic Chamber of	Economic and sustainable development	2	9	10	x	x	x	x		x		

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
	North-West Macedonia												
PUBLIC	Public Association for Research, Communications & Development	Economic and sustainable development	2	3	12	x	x	x					
CEA	CEA (Center for Economic Analysis)	Economic and sustainable development	1	16	4	x	x	x			x		
ALBIZ	Albiz Foundation for Development of Education & Culture	Economic and sustainable development	1	10	2			x					
FOCUS	Focus Foundation for Local Development & Democracy, Veles	Economic and sustainable development	1	8	16	x	x						
CHAM-AM	American Chamber of Commerce	Economic and sustainable development	1	7	2	x	x	x			x		
CONSUMER	Consumer Organization of Macedonia	Economic and sustainable development	1	5	10	x	x				x		
CEFE	CEFE Macedonia	Economic and sustainable development	1	5	10			x			x		x

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
TEXTIL	Textile Trade Cluster Association	Economic and sustainable development	1	2	3		x	x			x		x
TIKVES	Tikves Wine Route Foundation, Kavadarci	Economic and sustainable development	1	2	1	x		x	x		x		
KNOWLEDGE	Center for Knowledge Management	Economic and sustainable development	1	1	0	x	x	x	x	x	x		x
ABAT	ABAT (Balkan Association for Alternative Tourism)	Economic and sustainable development	1	0	7	x	x	x					
VIP-KULTURA	VIP Kultura	Economic and sustainable development	1	0	16								
ARTISAN	MATA (Macedonian Artisans Trade Association)	Economic and sustainable development	0	2	2			x	x		x		x
MAMEI	MAMEI (Macedonian Association of Metal and Electrical Industry)	Economic and sustainable development	0	1	0	x			x		x		x

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
EGALITE	Egalite Foundation for Support of Women and Young Entrepreneurs, Tetovo	Economic and sustainable development	0	1	13	x	x	x	x		x		
KONCEPT	Concept Plus	Economic and sustainable development	0	0	3			x					
UNIKUM	UNIKUM-kos Association of Women Entrepreneurs, Kumanovo	Economic and sustainable development	0	0	2			x	x		x		
Environmental protection													
AJDE	Ajde Macedonia Association for a Clean Environment	Environmental protection	2	19	13	x	x	x	x		x	x	
MILIEU	Milieukontakt Macedonia	Environmental protection	1	11	7	x	x	x			x		
PLANETUM	Planetum Environmental Association, Strumica	Environmental protection	1	10	7		x	x				x	
JHR	Journalists for Human Rights	Environmental protection	1	8	6	x	x	x			x		

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
AMBROZIJA	Ambrozija Center for Medical Herbs & Forest Products, Berovo	Environmental protection	1	7	8	x	x	x			x	x	
GREEN-CENTER	Macedonian Green Center	Environmental protection	1	5	5	x	x						x
AHP	AHP (Aid for Handicapped & Poor), Prilep	Environmental protection	1	1	16								
SPAS	Spas za Gevgelija	Environmental protection	0	3	5	x	x		x		x		
Gender equality													
ANTIKO	Antiko Women's Civic Initiative	Gender equality	1	10	2	x	x	x			x		
EHO	EHO (Education Humanitarian Organization), Shtip	Gender equality	1	7	12	x	x	x		x	x		
MWL	Macedonian Women's Lobby	Gender equality	1	6	1	x	x			x	x		
Health protection													
HERA	HERA (Health, Education & Research Association)	Health protection	4	30	9		x	x					x
HOPS	HOPS (Healthy Options Project Skopje)	Health protection	4	10	10	x	x	x	x		x		x

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
SUMMIT	Healthgrouper Summit Health & Social Policy Research	Health protection	1	0	3	x	x						
OPTION	Opcija Association for Addicts and Stigmatized Groups, Ohrid	Health protection	0	2	4								x
Human rights and non-discrimination													
MYLA	MYLA (Macedonian Young Lawyers Association)	Human rights and non-discrimination	4	18	11	x		x			x		x
HELSINKI	Helsinki Committee for Human Rights	Human rights and non-discrimination	3	24	11	x	x	x			x		
LEGIS	Legis Association	Human rights and non-discrimination	3	4	7					x			x
OSZ	Women of Skopje Organization	Human rights and non-discrimination	3	3	15		x						
ADI	ADI (Association for Democratic Initiatives), Gostivar	Human rights and non-discrimination	2	29	9	x	x	x		x			

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
CIVIL	Civil Center for Freedom	Human rights and non-discrimination	2	12	5		x						x
CCI	Center for Civic Initiatives, Prilep	Human rights and non-discrimination	2	9	8	x	x	x					
ROMA-SOS	SOS Roma Organization for Multicultural Affirmation, Prilep	Human rights and non-discrimination	2	4	16		x	x					
DROM	Drom Roma Community Center, Kumanovo	Human rights and non-discrimination	1	15	16	x	x	x	x				
INKLUZIVA	Inkluziva Association for Inclusive Society, Kumanovo	Human rights and non-discrimination	1	9	13	x	x	x		x		x	x
MESECINA-GOSTIVAR	Mesecina Humanitarian & Charitable Roma Association, Gostivar	Human rights and non-discrimination	1	7	5	x	x	x				x	
ROMA-CERENJA	Cherenya Roma Association, Shtip	Human rights and non-discrimination	0	3	1	x		x					

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
HOPE-CRISIS	Hope Crisis Center	Human rights and non-discrimination	0	1	14						x		x
YOUTH-LIPKOVO	Youth Council of Lipkovo	Human rights and non-discrimination	0	1	1	x	x	x				x	
SLAP	SLAP (Save the Liver Association of Patients), Prilep	Human rights and non-discrimination	0	0	6	x							
Media and IT													
METAMORPH	Metamorphosis Foundation	Media and IT	4	27	14	x	x	x	x				
BIRC	BIRC (Balkan Institute for Regional Cooperation), Tearce	Media and IT	1	2	1	x		x			x		
HOTLINE	Internet Hotline Provider Macedonia	Media and IT	0	1	6								x
Nonviolence and tolerance													
PEACE	Peace Action Association, Prilep	Nonviolence and tolerance	1	3	2		x	x					x
Professional associations													
ZELS	ZELS (Community of Local Self-	Professional associations	3	9	11	x	x	x	x		x		

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
	Government Units)												
ZNM	Journalists Association of Macedonia	Professional associations	1	10	6	x	x						
AMO	Alliance of Microfinance Organizations	Professional associations	1	2	12	x	x	x	x		x		x
Protection of marginalized people													
IZBOR	Izbor Association for People with Substance Addiction, Strumica	Protection of marginalized people	3	15	15		x	x		x			x
SEX	Margini Coalition of Sexual & Health Rights of Marginalized Communities	Protection of marginalized people	1	8	10	x	x						x
SUBVERSIVE	Subversive Front Association for Gender & Sexuality	Protection of marginalized people	1	3	6	x	x	x					x
ACTIVE	Active Life Association for the Rights of Persons with Special Needs, Tetovo	Protection of marginalized people	1	2	8	x	x	x	x			x	

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
TOGETHER	Zaedno Mozemo Disabilities Association, Gostivar	Protection of marginalized people	1	1	2	x	x						
ASS-CP-TET	Cerebral Palsy Association, Tetovo	Protection of marginalized people	0	4	3		x			x		x	
SHPRESA	Shpresa Association of Invalids	Protection of marginalized people	0	0	13		x	x	x		x	x	
Science, education and lifelong learning													
ISPJR	ISPJR (Institute for Sociological, Political & Juridical Research)	Science, education and lifelong learning	4	0	1	x					x		x
SUMNAL	Sumnal Roma Community Development Association	Science, education and lifelong learning	1	11	2	x	x	x		x			
APOLLONIA	Apollonia Foundation Gevgelija	Science, education and lifelong learning	1	9	6			x	x	x		x	
EINSTEIN	Einstein Dyslexia Association	Science, education and lifelong learning	1	6	6	x	x	x					
ICSS	CISS (International	Science, education and lifelong learning	1	0	2	x		x					

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
	Cooperation South South)												
INTERAKTIV	Interaktiv Association for International Youth Cooperation, Bitola	Science, education and lifelong learning	0	1	0		x	x				x	
GEOSFERA	Geosfera Geography Society, Bitola	Science, education and lifelong learning	0	0	1	x					x		
Social protection and protection of children													
SOS	SOS Children's Village	Social protection and protection of children	5	10	10	x	x	x					x
GFK	GfK	Social protection and protection of children	3	2	4	x					x		
EMBASSY	First Children's Embassy in the World Megjashi	Social protection and protection of children	2	12	0		x						
ZPD	Defense for Children's Rights	Social protection and protection of children	1	2	13								x
HANDI	Handimak Disability Services Association, Tetovo	Social protection and protection of children	0	4	3		x						x

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
Youth													
CID	CID (Center for Intercultural Dialogue), Kumanovo	Youth	2	20	15		x	x		x		x	
SCOUT	Scout Association of Macedonia	Youth	2	13	11		x	x				x	
NYCM	NYCM (National Youth Council of Macedonia)	Youth	1	23	13		x	x					
YCC	Youth Cultural Center, Bitola	Youth	1	15	13		x	x				x	
VCS	Volunteers Center Skopje	Youth	1	9	0							x	
YA-KRUSEVO	Youth Alliance Krusevo	Youth	1	8	14		x	x				x	
JUVENILE	Council for Prevention of Juvenile Delinquency, Kavadarci	Youth	1	3	12	x	x					x	
MOBILITY	Mobility Kumanovo	Youth	1	1	4			x				x	
PLANET-M	Planet-M Association for Media Literacy, Skopje	Youth	1	0	1			x				x	x

Label	Name	Sector	No. Staff	In_Degree	Out_Degree	Research	Advocacy	Capacity Building	Technical Support	Material Support (goods, equipment, etc.)	Consulting	Volunteering	Other
GO-GREEN	Go Green Association for Sustainable Development & Environment	Youth	0	11	7		x					x	x
YOUTH-STRUMICA	Youth Council Strumica	Youth	0	2	5			x	x			x	
BLINK	Blink 42-21	Youth	0	0	2		x	x			x		

Annex 4
Organization Attributes:
Sources of Funding

Annex 4: Organization Attributes - Sources of Funding

Similar to the previous section, this section lists respondent organizations by sector and is sorted by number of full-time staff, but also includes each organization's sources of funding.

Label	Name	Sector	No. Staff	International Donors	National Government , Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
Agriculture and rural development											
RUR-KUMANOVO	Rural Coalition Kumanovo	Agriculture and rural development	1	x							
RDN	Rural Development Network, Skopje	Agriculture and rural development	1	x					x		
SDFOUNDATION	Support & Development Foundation, Prilep	Agriculture and rural development	1				x				
LAG-AGROLIDER	LAG Agro Lider, Prilep	Agriculture and rural development	0	x	x	x					
LAG-BOJMIJA	LAG "Bojmija" Gevgelija	Agriculture and rural development	0								x
LAG-BELASICA	LAG "Ograzden - Belasica" Strumica	Agriculture and rural development	0	x		x			x		
LAG-PELAG	LAG Pelagonija Rural Development Association, Bitola	Agriculture and rural development	0	x	x				x		
Civil society development											
FOSM	FOSM (Open Society Foundation Macedonia)	Civil society development	4	x				x			
MCIC	MCIC (Macedonia Center for International Cooperation)	Civil society development	4	x			x			x	

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
EWMI	USAID CEP Project	Civil society development	2	x							
FND-LCG	Foundation for Local Community Development, Shtip	Civil society development	1	x							
CSCD	Center for Sustainable Community Development, Debar	Civil society development	1	x			x				
BCSDN	BCSDN (Balkan Civil Society Development Network)	Civil society development	1	x					x		
AVAZI	Romano Avazi Roma Community Empowerment Association, Tetovo	Civil society development	1	x				x			
DELTA	Delta Society	Civil society development	1								x
TIM	TIM Institute: Research, Quality & Development	Civil society development	1	x			x				
CEPAC	CEPAC (Center for Economic Policy Analysis & Consulting)	Civil society development	1	x							
TRIAGOLNIK	Triagolnik Center for Non-Formal Education	Civil society development	1	x						x	
CC-STRUMICA	Community Center of Strumica	Civil society development	0	x		x					

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
CIVIS	Civis Kumanovo	Civil society development	0	x					x		
SZPM	Pensioners Union of Associations of Macedonia	Civil society development	0	x	x	x					
KHAM-KUMANOVO	Kham Roma Humanitarian Women's Association, Kumanovo	Civil society development	0					x			x
ROMA-PROSPERITY	Anglunipe Association of Roma Intelligentsia, Tetovo	Civil society development	0	x	x	x	x				
CCID	Center for Creative International Dialogue	Civil society development	0	x							
Culture											
KULT	Kult-Tranzen Association for Culture & Creative Industry, Strumica	Culture	1	x	x	x				x	
VISUAL	Center for Visual Studies - Skopje	Culture	0								x
MAKEDOX	MakeDox Association for Documentary Film Promotion	Culture	0	x	x	x				x	
INNOVALIB	Inova Lib Association for Library Development & Innovation, Radovish	Culture	0		x	x			x		
Democracy and rule of law											

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
CCC	CCC (Center for Civic Communications)	Democracy and rule of law	2	x							
MOST	Most Citizens Association	Democracy and rule of law	2	x							
EPI	European Policy Institute	Democracy and rule of law	2	x							
CCM	CCM (Center for Change Management)	Democracy and rule of law	2	x							
ZENIT	Zenith Association for Development Initiatives	Democracy and rule of law	1	x				x			
INFO	NGO Info-Center Foundation	Democracy and rule of law	1	x							
CC-STRUGA	Community Center of Struga	Democracy and rule of law	1	x		x					
TM	Transparency Macedonia	Democracy and rule of law	1	x							
ANALYTICA	Analytica	Democracy and rule of law	1	x							
CC-CENTAR	Community Center of Centar, Skopje	Democracy and rule of law	1	x		x					
JUSTICIA	Justicia Kumanovo	Democracy and rule of law	1	x		x	x	x			
SUD	Court Administration Association of Macedonia	Democracy and rule of law	1						x		

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
CSSD	Institute for Security Studies & Development, Tearce	Democracy and rule of law	1			x					
STEP-EUROPE	Step to Europe Kavadarci	Democracy and rule of law	1	x	x	x			x		
AKCIJA-PLUS	Akcija Plus Association for Local Development, Resen	Democracy and rule of law	0	x							
KOR	KOR (Coalition for Sustainable Development)	Democracy and rule of law	0	x							
NEXUS	Nexus Civil Concept	Democracy and rule of law	0	x							
FREEDOM	Freedom Square	Democracy and rule of law	0	x		x					
IPRG	Institute for Policy Research & Good Governance	Democracy and rule of law	0	x							
CPR	Committee for the Protection of Rights	Democracy and rule of law	0	x					x		
AGTIS	AKTIS (Association for Citizens Tolerance & Cooperation), Prilep	Democracy and rule of law	0	x							
CDDD	Dialogue Center for Deliberative Democracy, Prilep	Democracy and rule of law	0	x							
Economic and sustainable development											

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
HABITAT	Habitat for Humanity	Economic and sustainable development	3								
KONEKT	Konekt	Economic and sustainable development	2	x	x		x			x	
THINK	Finance Think	Economic and sustainable development	2	x						x	
CHAM-MAC	Macedonian Chamber of Commerce	Economic and sustainable development	2	x					x	x	
CHAM-NW	Economic Chamber of North-West Macedonia	Economic and sustainable development	2	x				x	x		
PUBLIC	Public Association for Research, Communications & Development	Economic and sustainable development	2	x			x			x	
CEA	CEA (Center for Economic Analysis)	Economic and sustainable development	1	x						x	
ALBIZ	Albiz Foundation for Development of Education & Culture	Economic and sustainable development	1	x			x				
FOCUS	Focus Foundation for Local Development & Democracy, Veles	Economic and sustainable development	1	x							

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
CHAM-AM	American Chamber of Commerce	Economic and sustainable development	1						x		
CONSUMER	Consumer Organization of Macedonia	Economic and sustainable development	1	x	x	x					
CEFE	CEFE Macedonia	Economic and sustainable development	1	x	x			x	x	x	
TEXTIL	Textile Trade Cluster Association	Economic and sustainable development	1	x	x				x		
TIKVES	Tikves Wine Route Foundation, Kavadarci	Economic and sustainable development	1							x	
KNOWLEDGE	Center for Knowledge Management	Economic and sustainable development	1	x		x	x	x		x	
ABAT	ABAT (Balkan Association for Alternative Tourism)	Economic and sustainable development	1	x							
VIP-KULTURA	VIP Kultura	Economic and sustainable development	1						x		
ARTISAN	MATA (Macedonian Artisans Trade Association)	Economic and sustainable development	0	x	x	x				x	

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
MAMEI	MAMEI (Macedonian Association of Metal and Electrical Industry)	Economic and sustainable development	0	x	x				x		
EGALITE	Egalite Foundation for Support of Women and Young Entrepreneurs, Tetovo	Economic and sustainable development	0	x							
KONCEPT	Concept Plus	Economic and sustainable development	0	x							
UNIKUM	UNIKUM-kos Association of Women Entrepreneurs, Kumanovo	Economic and sustainable development	0	x	x						
Environmental protection											
AJDE	Ajde Macedonia Association for a Clean Environment	Environmental protection	2	x	x	x	x				
MILIEU	Milieukontakt Macedonia	Environmental protection	1	x							
PLANETUM	Planetum Environmental Association, Strumica	Environmental protection	1	x		x		x		x	
JHR	Journalists for Human Rights	Environmental protection	1	x			x				
AMBROZIJA	Ambrozija Center for Medical Herbs & Forest Products, Berovo	Environmental protection	1	x	x				x		

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
GREEN-CENTER	Macedonian Green Center	Environmental protection	1	x	x						
AHP	AHP (Aid for Handicapped & Poor), Prilep	Environmental protection	1	x							
SPAS	Spas za Gevgelija	Environmental protection	0				x				
Gender equality											
ANTIKO	Antiko Women's Civic Initiative	Gender equality	1	x							
EHO	EHO (Education Humanitarian Organization), Shtip	Gender equality	1	x						x	
MWL	Macedonian Women's Lobby	Gender equality	1	x				x			
Health protection											
HERA	HERA (Health, Education & Research Association)	Health protection	4	x	x	x	x		x	x	
HOPS	HOPS (Healthy Options Project Skopje)	Health protection	4	x	x	x		x	x		
SUMMIT	Healthgrouper Summit Health & Social Policy Research	Health protection	1								x
OPTION	Opcija Association for Addicts and Stigmatized Groups, Ohrid	Health protection	0		x						

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
Human rights and non-discrimination											
MYLA	MYLA (Macedonian Young Lawyers Association)	Human rights and non-discrimination	4	x	x			x	x		
HELSINKI	Helsinki Committee for Human Rights	Human rights and non-discrimination	3	x	x			x			
LEGIS	Legis Association	Human rights and non-discrimination	3	x				x			
OSZ	Women of Skopje Organization	Human rights and non-discrimination	3		x	x	x		x		
ADI	ADI (Association for Democratic Initiatives), Gostivar	Human rights and non-discrimination	2	x							
CIVIL	Civil Center for Freedom	Human rights and non-discrimination	2	x							
CCI	Center for Civic Initiatives, Prilep	Human rights and non-discrimination	2	x		x	x	x		x	
ROMA-SOS	SOS Roma Organization for Multicultural Affirmation, Prilep	Human rights and non-discrimination	2	x		x					
DROM	Drom Roma Community Center, Kumanovo	Human rights and non-discrimination	1	x							
INKLUZIVA	Inkluziva Association for Inclusive Society, Kumanovo	Human rights and non-discrimination	1	x		x	x		x		

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
MESECINA-GOSTIVAR	Mesecina Humanitarian & Charitable Roma Association, Gostivar	Human rights and non-discrimination	1	x							
ROMA-CERENJA	Cherenya Roma Association, Shtip	Human rights and non-discrimination	0								x
HOPE-CRISIS	Hope Crisis Center	Human rights and non-discrimination	0	x	x	x	x				
YOUTH-LIPKOVO	Youth Council of Lipkovo	Human rights and non-discrimination	0								x
SLAP	SLAP (Save the Liver Association of Patients), Prilep	Human rights and non-discrimination	0		x			x			
Media and IT											
METAMORPH	Metamorphosis Foundation	Media and IT	4	x						x	
BIRC	BIRC (Balkan Institute for Regional Cooperation), Tearce	Media and IT	1	x				x			
HOTLINE	Internet Hotline Provider Macedonia	Media and IT	0								x
Nonviolence and tolerance											
PEACE	Peace Action Association, Prilep	Nonviolence and tolerance	1	x							
Professional associations											
ZELS	ZELS (Community of Local Self-Government Units)	Professional associations	3						x	x	

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
ZNM	Journalists Association of Macedonia	Professional associations	1	x							
AMO	Alliance of Microfinance Organizations	Professional associations	1	x					x	x	
Protection of marginalized people											
IZBOR	Izbor Association for People with Substance Addiction, Strumica	Protection of marginalized people	3	x	x	x	x	x		x	
SEX	Margini Coalition of Sexual & Health Rights of Marginalized Communities	Protection of marginalized people	1	x							
SUBVERSIVE	Subversive Front Association for Gender & Sexuality	Protection of marginalized people	1	x				x			
ACTIVE	Active Life Association for the Rights of Persons with Special Needs, Tetovo	Protection of marginalized people	1	x		x	x	x			
TOGETHER	Zaedno Mozemo Disabilities Association, Gostivar	Protection of marginalized people	1					x	x	x	
ASS-CP-TET	Cerebral Palsy Association, Tetovo	Protection of marginalized people	0					x			
SHPRESA	Shpresa Association of Invalids	Protection of marginalized people	0			x	x	x			
Science, education and lifelong learning											

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
ISPJR	ISPJR (Institute for Sociological, Political & Juridical Research)	Science, education and lifelong learning	4		x					x	
SUMNAL	Sumnal Roma Community Development Association	Science, education and lifelong learning	1		x			x			
APOLLONIA	Apollonia Foundation Gevgelija	Science, education and lifelong learning	1	x			x				
EINSTEIN	Einstein Dyslexia Association	Science, education and lifelong learning	1	x		x					
ICSS	CISS (International Cooperation South South)	Science, education and lifelong learning	1	x							
INTERAKTIV	Interaktiv Association for International Youth Cooperation, Bitola	Science, education and lifelong learning	0			x	x	x	x		
GEOSFERA	Geosfera Geography Society, Bitola	Science, education and lifelong learning	0	x							
SOS	SOS Children's Village	Social protection and protection of children	5	x	x	x	x	x			
GFK	GfK	Social protection and protection of children	3								x

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
EMBASSY	First Children's Embassy in the World Megjashi	Social protection and protection of children	2	x			x	x		x	
ZPD	Defense for Children's Rights	Social protection and protection of children	1		x		x				
HANDI	Handimak Disability Services Association, Tetovo	Social protection and protection of children	0	x				x			
Youth											
CID	CID (Center for Intercultural Dialogue), Kumanovo	Youth	2	x							
SCOUT	Scout Association of Macedonia	Youth	2	x					x		
NYCM	NYCM (National Youth Council of Macedonia)	Youth	1	x					x		
YCC	Youth Cultural Center, Bitola	Youth	1	x	x	x	x		x	x	
VCS	Volunteers Center Skopje	Youth	1	x		x					
YA-KRUSEVO	Youth Alliance Krusevo	Youth	1	x							
JUVENILE	Council for Prevention of Juvenile Delinquency, Kavadarci	Youth	1	x		x					
MOBILITY	Mobility Kumanovo	Youth	1	x							

Label	Name	Sector	No. Staff	International Donors	National Government, Ministry	Local Government	Private Sector	Individual Donations	Membership	Economic Activities and	None
PLANET-M	Planet-M Association for Media Literacy, Skopje	Youth	1	x	x	x	x				
GO-GREEN	Go Green Association for Sustainable Development & Environment	Youth	0	x	x	x	x	x	x	x	
YOUTH-STRUMICA	Youth Council Strumica	Youth	0			x					
BLINK	Blink 42-21	Youth	0	x							

Annex 5
Additional Organizations

Annex 5: Additional Organizations

The table below lists additional organizations indicated by survey respondents in the final open-ended question that asked respondents to provide the names of any other organizations with which they have important relationships and which were not on the roster. Those in blue are organizations that were listed more than once.

Respondent Organization Codes	Additional Organizations
KOR	4x4x4 Balkan Bridges Skopje
TOGETHER	A resource center for parents of children with special needs
LAG-AGROLIDER	Academic - Krushevo
TEXTIL	Agency for foreign investments and export promotion
METAMORPH	AGORA - Center for Promotion of Civic Values, Skopje
MILIEU	Agro Vinka Vinica
CSCD	Alda skopje
ABAT	**ALKA - Center for Sustainable Development**
PLANETUM	**ALKA - Skopje**
TOGETHER	As Anima
MAMEI	ASIPIRM
ROMA-CERENJA	Association Avena Kocani
LAG-BELASICA	Association FLORIT Gevgelija
ROMA-CERENJA	Association for multietnic society and human right Stip
FOSM	Association for Promotion and Protection of the Rights of Women and Children - LIL , Skopje
ZENIT	Association of businesses and consultsnts Kreacija
ZENIT	Association of Economic Jounalists
STEP-EUROPE	Association of finance workers Veles
LAG-BELASICA	Association Slow Food Ograzden Bosilovo
ZENIT	Associaton of agri-journalists Media Plus
HANDI	Athletic Club Students - Tetovo
CCC	**BIRN Macedonia**
FOSM	**BIRN Macedonia**
CID	BUJRUM - center for rural development
ICSS	CAD IEPP Skopje
RDN	Canter for local Development - Radovis
ABAT	CDI - Institute for Local Development Tetovo
RUR-KUMANOVO	CED Tearce, Tetovo
AMBROZIJA	CELOR Radovis

HANDI	Center for Balkan Cooperation LOJA - Tetovo
EPI	Center for Change Management
ANTIKO	Center for climate change, Gevgelija
BIRC	Center for Community Media Development MEDIUM, Gostivar
DELTA	Center for creative dialog
MOST	Center for democratic development and integration Tetovo
NEXUS	**Center for Education and Development**
TM	**Center for Education and Development Tearce**
JUVENILE	**Center for Education and Development, Tearce**
GREEN-CENTER	CENTER FOR INTERCULTURAL DIALOGUE - KUMANOVO
STEP-EUROPE	Center for investigative jurnalisam -SCOOP
MYLA	Center for Legal Research and Analysis
APOLLONIA	Center for tax policy
AJDE	Charity organization "Kindness"
AJDE	Charity organization "St.Spas- Drachevo"
OPTION	Civic X
CCID	Civica mobilitas
MWL	Club of women parliamentarians
AHP	CNVP
MESECINA-GOSTIVAR	Coalition for a fair trial
MWL	commission for equal opportunities in 25 municipalities
METAMORPH	Common Values, Skopje
JHR	Community Development Institute
CC-STRUMICA	COMSPI
CONSUMER	Consumers' Organization of Bitola
CONSUMER	Consumers' Organization of Kochani
CONSUMER	Consumers' Organization of Ohrid
ANTIKO	**Coordination committee of volunteer service, Prilep**
CCI	**COSVI**
AHP	**COSV-Macedonia**
ICSS	CRUJZ Tetovo
SCOUT	CSO Nadezh
SCOUT	CSO Sumnal
FREEDOM	Cultural Center "Textile"
AJDE	Day center for children on street in Shuto Orizari
KHAM-KUMANOVO	Dendo vas Skopje
DELTA	Derja

OPTION	Doverba Skopje
CC-STRUMICA	EARM
GREEN-CENTER	ECO SENSE (EKO SVEST) ; CELOR-RADOVIS
CHAM-MAC	Economic Chamber of Macedonia
CID	EGRI - Citizen Center for Sustainable Development
SPAS	Eko Dolina
CHAM-NW	**Epi Centar**
TEXTIL	**EPI CENTAR INTRNATIONAL**
STEP-EUROPE	Europan Association for Local Democracy - Skopje
ABAT	FACE - Foundation for Education Agro Center
SUMMIT	Florence Nightingale
JHR	Florozon
UNIKUM	Fondacija za MSP
ISPJR	Forum Center for Strategic Research&Documentation
RDN	**Foundation for local and IT development - Gevgelija**
LAG-BOJMIJA	**Foundation for Local Development and Development of Information Technologies - Gevgelija**
ICSS	GAUS Bitola
LEGIS	GIZ
ISPJR	Helsinki Committee for Human Rights
INKLUZIVA	HendiMak Tetovo
INKLUZIVA	High School for Journalism and Public Relations
SUD	human rights institute
LAG-AGROLIDER	Humanity towards the youth - Dolneni
CIVIS	ICZ Kumanovo
ALBIZ	Imago Plus
CCC	INI Vinica
PEACE	Initiative for civil integration, Gostivar
RDN	Institute for community development - Tetovo
SUD	Institute for European Politics
EPI	Institute for Strategic Research and Education (ISIE)
RUR-KUMANOVO	Institute Ohrid
SUMNAL	IOM International Organization for Migration
CCC	IPA 2 Mechanism for CSOs
ZPD	IRZ-Initiative for development and inclusion of Communities Skopje, Shuto, Orizari
MOBILITY	ISIOR
ALBIZ	Islamic Youth Forum
CEFE	IVote Foundation

CIVIS	IZVOR Kratovo
CIVIS	Kozjacje vo srceto - Kumanovo,StaroNagoricane
AMBROZIJA	LAG Malesh - Pijanec
SUBVERSIVE	LGBT United Tetovo
AMO	Ljubeznost (Kindness) Skopje
LAG-AGROLIDER	Local Action Group SCARDUS
CSCD	LOCAL DEVELOPMEMT FOUNDATION SHTIP
FREEDOM	LOKOMOTIVA-Centre for New Initiatives in Arts and Culture
PEACE	Luna Trinity, Prilep
JUSTICIA	Macedonian anti-poverty platform
TIM	Macedonian ASSOCIATION FOR OCCUPATIONAL SAFETY
LAG-PELAG	Makedonski rakotvorci, Bitola
CHAM-MAC	MASIT
INFO	Media Development Center
MOST	Medijator Kavadarci
ROMA-PROSPERITY	Mesecina Debar
ROMA-PROSPERITY	Mesecina Kicevo
CCID	**Min. Kultura rm**
TIKVES	Ministerstvo za ekonomija
TIKVES	**Ministerstvo za kultura**
KULT	**Ministry of culture**
HOTLINE	Ministry of information society and administration
HOTLINE	Ministry of interior - cyber crime unit
MWL	Ministry of Labor and Social Policy
INKLUZIVA	MISA
INFO	MKC Bitola
ZNM	Mladisnki Klub Stip
ISPJR	MOF(Youth Education Forum)
INKLUZIVA	More municipalities in the Republic of Macedonia
EPI	**Multikultura (Tetovo)**
SOS	**Multikultura from Tetovo**
CC-STRUMICA	**Municipality of Strumica**
KULT	**Municipality of Strumica**
HANDI	My Career - Skopje
KHAM-KUMANOVO	Nadez Skopje
LEGIS	National Agency
APOLLONIA	National Alliance for people with disabilities Gevgelija - Center Mother Teresa

JHR	National Council for Gender Equality
ROMA-CERENJA	**National roma centar Kumanovo**
CEPAC	**National Roma Centrum**
FOSM	**National Roma Centrum, Kumanovo**
CHAM-MAC	NDI
VIP-KULTURA	NGO Multikultura
HERA	NGO Reaktor
AHP	NGO Skorpion
SUMMIT	Nov Kontakt
LAG-PELAG	NP Pelister
KHAM-KUMANOVO	**NRC Kumanovo**
ROMA-PROSPERITY	**NRC Kumanovo**
TIM	oho
OPTION	OO Red Cross Ohrid
CEFE	Open the Windows
TEXTIL	Organization of employers of Macedonia
EHO	**Organization of women - Strumica**
PLANETUM	**Organization of Women - Strumica**
EHO	**Organization of women - Sveti Nikole**
JUSTICIA	Organization of Women Delcevo
INFO	**Organization of women Strumica**
JUVENILE	Organizaton of Woman of Gevgelija
JUVENILE	**Organizaton of Woman of Sveti Nikole**
METAMORPH	PINA - Platform for Investigative Journalism and Analyses, Skopje
MILIEU	Polymath13 Bogdanci
PUBLIC	Poraka Negotino - Negotino
PUBLIC	**Poraka Nova- Struga**
PUBLIC	**Poraka Nova- Struga**
TM	Proficio
DELTA	**Progres**
YCC	**Progres Institute for Social Democracy**
ZPD	Prv skopski izvidnicki odred-PSIO,Skopje
HOTLINE	Public prosecutor office of Republic of Macedonia
SUBVERSIVE	Queer Square
AMBROZIJA	Regional Advocacy center Delecevo
GREEN-CENTER	REGIONAL DEVELOPMENT CENTER - DELCEVO
AVAZI	Regional Roma Youth Association, Kratovo

MESECINA-GOSTIVAR	**Research Institute Romalitiko**
ZPD	Roma Resource Centre RRC-Skopje,Shuto Orizari
AVAZI	**Romalitico, Skopje**
AVAZI	Romaversitas, Skopje
LAG-BELASICA	Rural Development Network of the Republic of Macedonia
ZNM	SEMM
CCID	Skopje kreativa
APOLLONIA	Slozuvalka Gevgelija
MOBILITY	SMART
SPAS	Spas za Valandovo
UNIKUM	**Spektar**
MOST	**Spektar Kriva Palanka**
ZNM	SSNM
INKLUZIVA	State Election Commission
TIKVES	Stopanska komora za turizam na Makedonija
HERA	Stronger Together - Support of people living with HIV
MAKEDOX	STUDIORUM Macedonia - Skopje
FREEDOM	Tiiiit inc.
JUSTICIA	Turkish association New Star
YCC	Union of Youth Work
MAMEI	USAID Business ecosystem project
EWMI	USAID OTI Macedonian Support Initiative (MSI)
MAMEI	USAID Small Business Expansion Project
PLANET-M	Viridiq - Youth initiative (within Youth Can)
FOSM	**Women's Organization - Strumica**
ANTIKO	Women's Solidarity, Resen
CSCD	Youth Coalition Sega Prilep
MOBILITY	Youth Council Stip
MAKEDOX	Youth Cultural Center - Skopje
YCC	Youth Entrepreneurial Service (YES) Foundation
SUBVERSIVE	Zaedno Posilni (Stronger Together)
SPAS	Zdrava Kotlina
LAG-PELAG	ZG Global, Bitola
CEFE	**ZIP Institute**
PEACE	**ZIP Institute, Skopje**

Annex 6

LSP Scoping Visit Meetings

Annex 3: LSP Scoping Visit Meetings

The following list of organizations includes those that the LSP team met with during the February 2018 scoping visit to assess the capacity of various local organizations to act as a partner(s) to conduct an Organizational Network Analysis (ONA). These organizations were not necessarily Civil Society Organizations (CSOs) and thus not all were included in the ONA roster.

- AECOM
- Balkan Civil Society Development Network
- Brima Gallup
- Center for Research and Policy Making
- Community of Units of Local Self-Government (ZELS)
- Development Solutions (DeSo)
- East West Management Institute
- EU Delegation
- Finance Think
- Foundation Open Society Institute Macedonia
- GfK Macedonia
- Institute for Democracy Societas Civilis
- Institute for Sociological, Political, Juridical Research
- Konekt
- Macedonia Center for International Cooperation
- Metamorphosis Foundation for Internet & Society
- MOST Citizens Association (Bridge)
- National Youth Council of Macedonia
- Rating Agency
- Swiss Development Cooperation
- Transparency International Macedonia