



ANNUAL REPORT 2025

CONTENTS

1. EXECUTIVE SUMMARY	3
2. ABOUT PRESPA INSTITUTE	4
3. THE NAME PRESPA	4
4. 2025 – YEAR OF STRATEGIC CONSOLIDATION	6
5. PRESPA INSTITUTE WORK PROGRAMME 3.0 (2025–2030)	6
6. PROJECTS AND INITIATIVES	9
7. RESEARCH, PUBLICATIONS AND PUBLIC ENGAGEMENT	12
8. STRATEGIC PARTNERSHIPS AND NETWORKS	13
9. INSTITUTIONAL DEVELOPMENT	13
10. FINANCIAL OVERVIEW	15
11. LOOKING AHEAD TO 2026	19

1. EXECUTIVE SUMMARY

The year 2025 marked an important transition point in the institutional development of PRESPA Institute. Following the completion of its first five years of operation, the Institute entered a new phase focused on strategic consolidation, thematic positioning, and long-term institutional development.

Throughout the year, PRESPA Institute continued to strengthen its role as an independent analytical and policy platform working at the intersection of European integration, foreign and security policy, democratic resilience, strategic foresight, and civic participation. Building upon the foundations established in previous years, the Institute expanded its activities in the areas of reform monitoring, policy dialogue, public engagement, and international cooperation.

A central development during 2025 was the preparation and adoption of the PRESPA Institute Work Programme 3.0 (2025–2030), which provides the Institute's strategic vision and programmatic orientation for the coming six-year period. The Programme reflects PRESPA's ambition to further evolve into a forward-looking, evidence-based, and regionally connected policy institute capable of combining research, foresight, civic engagement, and policy innovation.

The implementation and expansion of the Civic Alliance for Reforms and Growth (CARGrow) represented one of the Institute's most important areas of work during the year. Building on the successful implementation of the first phase of the project, PRESPA Institute launched CARGrow 2.0, aimed at institutionalizing civic monitoring of the Reform Agenda and the Growth Plan for the Western Balkans, while strengthening cooperation between civil society organizations, institutions, and policy stakeholders.

In parallel, PRESPA Institute continued to strengthen its international partnerships and policy dialogue activities. Through cooperation with the Embassy of Spain in North Macedonia, the Institute implemented a new cycle of the "Thinking and Working Together" initiative, including a policy session and academic lecture by Prof. Jesús Nieto González Ph.D., organized in cooperation with University American College Skopje.

The Institute also expanded its engagement with European and international networks through participation in Horizon Europe and Erasmus+ consortia and through continued cooperation with think tanks, universities, international organizations, and diplomatic partners.

2025 was also a year of institutional preparation and organizational alignment. PRESPA Institute initiated the development of a renewed Fellowship framework, strengthened its strategic planning processes, and laid the foundations for a future thematic programme structure intended to become operational during the next institutional cycle.

The Institute remains committed to promoting democratic resilience, evidence-based policymaking, strategic foresight, and regional cooperation in North Macedonia, the Western Balkans, and the wider European context.

2. ABOUT PRESPA INSTITUTE

PRESPA Institute is an independent analytical centre and think tank based in Skopje, North Macedonia, dedicated to the study, research, and analysis of international relations, foreign and security policy, European affairs, democratic governance, strategic foresight, and public policy.

The Institute works to promote informed public debate, evidence-based policymaking, civic participation, and regional cooperation, while contributing to the broader processes of European integration and democratic transformation in North Macedonia and the Western Balkans.

PRESPA Institute combines research, policy analysis, strategic foresight, public engagement, and innovative communication approaches to support democratic resilience and institutional development in a rapidly changing geopolitical and societal environment.

The Institute operates through a network of researchers, fellows, external collaborators, policy practitioners, and experts from various academic, institutional, and civic backgrounds. Its work is grounded in interdisciplinary cooperation and seeks to connect analytical expertise with practical policy relevance.

Over the years, PRESPA Institute has established partnerships and cooperation with civil society organizations, universities, international organizations, diplomatic missions, and policy networks in North Macedonia, the Western Balkans, and across Europe.

The Institute's activities are implemented through research projects, analytical publications, policy dialogues, public events, trainings, workshops, strategic communication initiatives, and civic engagement mechanisms.

3. THE NAME PRESPA

The name "PRESPA Institute" is inspired by the Prespa Accord — the Final Agreement for the settlement of differences under United Nations Security Council Resolutions 817 (1993) and 845 (1993), the termination of **the** Interim Accord of 1995, and the establishment of a Strategic Partnership between the Parties, signed on June 17, 2018, in the village of Psarades, Greece.

For PRESPA Institute, the Prespa Accord represents more than a historical event. It symbolizes a strategic and value-based orientation toward democratic

transformation, regional cooperation, European integration, and long-term stability in Southeast Europe.

The legacy of the Agreement is deeply embedded in the Institute's mission and institutional identity.

At the same time, PRESPA also functions as an acronym reflecting the Institute's strategic orientation:

Policy reforms for
Regional cooperation,
Europeanization,
Security,
Participation, and
Adaptation.

The concept reflects PRESPA Institute's commitment to bold and forward-looking reforms, democratic values, civic participation, regional cooperation, European integration, and strategic adaptation to a changing international environment.

Through this identity, PRESPA Institute seeks to contribute to shaping a democratic, resilient, and cooperative future for North Macedonia, the Western Balkans, and the wider European community.

4. 2025 – YEAR OF STRATEGIC CONSOLIDATION

During 2025, PRESPA Institute entered an important period of strategic reflection, institutional consolidation, and preparation for its next phase of development.

Following the successful establishment of the Institute during its first five years of operation, the organization undertook a process aimed at strengthening its long-term strategic orientation, expanding its partnerships, and developing a clearer institutional framework capable of supporting future growth.

This process was shaped by several parallel developments.

First, PRESPA Institute initiated the development and adoption of its new Work Programme 3.0 (2025–2030), which outlines the Institute’s strategic priorities, operational approaches, and long-term goals for the coming six-year period.

Second, the Institute expanded its engagement in reform monitoring, civic participation, and public policy dialogue through the continuation and institutionalization of the Civic Alliance for Reforms and Growth (CARGrow).

Third, PRESPA Institute strengthened its international cooperation through partnerships with diplomatic missions, universities, international experts, and European research and policy networks.

At the same time, the Institute initiated a process of organizational alignment and development of a renewed Fellowship framework intended to strengthen the Institute’s analytical capacities and broader intellectual ecosystem.

Rather than introducing immediate structural transformation, 2025 served as a preparatory and positioning year — establishing the strategic foundations for the Institute’s future thematic and programmatic development.

The Institute also continued to expand its work in strategic foresight, democratic resilience, policy communication, and monitoring methodologies, while strengthening the visibility of its analytical work and public engagement.

These developments collectively marked a transition from the Institute’s establishment phase toward a more structured and strategically integrated institutional model.

5. PRESPA INSTITUTE WORK PROGRAMME 3.0 (2025–2030)

In 2025, PRESPA Institute adopted its Work Programme 3.0 (2025–2030), establishing the strategic framework for the Institute’s next phase of institutional and programmatic development.

The Programme reflects PRESPA Institute's commitment to democratic resilience, evidence-based policymaking, strategic foresight, civic participation, and regional cooperation in a rapidly changing geopolitical and societal environment.

The strategic vision of the Programme envisions a democratic, secure, and prosperous Southeast Europe, fully integrated in European and transatlantic frameworks and grounded in civic participation, resilient institutions, and inclusive governance.

The Programme defines PRESPA Institute's mission as catalyzing foresight-driven transformative change through strategic research, inclusive dialogue, and innovative advocacy in foreign policy, EU integration, democratic governance, and societal resilience.

The Work Programme introduces a structured strategic framework organized around thematic priorities, modes of work, signature programmes, partnerships, and institutional development objectives.

The Programme identifies several key strategic directions for the Institute's future work, including:

- strengthening democratic resilience and institutional preparedness;
- supporting EU integration and reform implementation;
- advancing strategic foresight and anticipatory governance;
- strengthening regional cooperation and reconciliation;
- enhancing youth engagement and civic participation;
- developing innovative monitoring and analytical tools;
- expanding strategic communication and policy dialogue capacities.

The Work Programme also introduces a series of signature programmes and analytical tools intended to support PRESPA Institute's long-term strategic positioning, including:

- Impact and Image Observatory (IIO);
- Civic Alliance for Reforms and Growth (CARGrow);
- Cost of Non-Accession Index (CAN);
- Trust Tracker and Perception Mapping Tool;
- Integrity and Objectivity Index (IOI);
- Strategic Horizon Dashboard;
- EU Youth Observatory.

The Programme additionally places strong emphasis on institutional sustainability, partnership development, visibility, governance strengthening, and Monitoring, Evaluation, and Learning (MEL) mechanisms.

Rather than representing a completed organizational restructuring, the Work Programme 3.0 serves as a strategic roadmap for PRESIPA Institute's future development and institutional evolution over the period 2025–2030.

6. PROJECTS AND INITIATIVES

<i>Project name</i>	Civic Alliance for Reforms and Growth (CARGrow)
<i>Role</i>	Grantee
<i>Donor</i>	European Enlargement and Fundamental Values Fund – Department of Foreign Affairs
<i>Total amount of the action</i>	31.000,00 EUR
<i>Date (from - to)</i>	August 2024 – June 2025
<i>Description</i>	Throughout 2025, PRESPA Institute continued the implementation of the Civic Alliance for Reforms and Growth (CARGrow), supported by the Department of Foreign Affairs of Ireland. The project focuses on strengthening civil society capacities for monitoring the implementation of the Growth Plan for the Western Balkans and North Macedonia's Reform Agenda. During the implementation of the first phase, PRESPA Institute worked with civil society organizations and experts to develop a structured methodology for monitoring reform implementation across six thematic areas linked to the Reform Agenda. The project contributed to: • strengthening knowledge and understanding of the Reform Agenda and the Growth Plan; • establishing the Civic Alliance for Reforms and Growth; • developing monitoring methodologies and indicators; • supporting cooperation between civil society and institutions; • increasing public awareness through podcasts, policy discussions, and outreach activities. The initiative positioned PRESPA Institute as one of the active civil society actors engaged in promoting informed public participation and evidence-based monitoring of the EU reform process in North Macedonia.

<i>Project name</i>	Civic Alliance for Reforms and Growth – CARGrow 2.0
<i>Role</i>	Grantee
<i>Donor</i>	European Enlargement and Fundamental Values Fund – Department of Foreign Affairs
<i>Total amount of the action</i>	32.020,00 EUR
<i>Date (from - to)</i>	August 2025 – July 2026
<i>Description</i>	Building upon the foundations established during the first phase of the project, PRESPA Institute launched CARGrow 2.0 in 2025. The second phase of the initiative focuses on institutionalizing the Civic Alliance for Reforms and Growth, operationalizing monitoring mechanisms, strengthening constituency engagement, and enhancing structured dialogue between civil society and institutions. The project includes: • formalization of the Civic Alliance through the signing of a Charter; • implementation of monitoring cycles and publication of monitoring reports; • regional constituency-building workshops; • cooperation with the National Council for European Integration within the Parliament; • cooperation with the Government Council for Cooperation and Development of Civil Society; • production of a second podcast series dedicated to reform monitoring and civic participation. Through CARGrow 2.0, PRESPA Institute continued to strengthen its role in supporting transparency, accountability, and democratic participation in North Macedonia's EU accession process.

<i>Project name</i>	Thinking and Working Together
<i>Role</i>	Grantee
<i>Donor</i>	Agency for International Cooperation and Development of the Kingdom of Spain
<i>Total amount of the action</i>	1.500,00 EUR
<i>Date (from - to)</i>	September – October 2025
<i>Description</i>	In 2025, PRESPA Institute continued its cooperation with the Embassy of Spain in North Macedonia through a new cycle of the initiative “Thinking and Working Together.” As part of the initiative, the Institute hosted Prof. Jesús Nieto González Ph.D. for a policy session and academic lecture organized in cooperation with University American College Skopje. The initiative focused on strengthening policy dialogue, academic exchange, and bilateral intellectual cooperation between North Macedonia and Spain, while addressing broader questions related to European affairs, democratic governance, strategic foresight, and international cooperation. The continuation of the initiative reflected the growing partnership between PRESPA Institute and the Embassy of Spain, while further strengthening the Institute’s role as a platform for international policy dialogue and expert exchange.

International and European Cooperation

Throughout 2025, PRESPA Institute continued to expand its cooperation with regional, European, and international partners.

The Institute maintained its engagement within the OSCE Expert Network and continued to participate in policy discussions and analytical exchanges related to European security, democratic resilience, and regional cooperation.

PRESPA Institute also participated in the preparation and submission of project applications under Horizon Europe and Erasmus+ frameworks, strengthening its integration into broader European research and policy networks.

Particular importance was placed on participation in a successful Horizon Europe consortium related to EU enlargement and democratic resilience, reflecting PRESPA Institute's growing international profile and its integration into European-level analytical and policy initiatives.

The Institute additionally continued to strengthen cooperation with universities, think tanks, diplomatic missions, and civil society organizations across the Western Balkans and Europe.

7. RESEARCH, PUBLICATIONS AND PUBLIC ENGAGEMENT

Throughout 2025, PRESPA Institute continued to invest significant attention in analytical work, public communication, and policy-oriented engagement.

The Institute's researchers and associates contributed to public debate through analytical commentary, interviews, policy discussions, expert appearances, publications, and public events focused on European integration, democratic governance, foreign and security policy, elections, disinformation, and geopolitical developments.

PRESPA Institute also continued to develop analytical tools and methodologies related to perception monitoring, democratic resilience, public trust, and strategic foresight.

Public engagement remained an important component of the Institute's work, combining policy communication, digital outreach, public dialogue, and educational activities.

Through podcasts, public discussions, policy sessions, workshops, and media engagement, PRESPA Institute sought to strengthen informed public discourse and civic participation.

The Institute additionally continued to strengthen its visibility and communication capacities through digital communication tools and strategic storytelling approaches linked to its broader programmatic priorities.

8. STRATEGIC PARTNERSHIPS AND NETWORKS

PRESPA Institute operates within a broad network of partnerships and collaborations involving academic institutions, civil society organizations, diplomatic missions, international organizations, and policy networks.

During 2025, the Institute continued to strengthen and expand these partnerships both nationally and internationally.

Particular attention was devoted to:

- cooperation with the Embassy of Spain in North Macedonia;
- cooperation with University American College Skopje;
- continued engagement within the OSCE Expert Network;
- participation in Horizon Europe and Erasmus+ consortium-building processes;
- cooperation with regional and European think tanks and research institutions;
- strengthening dialogue with civil society organizations engaged in EU reform monitoring.

PRESPA Institute also continued to position itself as a platform for dialogue, analytical exchange, and strategic cooperation connecting policy practitioners, researchers, institutions, and civil society actors.

9. INSTITUTIONAL DEVELOPMENT

During 2025, PRESPA Institute undertook a process of organizational alignment and institutional strengthening aimed at preparing the Institute for its next phase of development.

Particular attention was devoted to:

- development of the Work Programme 3.0 (2025–2030);
- strengthening strategic planning processes;
- preparation of a renewed Fellowship framework;
- expansion of the Institute's network of external experts and collaborators;
- strengthening institutional partnerships and advisory capacities;
- improving long-term sustainability and programmatic coherence.

The Institute also initiated preparations for a future thematic programme structure intended to support stronger integration between analytical work, strategic foresight, democratic resilience, EU affairs, and civic participation.

At the governance level, PRESPA Institute continued to operate through its Board of Directors and broader network of researchers, fellows, and collaborators.

The Institute's development during 2025 reflected a broader strategic effort to strengthen institutional resilience, credibility, sustainability, and long-term impact.

10. FINANCIAL OVERVIEW

PRESPA Institute continued to implement its activities in accordance with principles of transparency, accountability, and responsible financial management.

The Institute's financial operations during 2025 were primarily supported through project-based funding, partnerships, and donor-supported initiatives.

A detailed financial overview and final account form an integral part of this Annual Report.

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Association for Research on International Relations and European Affairs "PRESPA
Institute" – Skopje

Type of work: 540

Type of annual report: Annual accounts

Type of document: Annual Balance of Accounts

Reporting year: 2025

ANNUAL INCOME AND EXPENDITURE STATEMENT

AOP Code	Description	Previous Year	Gross – Current Year	Value Adjustment – Current Year	Net – Current Year
201	Expenses I. MATERIAL COSTS, SERVICES AND DEPRECIATION (202 – 210)	536,633.00			378,714.00
202	Consumable materials	34,057.00			22,719.00
203	Energy	13,696.00			10,029.00
204	Other services	254,992.00			232,105.00
205	Transport and transport services				68,575.00
206	Advertising, promotion, and representation	1,300.00			8,206.00
209	Rent	136,698.00			40,000.00
211	OTHER COSTS (212 – 221)	1,021,012.00			409,295.00
212	Fees for payment transactions	24,577.00			23,833.00
217	Negative exchange rate differences	4,553.00			3,682.00
219	Other costs	991,882.00			381,780.00
226	AID, DONATIONS AND OTHER BENEFITS (227+228+229)				301,892.00
229	Other benefits and allowances				301,892.00
230	SALARIES AND COMPENSATIONS (231 + 232)	734,978.00			1,118,366.00
231	Calculated salaries	717,216.00			1,110,588.00
232	Calculated compensations	17,762.00			7,778.00
235	TOTAL EXPENDITURE (201 + 211 + 222 + 226 + 230 + 233 + 234)	2,292,623.00			2,208,267.00
236	Surplus over expenditure before taxation (250 – 235) if 250>235	1,690,700.00			1,606,053.00
238	Net surplus	1,690,700.00			1,606,053.00
239	TOTAL (235 + 236) or (235 + 237) if 237 is bigger than 236=252	3,983,323.00			3,814,320.00
240	REVENUE FROM SALES OF PRODUCTS, GOODS AND SERVICES (241 + 242)	122,800.00			

242	Revenue from services	122,800.00			
243	Revenue from interest rates and positive exchange rates	4,360.00			63.00
244	Revenue from membership fees, donations, and contributions	2,321,915.00			2,123,557.00
248	Transferred surplus from previous year	1,534,248.00			1,690,700.00
250	TOTAL REVENUE (240 + 243 + 244 + 245 + 246 + 247 + 248 + 249)	3,983,323.00			3,814,320.00
252	TOTAL (250 + 251) = 239	3,983,323.00			3,814,320.00
438	Number of employees	1.00			1.00

BALANCE SHEET

AOP Code	Description	Previous Year	Gross – Current Year	Value Adjustment – Current Year	Net – Current Year
1	FIXED ASSETS (002 + 003 + 008 + 009)	35,900.00	40,971.00	9,675.00	31,296.00
3	Tangible fixed assets (004 – 007)	35,900.00	40,971.00	9,675.00	31,296.00
7	Other tangible assets	35,900.00	40,971.00	9,675.00	31,296.00
10	CASH, SHORT-TERM RECEIVABLES AND PREPAID EXPENSES	1,690,700.00	1,606,053.00		1,606,053.00
11	Cash (012 – 017)	1,690,700.00	1,606,053.00		1,606,053.00
12	Bank account	1,257,534.00	1,172,888.00		1,172,888.00
14	Foreign currency account	433,166.00	433,166.00		433,166.00
42	TOTAL ASSETS (001 + 010 + 028 + 035 + 038 + 041)	1,726,600.00	1,647,024.00	9,675.00	1,637,349.00
44	LIABILITIES – SOURCES OF FUNDS	35,879.00			29,636.00
45	Operating fund	35,879.00			29,636.00
62	V. Temporary deferred liabilities (063 to 065)	1,690,700.00			1,606,053.00
64	Portion of surplus transferred to next year	1,690,700.00			1,606,053.00
69	TOTAL LIABILITIES (044 + 046 + 047 + 051 + 062 + 066 + 067 + 068)	1,726,600.00			1,637,349.00

STATE RECORDS

AOP Code	Description	Previous Year	Gross – Current Year	Value Adjustment – Current Year	Net – Current Year
675	Paid copyright honoraria (< or = to AOP219 of IES)	920,422.00			274,288.00
680	Salaries (< or = to AOP231 of IES)	477,112.00			731,984.00
681	Salary contributions (< or = to AOP231 of IES)	200,816.00			310,964.00

682	Salary taxes (< or = to AOP231 of IES)	32,288.00			67,640.00
687	Revenues from positive exchange rates (< or = to AOP 244 of AIES)				63.00
691	Revenue from donations (< or = to AOP244 of IES)	2,321,915.00			2,123,557.00
695	Average number of employees based on the status at the end of the month	1.00			1.00

DISTRIBUTION OF RESULT

AOP Code	Description	Previous Year	Gross – Current Year	Value Adjustment – Current Year	Net – Current Year
351	A. NET SURPLUS ACHIEVED	1,690,700.00			1,606,053.00
353	B. NET SURPLUS FOR DISTRIBUTION (351 – 352)	1,690,700.00			1,606,053.00
358	Portion transferred to next year	1,690,700.00			1,606,053.00

STRUCTURE OF REVENUE BY ACTIVITY

AOP Code	Description	Previous Year	Gross – Current Year	Value Adjustment – Current Year	Net – Current Year
2598	94.99 Other activities and organizations not classified elsewhere	—			3,814,320.00

I hereby state under full moral, material, and criminal responsibility that the data in this Annual Balance of Accounts are truth and correct.

The data of the Annual Balance of Accounts are in process of presentation, which will be completed by virtue of a decision (approval/refusal) from the Central Registry.

11. LOOKING AHEAD TO 2026

Building upon the developments achieved during 2025, PRESPA Institute enters 2026 with a clearer strategic orientation, expanded partnerships, and strengthened institutional foundations.

The Institute will continue the implementation of its Work Programme 3.0 (2025–2030), with particular focus on:

- operationalization of thematic programmes and strategic priorities;
- strengthening democratic resilience and reform monitoring capacities;
- advancing strategic foresight and anticipatory governance;
- expanding regional and European partnerships;
- further development of analytical tools and signature programmes;
- strengthening youth engagement and civic participation;
- enhancing institutional sustainability and visibility.

PRESPA Institute remains committed to serving as an independent, forward-looking, and evidence-based platform contributing to democratic transformation, regional cooperation, European integration, and strategic resilience in North Macedonia and the Western Balkans.