

VISION MISSION STRATEGY





Macedonian Center for International Cooperation

VISION, MISSION AND STRATEGY

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LIST OF ABBREVIATIONS

ACT – Action of Churches Together
 BCSDN – Balkan Civil Society Development Network
 CPM – Civic Platform of Macedonia
 DIA – Dutch Interchurch Aid
 ECOSOC –Economic and Social Council (within the United Nations)
 EU – European Union
 IPLG – Inter Party Parliamentary Lobby Group
 MCIC - Macedonian Center for International Cooperation
 MEDF – Macedonian Enterprise Development Foundation
 WCC – World Council of Churches
 UN – United Nations
 USA – United States of America

INTRODUCTION

MCIC has completed the first phase of its development. In the past **15 years**, MCIC worked on realization of its strategic goals via programmes in several sectors, partnerships with organizations and target groups, by boosting the cooperation (in the country and on international level) and various forms (instruments/methodologies), including an establishment of the Macedonian Enterprise Development Foundation (MEDF), often **breaking the ice** in some areas or **filling the gaps** created by other actors in the development processes. MCIC, in addition to the regular reports and evaluations of its work, in 2004 also conducted an external evaluation to have an insight into its impact, as well as the strengths and weaknesses of its activity. This evaluation set the basis for the **strategic orientation** process that followed.

This document refers to: analysis and challenges of the outside environment, MCIC's history, role, vision, mission and long-term objectives, as well as the values, principles and methods on which the MCIC's work is based.

The document is drafted on the basis of the existing long-term programme objectives and the guidelines from the several workshops held with the members of the Council, Governance Board and the Executive Office of MCIC.

EXECUTIVE SUMMARY

MCIC has completed the first phase of its development. The fifteen years since the establishment and development of MCIC coincided with the **transition of the Republic of Macedonia** from a federal unit of the former Yugoslavia to an independent, democratic and prosperous country, now already a **candidate for the EU membership**.

This transition was not easy one, and despite the **achievements**, the process for constituting the state has not been completed yet. In the meantime, new **problems** emerged in the society development and the welfare of citizens, such as the higher **poverty and unemployment** rates.

Despite of the progress in democratization, there is still a lack of maturity in the parliamentary practice, judicial independence and effective local government. **The civil society has not been sufficiently rooted yet** to be able to cure these phenomena. The feeling of hopelessness is **strengthening the mistrust** in the new system and **diminishes the social responsibility** of citizens. The **decentralization process** is still one of the main challenges.

This period was also marred by an interethnic **conflict**, brought to an end by the **Ohrid Framework Agreement**. Its effective implementation should contribute for recognizing and **respecting the diversity**, as a foundation for peaceful, stable and prosperous society.

Macedonia has chosen the road towards the **Euro-Atlantic integration**. An essential part of the integration interest is based on the aspiration for surpassing the problems with the neighbours and the **regional cooperation**.

The establishment and development of MCIC coincided with the transition period of the Republic of Macedonia. **The story of MCIC, founded in 1993**, as an initiative of domestic initiatives, supported by the Dutch Interchurch Aid (DIA) and agencies nourishing related to the World Council of Churches (WCC), is **inspirational and impressive**. MCIC has developed as an independent, civic, non-profit **organization**, which is **willing to face the challenges** and **create models or alternatives for resolving the problems**.

In its existing activities, **MCIC has implemented over 1,450 projects**, as part of around 60 programmes worth more than **Euro 45 million**. MCIC has provided **healthy drinking water for over 250 villages**, introduced a model for **improved education** of young Roma and in general for **inclusion of marginalized groups** via lobby groups; since 1998 the Macedonian Enterprise Development Foundation (MEDF) has **supported over 5,500 entrepreneurs** to start their own business.

During the conflicts in Kosovo and Macedonia, MCIC took over the role of **'breaking the ice and filling the gaps'** and supported a major mobilization of the civil society in the humanitarian response to the crises, post-conflict activities and confidence building.

The fundament of all MCIC's activities is a development of the **civil society and active citizenship**. MCIC has begun to build the capacity of activists (over 6,500 trained) and organizations (over 200 supported), through supporting the development of the strategic organizations to research and supporting the institutional development of the civil society – **NGO Fair** and the **Civic Platform of Macedonia**.

MCIC is a member of the UN ECOSOC, ACT, CIVICUS, BCSDN and CPM, being also known by the **slogans** of its campaigns, such as **'It is whole when there is Everything** or **'I Live Here'**. In addition, MCIC is a recipient of many **awards and recognitions**, including the Award for Civil Society and Democracy presented by US and EU in 1998.

MCIC will remain consistent in and committed to resolving the social issues and challenges, by making the necessary adjustments based on the altered environment and the acquired knowledge and experience.

MCIC is a significant actor in the civil society in Macedonia and to some extent in the region, **set up on values**, interests and on their advocacy and impact on the society. Such formulation defines MCIC as an **advocacy organization**. MCIC is a small social actor and as such must be **prompt, adjustable, innovative and specific**.

After the transition period of the Republic of Macedonia and its establishment, MCIC has been faced with new long-term challenges, which are united in the process for the country's integration with the European Union. In this respect, MCIC has set its vision, mission and strategy for the next long-term period.

The vision of MCIC is peace, harmony and prosperity for people in Macedonia, the Balkans and globally.

MCIC's vision is based on universal principles of the civil society and participatory democracy, the rule of law, equitable and sustainable socio-economic development, non-violence, respect, interdependence and cultural diversity.

In order to turn this vision into reality, MCIC's **mission is to lead changes for resolving the societal problems in innovative and alternative way, thus affecting the other mainstream actors.**

The ideals of its vision, MCIC translates them into the following **long-term goals**:

- Social cohesion and poverty reduction;
- Sustainable local and rural development;
- Good governance, participation and policies from and towards the people
- Deeply rooted and dynamic civil society with influence on the public policy making
- Accepted cultural diversity, interdependence and dialogue;
- Supported process of European integration with enhanced regional cooperation;
- MCIC, independent and credible organization, capable of establishing strong and effective partnerships and alliances based on equality on national, regional and international level;
- MCIC is an attractive and innovative learning organization, with local roots and global view.

In its work, MCIC will be guided by the **principles** of participation, transparency and responsibility, partnership, tolerance, entrepreneurship, sustainability and equal opportunities.

MCIC's work is realized within the specific programme and organizational methods. **The programme methods** are: advocacy (dissemination of information, raising the awareness, education; policy making; monitoring and requesting accountability); developmental support (capacities and infrastructure) and socio-humanitarian assistance. **The organizational methods** are management and implementation.

EXTERNAL ENVIRONMENT, ANALYSIS AND CHALLENGES

For the last 18 years since its independence, Macedonia and its citizens have made progress in realizing their intentions and goals for constituting and building an independent, democratic and prosperous state. This progress has promoted **Macedonia as a successful role model on the Balkans** and led the country to a candidate status for the European Union's membership. This moment has not marked the end of the transition process, but we may expect that it marked the end of the societal fall and the beginning of the rise that should be crowned with the country's **accession to the EU and NATO**.

But, in spite of the accomplishments in the past period, a series of old **problems** remain unresolved, accompanied in the meantime with new **challenges**. The denial of the state's **name** by Greece, negation of the existence of the Macedonian **language** by Bulgaria and non-recognition of the Macedonian Orthodox **Church** by the Serbian one, are issues that have surfaced as a result of Macedonia's independence, being a reason for stalling of the processes for full and unhindered affirmation of the state.

Macedonia made progress as independent, democratic and prosperous state. However, series of problems and challenges remain unsolved, requiring joint efforts of all actors, including the civil society organizations

The process of economic transition, which meant restructuring towards the market economy, despite all benefits, is slow and affects on the overall socio-economic situation in the country. **Poverty and unemployment** are the two major problems of direct concern of the citizens of Macedonia. The unemployment rate may grow further due to the restructure of the public and agricultural sectors. The **gaps keep widening**, in particular the urban-rural ones. The development of small enterprises is in the early stage and Macedonia is still at the bottom in the region in terms of foreign investments, in spite of the signs of investors' growing interest.

The established freedom and democracy need further development of the institutions of the **political system, political culture and civic awareness**, thus contributing for diminishing the strong centralization and power practice. Despite of the progress, there is still a lack of parliamentary practice maturity, independence of courts and effective local government. The **civil society** has not been sufficiently rooted yet to be able to cure these phenomena. The feeling of hopelessness is strengthening the **mistrust** in the new system and diminishes the **social responsibility** of citizens. There is a need of upgrading and promoting the practice of **participatory democracy**, as well as the development of the civil society, so that citizens may realize their interests and have more direct influence on the policy and decision making. In this respect, the power **decentralization** process will remain one of the main challenges. Its development is crucial for stimulating the participation of citizens in the democratic life, as well as for both promoting and respecting the identity of communities.

The poor integration and above all the stalemate in the relations between ethnic Macedonians and ethnic Albanians led to the conflict in 2001, brought to an end by the **Ohrid Framework Agreement**. There is a need of its further effective implementation, and above all an understanding of the necessity for overall trust among citizens and recognition and **respect of the diversity**, which are the basis of peaceful, stable, and prosperous society.

Macedonia went through a hardship towards fulfilling its long-term interests and goals, supported by the majority actors and citizens – the **Euro-Atlantic integration**: the EU and NATO membership. However, there is a disappointment over rather highly set standards and unjust additional conditions. A significant part of the interest for integration is based on the aspiration for overcoming the **problems with the neighbours** and the development of **regional cooperation**. However, now they become an obstacle to the integration processes.

MCIC'S HISTORY

The establishment and development of MCIC coincided with the transition period of the Republic of Macedonia.

The story about MCIC's establishment and development is inspirational and impressive. MCIC was founded in 1993, as an act of domestic peaceful and civic initiatives, supported by the Dutch Interchurch Aid (DIA) and agencies, whose work is related with the World Council of Churches (WCC). The establishment followed in response to the problems, created by the dissolution of Yugoslavia, and presented a sign of solidarity in the efforts for peaceful resolution of the difficulties, boosting of the good-neighbourly relations and cooperation among all people living in Macedonia and promoting the peaceful, fair solutions to the existing differences in the region, with a hope that it is possible.

MCIC has developed as an **independent, civic, non-profit organization**, which is ready to face the challenges and create models or alternatives for resolving the problems. **The achievements in the past fifteen years certainly mean success.** The success has been already confirmed by numerous recognitions. MCIC serves as an example in Macedonia and Eastern Europe.

Since its establishment, MCIC has **realized over 1,450 projects within the framework of about 60 programmes amounting to more than Euro 45 million** in the areas of water supply and sanitation, rural development, health care and education, employment, civil society and democratization, confidence building, urgent aid and activities in the Balkan countries.

MCIC has supported the **development of rural communities**, first of all by strengthening their capacity to resolve their own problems, which resulted in providing **healthy drinking water for more than 250 villages**. Karbinici, Dolneni, Staro Nagoricani, Saraj and others are leaders among the rural municipalities as a result of the focused and long-term support of MCIC.

By the activities in the sphere of **health care and education**, the focus was placed, primarily, on strengthening and **inclusion of the marginalized groups** (women, Roma, persons with special needs) in the society mainstreams. The most significant achievement in this respect is the introduction of a model for improving the education of **young Roma**. The development of these programmes evolved in addressing the issues of marginalization and discrimination, including also the highest level of legislation and the Parliament of Macedonia, via **lobby groups**, such as the Macedonian Women Lobby; IPPLG for people with special needs and the Roma Lobby Group.

MCIC's results in the past fifteen years in many areas mean success. MCIC's success is based on values. This makes MCIC one of the leading civil society organizations in Macedonia and the Balkans

After the initial experiences with a loans-based development, in 1998 MCIC has set up the **Macedonian Enterprise Development Foundation (MEDF)**, which has focused its activities on developing the small enterprises by offering access to financial and non-financial services. Thus far, MEDF has granted loans in **support of over 5,500 entrepreneurs**. MEDF also offers a wide array of non-financial services to its customers.

During the **conflicts in Kosovo (1999) and Macedonia (2001)**, MCIC took over the role of **'breaking the ice and filling the gaps'** (Mokoro, 2002) and supported a major mobilization of the civil society for humanitarian response to the crises. This period also engaged MCIC in post-conflict activities and **confidence building**, as well as in activities beyond the borders of Macedonia. MCIC launched specific activities in building the confidence among the various communities and groups (ethnic and religious communities, media, ex combatants and others). With its activities in Kosovo since 1999, MCIC has demonstrated 'the uniqueness of its own positive example for possible cooperation among people of different ethnic, religious origins within

the Balkan milieu' (ACT, 2002). The **regional cooperation** was crowned with the establishment of the **Balkan Civil Society Development Network (BCSDN)**.

The fundament of all MCIC activities is the **development of the civil society and active citizens**. MCIC has begun to **build the capacity** of activists (over 6,500 trained) and organizations (over 200 supported), from supporting the development of the strategic organizations to **research** and support of the institutional development of the civil society. MCIC has contributed for setting up new legal frames for the civil society, as well as to the adoption of the Government's Strategy on Cooperation with the Civil Sector for 2007-2011. The crown in this respect is the establishment of the **NGO Fair** and the **Civic Platform of Macedonia (CPM)**.

MCIC is a **member of the UN ECOSOC, ACT, CIVICUS**, and other above mentioned networks and platforms.

MCIC is also recognized by the **slogans** that identify its campaigns, from the initial "Help for Self-Help" via the "**It is whole when there is Everything**" or "**However**" and "**Don't FYROM me**" to "**I Live Here**" and "**One Next to Another**".

MCIC from "the still **young organization** that plays a **pioneering role** in fast changing Macedonian society" and "MCIC should play the role of a **facilitator**" (MDF, 1997), via "MCIC, directly and indirectly, has positive influence on individuals, communities and the society, as it **sets examples and models** that affect the other actors in the society" (FACT, 2000), has become **one of the leading civil society organizations** in Macedonia and the Balkans.

MCIC's success is **based on values**. MCIC is a unique platform for dialogue and cooperation of various interest groups in Macedonia, which in MCIC find own room. MCIC is also a venue where one may find the "values, such as tolerance, diversity, voluntary action, cooperation and peace" (INTRAK, 2002).

MCIC is a **recipient of the US/EU Civic Society and Democracy Award** (1998), the **Epistle Mother Teresa Award** (2004), as well as other municipal and local recognitions.

MCIC'S ROLE

What is MCIC's role in regard to societal issues and challenges, how it may contribute and what should MCIC do to make this contribution?

Previous Long-term Programme Goals

In the previous period MCIC defined **three key problems** in Macedonia: **unemployment, inefficient functioning of the political system and democratic society and integration of minorities**. The resolution of these problems, along with the development of the regional partnership and cooperation, opens the road to the EU (MCIC, 1998). Responding to these crucial problems, "inspired by the **trust in full, equal rights** for all human beings," MCIC "has concentrated on **supporting and developing local and national initiatives for fostering the sustainable development**." The long-term goals referred to "**fostering the peace, civil society development and granting aid to those in need**." The mid and long-term modalities included "economy: self-employment, revitalization and improvement of the rural life", "civil society: strengthening of non-governmental organizations and the lowest echelons of authorities – local self-government" and "integration - internal and the integration in international partnerships" (MCIC, 1998).

MCIC and Societal Challenges

MCIC will remain **committed to resolving the social issues and challenges**, by making the necessary adjustments based on the altered environment and the acquired knowledge and experience.

MCIC is **devoted to peace, harmony and prosperity** for all people in Macedonia, the region and worldwide. The path to realization of these goals goes through social cohesion, good governance, confidence building and interdependence.

The **social cohesion** should be achieved by better educational system for all, development of small enterprises, as well as by narrowing the regional and urban-rural gaps. The local and rural development is also necessary for support of one aspect of the decentralization process – the transfer of power from central to local authorities. The decentralization is crucial for **good governance**.

Further institutional capacity building is also necessary for adequate balances and tests, in terms of transparency and accountability (**participatory democracy**) and the rule of law.

All of this requires deeply rooted and dynamic **civil society**, socially responsible **private sector** and **Euro integrations and regional cooperation**.

MCIC's Business Model

MCIC is a significant actor in the civil society in Macedonia and to some extent in the region, with the capacity building of the civil sector. As a significant actor in the civil society, the MCIC's contribution is being determined by its role in the civil society. It is based on values and interests and on their advocacy and influence on the society. This influence is being exerted by raising the public awareness and building of the citizens' capacity to affect the public policies and seek responsibility for their implementation. Meeting of the social needs should be a result of **lobbying**, not of direct services. In general, the direct services should be provided by the public or private sector. Exceptions are allowed for urgent social needs or those of the marginalized groups under particular circumstances.

MCIC will dominantly seek the solutions for the societal problems as an organization for advocacy, and when necessary as organization providing developmental support, and even adopting socio-humanitarian approach in case of emergency. The organizational methods of MCIC are management and implementation.

Such formulation defines MCIC as an **advocacy organization**. This would close the transition process from “an organization for providing financial support” to “the advocacy organization”, launched in the year of 2000.

MCIC will remain **committed to changes in Macedonian society**. This will be stimulated by developing the society's visionary capability and potential to deal with problems, as well as by building the capacity of the civil society.

In the process of realizing the MCIC's vision and long-term goals, it will be important to deal with crucial social issues and problems that are being avoided. MCIC will act as a **promoter of new and innovative ideas, alternative solutions and new policies**. MCIC will develop models; mobilize resources, along with the stakeholders, for their implementation, build capacities for their replication, advocacy and lobby for their inclusion in the societal mainstreams in both the private and public sector, providing for their sustainability.

In the realization of its mission, MCIC will use methods, such as advocacy, developmental support (building of capacities and the infrastructure). In spite of turning the focus on advocacy, MCIC will keep its **developmental support**, as a working method for achieving short-term goals and gains, necessary for maintaining the motivation of actors and target groups.

MCIC gained its experience in coping with the crisis through its response to the humanitarian crises in Kosovo in 1999 and in Macedonia in 2001. MCIC will continue to be ready to respond to the national emergency situations, natural or man-made. To this end, MCIC is a member of ACT International, one of the leading global networks for disaster response. MCIC's response will be within the long-term goals of MCIC. **The socio-humanitarian approach** will be used only as part of the emergency response of MCIC, as well as in support of the needs of the marginalized groups under certain circumstances.

The organizational methods of MCIC are management and implementation. The management for MCIC does not represent only the way in which the Centre organizes its work, but it is a product of MCIC. This is why MCIC is focused on the management (PMU – programme monitoring unit). MCIC's activities, regardless whether advocacy, capacity development, developmental or socio-humanitarian assistance and management, may be implemented by MCIC or its associates (outsourcing).

The main way in which MCIC gains the **finances** is from donations, contributions, gifts. MCIC will pay special attention to strengthening the domestic support. Besides, MCIC gains funds from its own activity (services), financial and investment revenues. Despite the strengthening of the domestic support, the possibility for growth based on donations is limited. For MCIC, not only the further growth, but also the survival, is closely related with its own funding (services).

The key principle of all activities is the **co-funding** or financial participation in the activities of the stakeholders – target groups, clients, responsible institutions, etc. The co-funding is an indicator of the need and plays a key role in the joint approach and shared ownership. As such, the co-funding is an indicator of the possible successfulness of the activities.

MCIC may establish **new legal entities**, if that is necessary for realizing the goals or acquiring new funding.

What kind of MCIC is needed?

MCIC is a small social actor and as such must be **prompt, adjustable, innovative and specific (different)**.

MCIC is an **organization based on values**. The success and results are in correlation with the values. As an advocacy organization, MCIC must serve as an **example**. All goals, values and principles promoted by MCIC must be a reflection of and reflected in the MCIC internal organization.

MCIC is a **domestic, autonomous organization** and its main features are: inclusion and cohesion; leadership with vision; commitment; organization that learns; cooperation and partnership; transparency (MCIC, 2003). MCIC will keep upgrading these main characteristics as it is the only way for the organization to be consistently and successfully in service of the social needs.

VISION AND MISSION

MCIC's **vision** is **peace, harmony and prosperity for people in Macedonia, the Balkans and worldwide.**

MCIC based its vision on peace, harmony and prosperity, universal principles of the civil society and participatory democracy, the rule of law, equitable and sustainable socio-economic development, non-violence, respect, interdependence and cultural diversity.

MCIC's **mission** is **"MCIC leads changes with new and alternative solutions for resolving the societal problems, thus affecting the other mainstream actors"**.

The short mission statement is "MCIC leads and stimulates changes with new and alternative solutions for resolving the societal problems".

MCIC is committed to its vision, mission and eight long-term objectives.

The vision of MCIC is peace, harmony and prosperity of people in Macedonia, the Balkans and worldwide.

The mission of MCIC is to lead changes with new and alternative solutions for the societal problems".

LONG-TERM OBJECTIVES

MCIC's activities are focused on eight objectives listed below:

Social cohesion and poverty reduction

The social cohesion and poverty reduction will be realized by education, employment, entrepreneurship, access to public services, based on the principles of equal opportunities and rights based approach, and inclusion of the marginalized groups;

In the **education** area MCIC will urge better access for the **marginalized groups** (Roma, rural areas), as well as improving the **quality** of the educational system. Special attention will be paid to the concept of **life-long learning** and intensive application of various forms of **informal learning**. MCIC will work on strengthening the relevant civil society, such as the organizations of pupils and students and professional (teachers') associations and chambers.

The **employment** will be based on the support of small enterprises, with support of the development of **entrepreneurship and access to financial capital**. The associations and chambers of entrepreneurs will be also further developed.

MCIC will base its work on the support of **equal opportunities and non-discrimination** in public policies, as well as in public and private services, such as education or employment.

Sustainable local and rural development

The sustainable local and rural development should contribute to the social cohesion. But due to the wide regional and urban-rural developmental gap, MCIC will pay special attention to this goal. MCIC will support the capacity building of local governments and other forms of **sustainable local and rural development** by improving the **public services** for inhabitants of the local and rural communities, improved local and rural **infrastructure** and inter alia, by utilizing the available EU funds for this sphere.

In the area of improved public services, MCIC will focus on the **access to water and water management**.

Good governance, participation and policies from and towards the people

MCIC focuses on a significant segment of good governance - participation, which enables creating of **people-based policies** and policies closely related to this – transparency, accountability, responsibility. Namely, MCIC will urge for influence on public policies, **budgeting process** and **accountability**.

MCIC will support the development of **social responsibility of enterprises**.

Deeply rooted and dynamic civil society with influence on the public policy making

Active citizens or **socially responsible citizens**, as factors, are the crucial part of MCIC's approach, being included in all of its goals. Aside from the inclusion of the citizens in the mainstreams of the society, MCIC will focus on the institutional development for rooted and dynamic civil society, which has influence on the public policies.

MCIC will work on creating a **favourable climate for the civil society**, development of the "3-Cs" – communication, coordination, cooperation, on values, such as transparency and good governance, and increased **trust and support**.

MCIC will particularly **research** the civil society and the social responsibility of citizens.

Accepted cultural diversity, interdependence and dialogue

Accepting the diversity and understanding the need for **dialogue**, coexistence and fostering the **interdependence** are of crucial importance for **peaceful and harmonious development** of the Macedonian multicultural society.

The dialogue, as a dimension of the human mind, will be the key instrument for ironing the differences, lifting the barriers among people and free exchange of ideas.

Supported process of European integration with enhanced regional cooperation

MCIC will support the development of long-lasting, **good neighbourly relations** and membership in civil and other organizations in international (primarily European) institutions and networks.

The processes of integration and establishment of good neighbourly relations are social ones and do not belong only to political elites, but above all to citizens, who by exchanging ideas, contacts and information are developing long-term ties among the countries and thus play the leading role in each integration. Therefore, MCIC is particularly interested in building of **civic partnerships on the Balkans** and fostering the **inclusion in the European (and global) partnerships, networks, alliances**.

MCIC, independent and credible organization, capable of establishing strong and effective partnerships and alliances based on equality (on national, regional and international level)

MCIC should maintain its independence, which has been its trade mark, by working with various stakeholders and interest groups on equal bases and **no privileges**, presenting clear and often confronting opinion on **main social issues**.

MCIC can and must not function in isolation, i.e. focusing only on its values, improvements and accomplishments. On the contrary, developing powerful and effective **partnerships and alliances, based on equality**, is a must. Special attention should be paid on ensuring domestic ownership,

accompanied by a long-term cooperation and building of the partners' capacity, their financial and monitoring systems. It also refers to respecting the autonomy of each and every partner, promoting the equality between them by dialogue and systematic consulting processes.

MCIC is aware that the realization of its vision and mission calls for building powerful coalitions and partnerships, first of all in Macedonia and the Balkans, but also with the European Union, transition countries of Eastern Europe and Central Asia.

MCIC must work on further development of its **public relations** by offering more efficient services and improving the contacts with both the media and general public via **direct communication with citizens** and indirectly, via their organizations. It should lead to increased presence and hence to MCIC's public recognition.

All of these should be in favour of the MCIC's credibility, which by its courage, own views and actions, will contribute to MCIC's further establishing and obtaining larger public support (inter alia by continuous development of new financial resources, including domestic and individual ones).

MCIC is an attractive and innovative learning organization, with local roots and global view

People are not only **in the focus** of MCIC's goals, they are also the **vital resource** of its success and main **competitive advantage**. Hence, the personnel development is essential for the future progress. MCIC will keep supporting the development of human resources, characterized with **personal and professional integrity and dedication**.

The **attractiveness** should be confirmed by the ability to recruit and develop **competent and dedicated** employees and volunteers, by offering working **challenges**, good **opportunities for training and continuous education**, and, inter alia, participation in various processes and tasks within the organization.

MCIC should keep strengthening its willingness for **learning** (also by documenting) the results of its activities, in order to improve competences and systems for efficient and effective collection and **exchange of experiences**, monitoring and evaluation

The internal communication tendency should refer to improving the horizontal coordination for the purpose of MCIC's decentralization in all areas.

MCIC's work relies on seven principles:

- participation;
- transparency and accountability;
- partnership;
- tolerance;
- entrepreneurship;
- sustainability;
- equal opportunities.

MCIC'S VALUES AND PRINCIPLES

So far, MCIC's work has been based on a series of values, principles and approaches: focus on people, their strengthening and participation; sustainability, economic development; international environment. Values, recognized by MCIC and also important for the future are: participation, transparency and accountability, partnership, tolerance, entrepreneurship, sustainability and equal opportunities.

Participation (inclusion) of people. The participation means **inclusion in the decision making processes** of all those who have legitimate interest in matters of their concern. The participation may refer to activities of informing, counselling, (co)-deciding or initiating/taking an action. MCIC believes that people are entitled to also participate in decision making and through their developing activities. MCIC should stimulate and support the participation of people (in particular of

marginalized groups) not only in the specific activity, but also in overall social (political, economic) processes of their concern.

Transparency and responsibility (public, openness, accountability). The transparency means **public** (verification, control) and **openness of institutions and processes** in a society and it is necessary to be accompanied by mechanisms that provide responsible behaviour of key actors. **MCIC** is and will be an **example of transparent and responsible organization**, and will be committed for its partners as well as other actors to follow in its footsteps, aiming for this principle to be built in the society. These values are also setting the base for participation, fight against corruption and favouritism.

Partnership (cooperation). The partnership means to establish relations of **cooperation between involved parties**, which agree to **share the rights and responsibilities** for achieving a certain goal. MCIC is aware that the realization of its vision and mission requires building of strong partnerships with the crucial actors. In certain cases it will not be easy due to different expectations and interests. Therefore, MCIC will make efforts for the partnerships to be **based on trust and mutual interests**. The partnership as a principle builds on top of the participation.

Tolerance. The tolerance means readiness to **recognize and respect the beliefs and behaviours** of other people. This value is crucial for the stability of a society, which is a prerequisite for prosperity. MCIC believes that it (tolerance) should be nourished and promoted as a value. Experiences and learned lessons from the past should lead to finding new forms and mechanisms for utilizing and **promoting the cohesive forces** in the society.

Entrepreneurship. This means to **taking an initiative (and risk) for own success** – personal or of the community (social entrepreneurship). Global experiences show that the most successful societies are based on initiative and innovation. The economic development is vital for the overall human development. Macedonia's resources are limited, but **people are its most valuable asset**, and they should develop the **entrepreneurial spirit** for some progress to be made. MCIC has been promoting the social entrepreneurship by encouraging, stimulating and supporting the people for self-assistance within the communities, and through MEDF – also in the business sector.

Sustainability. The sustainability concept means **long-term and continuity of processes and situations**. The sustainable development is a process of changing, whereas all segments together – exploitation of resources, guidelines of investments, orientation of the technological development and institutional change are in harmony, enabling for the present, future potentials to meet the human needs and aspirations. Regardless of various aspects – environment, economic activities, social structure or culture, the development must lead to long-lasting benefits for the people, environment, **without creating any obligations and imbalances for the future generations**. It is important for MCIC, the benefits of the developmental activities to resume after the completion of its interventions.

Equal opportunities. All people should be offered equal opportunities for **access to the benefits** of political, economic and social processes. Finding mechanisms to providing for such opportunities is always possible **without discrimination and/or favouring** others. MCIC believes in equal opportunities for all people.

WORKING METHODS

MCIC's work is realized within the specific programme and organizational methods.

The programme methods are: advocacy, developmental support (capacities and infrastructure) and socio-humanitarian assistance. Although the developmental support is integrated, MCIC divides it into capacity building (software) and development of the infrastructure, as developmental support in narrow sense. **The organizational methods** are management and implementation.

Programme methods of MCIC are advocacy, developmental support (capacities and infrastructure) and socio-humanitarian assistance. Organizational methods are management and implementation.

Advocacy

The representation brings together numerous intertwined activities and support awareness building and education, influence on public policies, monitoring and seeking accountability.

Information, raising awareness, education. The role of civic organizations is indispensable in encouraging and stimulating the civil activism, mobilization of citizens for the welfare of the community and their increased participation in decision making. **Being informed is a prerequisite** for achieving of this goal. MCIC will provide information and mechanisms for the relevant issues, which will allow to the interested parties to **reason and take appropriate actions**. MCIC will play a significant role in **raising the awareness and education** of citizens about matters that the formal education system addresses poorly or not at all.

Policy making and influencing. MCIC should exert pressure and lobby for resolving the issues of wider public interest. It should affect on creating the policies at **national and local level**. For this purpose, two principles may be applied (integrated/simultaneously): **macro** – which means commitment, advocacy and lobbying for altering the frames, regulations and strategies; and **micro** – for concrete cases.

MCIC will in particular forewarn, exert pressure on and stimulate the government to prioritize certain problems, which it is not willing to deal with or has postponed them in the past, as well as the policies in the interest of marginalized groups.

For an effective influence on the public policies, MCIC will work on **researches** and analyses in order to base its **actions on facts**, promote **argument-based debates**, draft laws, strategies, action plans, lobby for their adoption and **consistent implementation**.

Monitoring and calling for accountability. MCIC will also act as monitor of the behaviour and performance of the government, state institutions, business and other actors and be their **corrective**. It will request accountability and responsibility from all actors in the society.

Special attention will be paid to the national budget process, the implementation of laws, strategies and action plans.

Capacity Building

MCIC will **transfer and share its experience** with others. MCIC may contribute substantially for building the capacity of individuals and organizations, making them an important element in the capacity building of the community in general. This process incorporates many aspects of capacity building in terms of personal development and improving of own competitiveness on the labour market, mobilizing and organizing the communities, evaluation of the community's needs, developing of strategies and policies, management, research and development, developing of a civil society, charity giving, etc.

MCIC will build the capacities via: training, counselling, evaluation of the existing potentials and needs, as well as of projects, programmes and organizations and other methods.

Developmental Support

A significant method of MCIC in the past period was the financial support to the developmental initiatives, primarily for the **rural infrastructure and access to water**. They were of utmost importance for motivating the citizens that the changes were possible, thus laying the foundations for the advocacy and capacity building activities. Therefore, MCIC **will continue** to support the developmental initiatives **in a limited volume**.

Social-humanitarian assistance

MCIC will continue to be **ready to respond to the national emergency situations**, natural or man-made. To this end, MCIC is a member of ACT International, one of the leading global networks for disaster response. The socio-humanitarian approach will be used only as part of the emergency response of MCIC, as well as in support of the needs of the marginalized groups under certain circumstances.

Management

The main business process of MCIC is the project cycle management. All programme activities incorporate elements of this process. The management may refer to managing project(s), programme(s) or portfolio, as well as managing other organizations. Hence, the major difference of MCIC's management. The management for MCIC does not represent only the way in which the Centre organizes its work, but it is also a **product of MCIC**. This is why MCIC is focused on the management (PMU – programme monitoring unit).

Implementation

MCIC's activities, regardless whether advocacy, capacity development, developmental or socio-humanitarian assistance and management, may be implemented **by MCIC or its associates** (outsourcing). MCIC will implement the activities, such as management, advocacy and capacity building, but will outsource the developmental or socio-humanitarian assistance.

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