



Helping Build a Stronger Nation

**Strategic Plan 2026 – 2030**

## STRATEGIC CONTEXT: Macedonia at a Turning Point

More than three decades after independence, Macedonia stands at an important inflection point in its economic and institutional development. The transition to a modern, democratic society and a market economy has been long and at times painful. While a progress has been achieved, the living standard in Macedonia is still at 42% of EU average in 2024. Recent years show measurable improvement across key economic indicators as evidenced in the Macedonia2025 Country Dashboard, however the progress is moderate and slow, especially in comparison with the regional and aspirational peers of Macedonia. The average GDP growth rate during the period of the former Macedonia2025 strategy (2022-2025) was only 2.9%.

Labor market conditions have improved, with unemployment declining from 14.4% in 2022 to 12.4% in 2024 and employment growth turning positive in 2024 at 0.9%. Foreign direct investment increased to 7.0% of GDP in 2024, supporting export capacity, industrial upgrading, and integration into international value chains.

Structural enablers show gradual progress. Labor productivity shifted from decline in 2022 to growth in 2023 and 2024, while investment remained substantial at 23.5% of GDP in 2024. Research and development spending, although modest, rose to 0.50% of GDP, alongside incremental gains in digital readiness, STEM graduation, and institutional indicators. At the same time, gaps relative to European Union benchmarks persist.

Most importantly, Macedonia is not starting from zero. The country benefits from strong human capital, a resilient entrepreneurial base, growing digital infrastructure, and an increasingly engaged diaspora. European Union accession remains a strategic anchor for reform and alignment. The Macedonia2025 Strategy 2021 - 2025 was fully executed, strengthening institutional credibility and delivery capacity. The period 2026 - 2030 now represents a critical window to move from incremental progress to accelerated and sustained growth.

## MACEDONIA2025 STRATEGIC POSITIONING: An Evolved Role

By 2026, Macedonia2025 has moved into a more mature institutional phase.

Building on more than 18 years of work, the organization has **continuously adapted its role and focus in response to the country's development needs, political context, and broader economic environment, while at the same time always staying true to our mission.** Over different periods, Macedonia2025 has adjusted its priorities accordingly - at times actively supporting efforts to attract foreign direct investment, and at other times shifting focus when such objectives were no longer aligned with national policy direction. This agility has been a defining characteristic of the organization's effectiveness.

Through this adaptive approach, Macedonia2025 has evolved from a primarily advocacy- and convening-focused platform into an **economic development enabler** that combines evidence, partnerships, and execution. This evolution reflects both Macedonia's changing needs and Macedonia2025's accumulated credibility with business leaders, policymakers, the diaspora, and international partners.

Entering the 2026 - 2030 period, Macedonia2025 operates as a fully integrated **think-and-do organization and trusted convener.** Its role is defined by the ability to generate insight, bring together diverse actors, reduce fragmentation across initiatives, and help translate shared priorities into concrete, measurable outcomes.

# VISION & MISSION

## Vision

**Macedonia to become the leading economy and the most prosperous country in the region.**

This vision is intentionally ambitious. It reflects a long-term aspiration rather than a short-term guarantee, and it serves as a unifying reference point for reform, investment, and institutional development.

Prosperity, in this context, is understood broadly. It encompasses economic competitiveness, quality employment, opportunity for talent, effective institutions, and improved living standards. It implies not only higher growth, but growth that is sustainable, inclusive, and grounded in strong governance.

The Board has reaffirmed this vision for the 2026 - 2030 period, recognizing that ambitious goals are necessary to mobilize effort, align stakeholders, and drive meaningful change.

## Mission

**To shape Macedonia's future by promoting sustainable economic growth that will improve opportunities for citizens, companies, and foreign investors.**

Macedonia2025's mission for the 2026 - 2030 period is to **accelerate Macedonia's economic development** by acting as an independent platform that:

- strengthens business competitiveness and investment,
- develops leadership and human capital,
- mobilizes the diaspora as an active partner,
- advances reforms through evidence-based advocacy, and
- supports effective implementation through partnerships.

The organization does not seek to replace public institutions or private actors. Its role is to **connect, enable, and activate**, reducing friction between stakeholders and translating ideas, data, and dialogue into concrete outcomes that support long-term prosperity.

## FROM DIAGNOSIS TO ACTION: The Role of Macedonia2025

Since its founding, Macedonia2025 has evolved in response to the country's needs.

In its earlier phases, the organization focused on advocacy, awareness, and convening - bringing together business leaders, policymakers, and diaspora representatives to articulate reform priorities and long-term aspirations.

Through the **Platform for Prosperous Future** and **One Vision for Accelerated Growth**, Macedonia2025 helped frame a shared understanding of the reforms required to unlock competitiveness, strengthen governance, and mobilize national potential.

By 2026, Macedonia2025 has earned a new level of credibility.

The organization is recognized as:

- an independent and non-political actor,
- a trusted partner to institutions and the private sector,
- a bridge between domestic stakeholders and global expertise,
- and a convener capable of moving discussions toward action.

This credibility creates both opportunity and responsibility. In the 2026 - 2030 period, Macedonia2025 will continue its *advocacy* role, while placing stronger emphasis on **activation** and **implementation** - building systems, enabling delivery, and facilitating concrete outcomes that translate shared priorities into tangible economic development results.

## Platform for Prosperous Future & One Vision for Accelerated Growth

The **Platform for Prosperous Future** and **One Vision for Accelerated Growth** form the strategic foundation of Macedonia2025's work and advocacy.

Together, they articulate a **shared, evidence-based agenda** for Macedonia's long-term economic development focused on competitiveness, productivity, digitalization, human capital, integrity, and effective institutions.

These frameworks:

- define the **reform priorities and growth levers** needed to accelerate convergence with the EU;
- align business, government, diaspora, and international partners around a **common national direction**;
- translate long-term ambition into **actionable policy tracks and measurable outcomes**.

The Strategy 2026 - 2030 builds on this foundation by shifting from agenda-setting to **activation and implementation**, using data, knowledge, partnerships, and platforms to help turn vision into results.

## Economic Development as the Unifying Objective

The Strategy 2026 - 2030 is anchored in a single, unifying objective: **accelerating sustainable economic development.**

Economic development is not treated as one thematic area among many; it is the foundation upon which improvements in human capital, governance, opportunity, and quality of life depend.

Competitiveness, leadership development, diaspora engagement, and business environment reform are therefore not parallel ambitions, but interconnected levers that contribute to the same goal.

This approach reflects a clear lesson from the previous strategic period: meaningful impact requires focus. Rather than spreading resources across numerous initiatives, Macedonia2025 will concentrate on a limited number of strategic priorities, executed through scalable systems and partnerships.

## Positioning Within the National Ecosystem

Macedonia2025 operates alongside public institutions, the private sector, civil society, and international partners. Its role is **complementary rather than substitutive**, focused on strengthening impact through collaboration and alignment.

Macedonia2025:

- *Supports institutions* in setting policy by contributing evidence, international perspective, and facilitation
- *Strengthens business competitiveness and productivity* by reducing information gaps, sharing best practices, and connecting firms to opportunities, expertise, and markets
- *Provides structured pathways for diaspora engagement*, enabling contributions of knowledge, expertise, leadership, and investment

By aligning initiatives, fostering synergies, and connecting actors across sectors, Macedonia2025 acts as a **connector and catalyst within the national ecosystem**, supporting progress without duplicating mandates or responsibilities.

# SWOT ANALYSIS

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- Strong credibility, independence, and transparency as a non-political, trusted convener with nearly two decades of experience and a clear accountability framework.
- Unique bridging role between business, government, diaspora, and international partners.
- Proven convening power, with the Macedonia2025 Summit established as a flagship platform.
- Evidence-based approach, supported by the Country Dashboard and policy platforms (One Vision for Accelerated Growth and Platform for Prosperous Future).
- Global diaspora network with access to expertise, leadership, and investment capital.
- Diverse portfolio of high-quality programs across business growth, leadership development, education, and digital transformation.
- Growing operational maturity, enabling a transition from advocacy to activation (“Think & Do”).

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- Limited internal capacity and resources relative to the ambition and breadth of the strategy, particularly in Skopje-based staffing.
- Sustainable funding model not yet fully achieved
- Uneven engagement across the diaspora, with strong pockets but limited systematic activation in some regions.
- Historically broad program scope, requiring sharper prioritization and consolidation to avoid dilution of impact.
- Measurement of long-term impact remains complex, especially for advocacy and institutional reform outcomes.

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- EU accession process as a strong reform anchor and opportunity for alignment with best practices.
- Growing interest from the diaspora, especially younger generations, in structured, impact-driven engagement.
- Expanding community of supporters and program alumni, increasingly willing to contribute time, expertise, networks, and resources to support Macedonia2025’s mission and scale its impact.
- Digitalization and AI adoption, enabling better data, productivity gains, and new, more impactful, scalable programs.
- Increased demand for leadership and middle-management development across businesses and institutions.
- Rising international attention to nearshoring, regional value chains, and emerging markets, positioning Macedonia competitively.

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- Political instability or policy reversals, which may slow reform momentum or reduce institutional continuity.
- Persistent corruption and weak implementation capacity, undermining trust and investment.
- Continued brain drain, particularly among young professionals and skilled workers.
- Macroeconomic shocks or regional instability, affecting investment flows and donor funding.
- Donor fatigue or shifting funding priorities, especially for NGOs and policy-focused organizations.
- Competition for attention and resources from other national and regional initiatives.

## A New Strategic Phase (2026–2030)

The Strategy 2026 - 2030 marks Macedonia2025's transition into a more mature institutional role, characterized by:

**Focus:** concentrating on a defined set of strategic pillars where the organization has demonstrated capability and credibility.

**Evidence:** grounding advocacy and dialogue in data, analysis, and transparent monitoring.

**Implementation:** facilitating investment, partnerships, and reform implementation - not merely recommending them.

**Partnership:** working with government, business, and the diaspora as collaborators, not counterparts.

**Accountability:** defining success through measurable outcomes rather than activity alone.

Within this context, the strategy is designed to be ambitious yet realistic, reflecting the Board's guiding principle: *think big, start small, move fast*. The intent is not to replace public institutions or duplicate existing efforts, but to strengthen the ecosystem by connecting actors, reducing friction, and enabling progress where gaps persist.

## What Macedonia2025 Is

For the 2026–2030 period, Macedonia2025 positions itself as:

- an **independent, international, and non-political organization**;
- a **trusted platform for economic development**, focused on competitiveness, leadership, investment, and reform;
- a **bridge between Macedonia and its global diaspora**, as well as between the private sector and public institutions;
- a **convener with execution capacity**, capable of moving beyond dialogue toward facilitation and activation;
- an **honest broker of data and evidence**, supporting informed public debate and policy dialogue.
- a **transparent** and **accountable** organization, committed to clear governance, responsible use of resources, and open communication of results.

Macedonia2025's added value lies in its ability to operate across sectors and borders, bringing together actors that do not naturally interact, and aligning them around shared economic objectives.

## What Macedonia2025 Is Not

To preserve credibility and effectiveness, Macedonia2025 is equally clear about what it is not.

The organization is:

- not a government body or substitute for public institutions;
- not a lobbying organization driven by narrow interests;
- not affiliated with political parties or political agendas;
- not a donor-dependent project implementer;
- not an event-only organization.

This clarity of positioning allows Macedonia2025 to maintain trust across stakeholders and to act as a constructive partner rather than an adversarial actor.

## CORE VALUES

Macedonia2025's work is guided by a consistent set of values that shape both its strategic choices and its daily operations.

### **Integrity and Transparency**

Macedonia2025 operates with high standards of integrity, openness, and accountability. Transparency is treated not only as a principle, but as a practical tool for building trust with institutions, partners, and the broader community.

### **Independence and Non-Political Action**

The organization is independent and non-political. Its credibility is grounded in evidence, professionalism, and constructive engagement rather than alignment with political interests.

### **Partnership and Collaboration**

Sustainable impact requires collaboration. Macedonia2025 works with government, business, academia, civil society, and the diaspora as partners, seeking shared solutions rather than adversarial positions.

### **Focus and Excellence in Execution**

Ambition is matched by discipline. The organization prioritizes a limited number of strategic areas and commits to delivering high-quality outcomes through careful design, execution, and follow-up.

### **Diaspora as Capacity**

The diaspora is viewed not only as a source of support, but as a source of knowledge, experience, leadership, and long-term commitment to the country's development.

## Strategic Discipline

A defining feature of Macedonia2025's positioning for 2026 - 2030 is **strategic discipline**. The organization recognizes that credibility is built not only through ambition, but through delivery.

Accordingly, Macedonia2025 commits to:

- clear priorities reflecting our clear mandate,
- realistic objectives,
- measurable outcomes,
- and continuous learning and adjustment.

This discipline underpins all three strategic pillars and ensures that Macedonia2025 remains focused on what it can do best, while contributing meaningfully to Macedonia's long-term development.

## STRATEGIC PILLARS: Overview

The Strategy 2026 - 2030 is built around **three strategic pillars**, together forming an integrated framework for accelerating Macedonia's economic development.

The three pillars consolidate and build upon the priorities of the previous strategy, reflecting continuity, institutional learning, and the Board's guidance to sharpen focus by integrating closely related areas of work. Their scope and operating logic have been refined to reflect Macedonia2025's evolved role, increased credibility, and the need for greater coherence and measurable outcomes.

**This streamlined structure is designed to reduce fragmentation, concentrate resources, and increase the organization's ability to translate strategy into impact.**

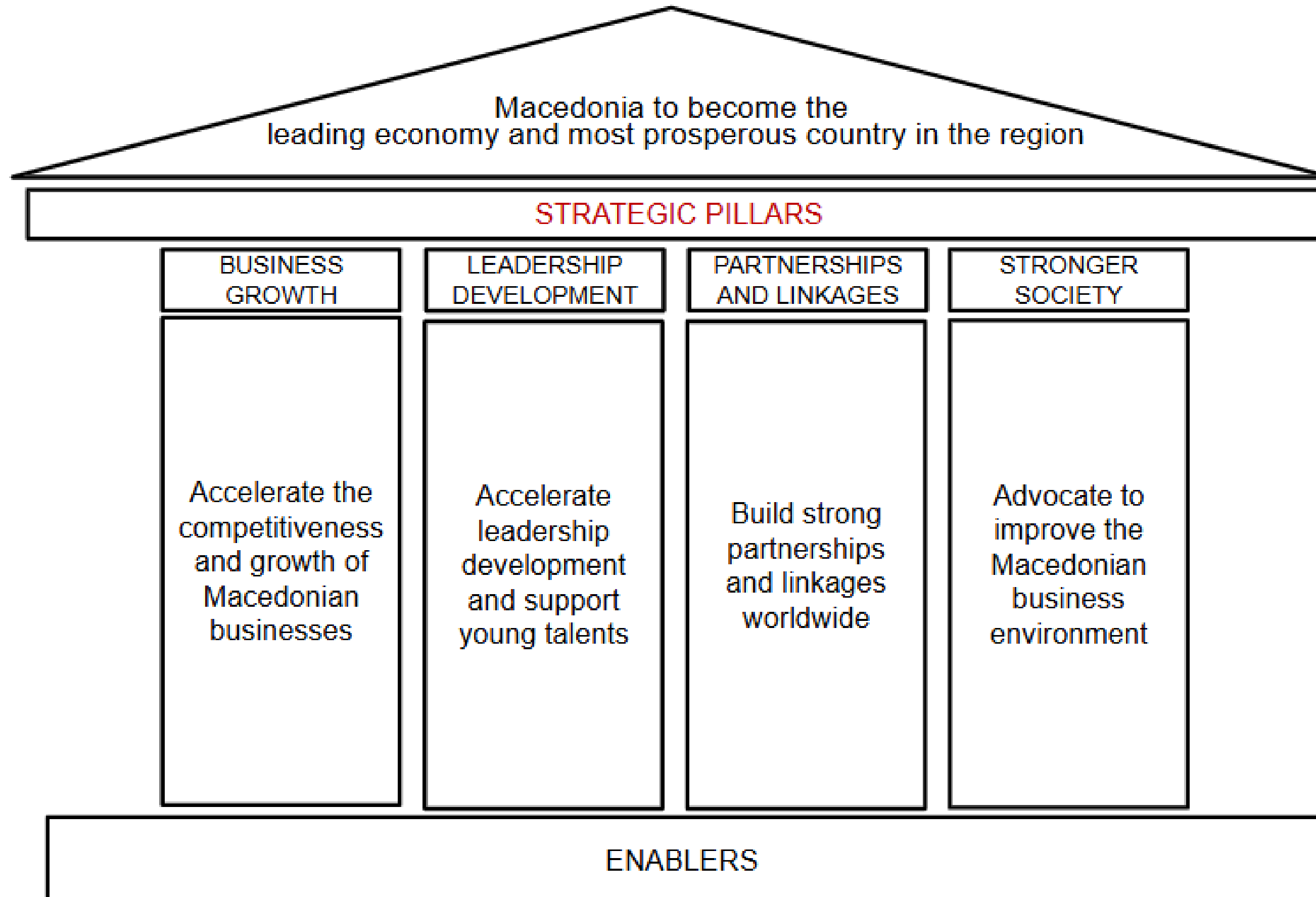
## Non-Negotiables

**We at Macedonia2025 call for a unanimous consensus on the "path to prosperity", that is, to all share One Vision for Accelerated Growth. The foundations of this vision are:**

- **Zero tolerance for corruption**, through transparency, merit-based systems, and personal responsibility
- **Sustained GDP growth above 5%**, driven by investment in education and business, regulatory reform, export support, and reduction of the grey economy
- **Efficient, high-quality public administration**, aligned with EU accession standards
- Irreversible **progress toward EU accession**, as the central strategic anchor for institutional reform, economic integration, rule of law, and long-term competitiveness

Macedonia2025 contributes by introducing best practices, supporting implementation capacity, promoting integrity, and strengthening public–private collaboration

## Previous Strategic Pillars



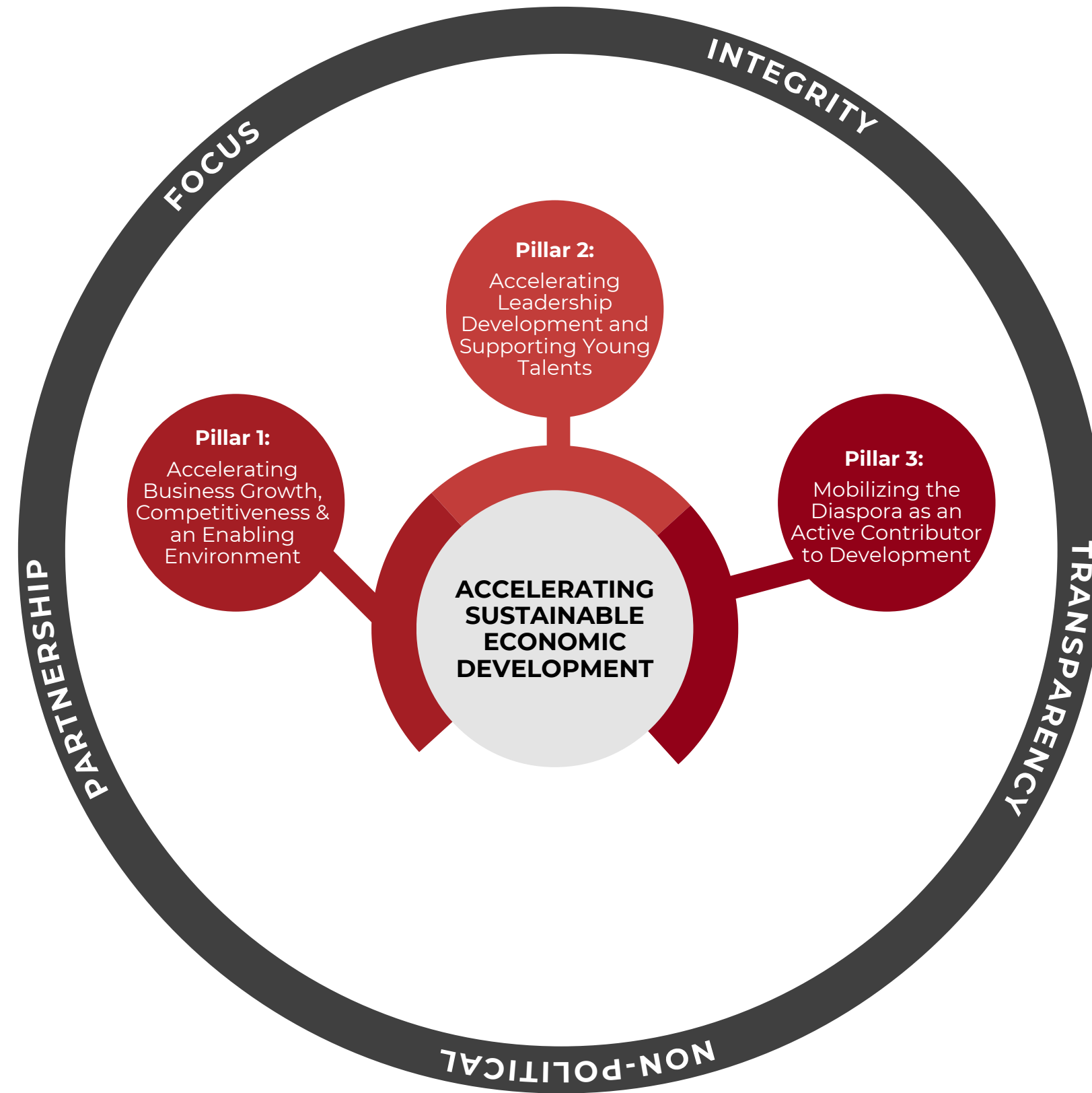
## Strategic Continuity and Renewal

This strategy builds directly on the foundations of the 2021 - 2025 period. The core vision remains unchanged. While the previous strategy was structured around four strategic pillars, **the 2026 - 2030 strategy consolidates these into three strategic pillars**, merging *Accelerating the Growth and Competitiveness of Macedonian Businesses* and *Advocating to Improve the Macedonian Business Environment* into a single, integrated pillar.

This merger reflects the understanding that business growth and competitiveness cannot be separated from the quality of the business environment, regulatory framework, and institutional performance.

The merged pillar is titled: **Accelerating Business Growth, Competitiveness & an Enabling Environment.**

# Macedonia2025 Main Strategic Pillars 2026-2030



## **Pillar 1:**

ACCELERATING BUSINESS GROWTH,  
COMPETITIVENESS & AN ENABLING  
ENVIRONMENT

## STRATEGIC OBJECTIVE

To accelerate sustainable economic growth by strengthening the competitiveness and productivity of Macedonian businesses, enabling digital transformation and access to investment, and improving the business environment through evidence-based advocacy, targeted reforms, and constructive dialogue with institutions and stakeholders.

## ACTIVITIES

### **Strengthen the growth and execution capacity of businesses**

- Support entrepreneurs and growing companies through the **Bitove Family Entrepreneurship Program (Catalyste+)** and the **LEADER Project**
- Facilitate structured experience transfer, mentoring, and peer learning for growth-stage companies through **Connect2MK**

### **Use the Macedonia2025 Summit as a year-round growth platform**

- Position the **Macedonia2025 Summit** as the annual culmination of year-round activities focused on competitiveness, investment, and reform
- Facilitate structured B2B meetings

### **Accelerate digital transformation and productivity**

- Support adoption of digital tools and processes through the **Center for Digital Transformation (GoDigital)**
- Link digital transformation with leadership development and investment readiness

### **Support innovation and technology-driven development**

- Strengthen innovation-oriented companies, fostering collaboration between business, academia, and investors, and enabling access to expertise, mentoring, and networks that accelerate growth and competitiveness.

### **Ground advocacy in data and analysis**

- Operate and continuously strengthen the Country Dashboard as a credible, publicly accessible source of macroeconomic, competitiveness, and governance indicators
- **Significantly invest in real-time data acquisition and building AI-driven insights on top of the Dashboard**
- Produce monthly and quarterly analyses, policy briefs, and position papers that translate data into actionable reform insights

### **Advocate for reforms and accountability**

- Track implementation of government reforms and measures related to the Platform / One Vision for Accelerated Growth
- Use evidence-based monitoring to refine advocacy priorities and inform dialogue

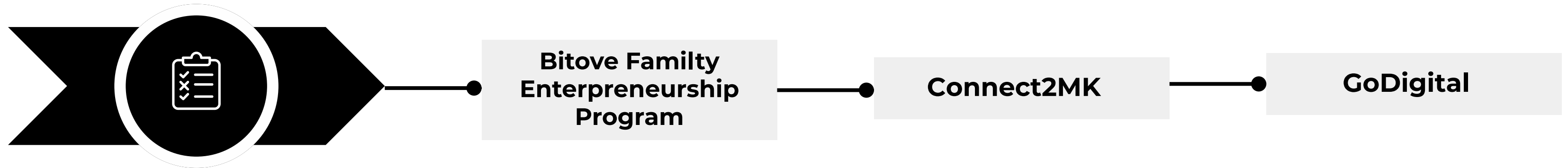
### **Engage with institutions as partners in reform**

- Maintain structured, regular dialogue with government institutions and regulators
- Advocate to align institutions, business, and the diaspora around shared reform priorities
- **Align reform proposals with EU accession requirements and international best practices**

# The Macedonia2025 Company Pathway

*Supporting growth and scale*

**MACEDONIAN  
COMPANIES**



## KEY OUTCOMES

- Improved competitiveness, productivity and export potential of Macedonian businesses, driven by stronger management capacity, accelerated digital transformation, increased exports, and enhanced investment readiness.
- Clearer, more predictable, and more transparent business environment
- Stronger evidence-based policy dialogue, driven by data, analysis, and continuous monitoring of reform implementation.
- Support the government's efforts to strengthen the investment and innovation ecosystem in:
  - Attracting foreign direct investment
  - Mobilizing domestic and foreign investment
  - Advancing innovation and technology transfer

## Proposed KPIs

- # of companies supported through business growth programs and/or digital transformation programs
- # of international business engagements facilitated (B2B meetings, trade missions, investment forums)
- % of supported companies reporting improved competitiveness, productivity, digital maturity, growth, or investment readiness
- # of documented business success cases (case studies)
- # of policy briefs, analyses, or position papers produced this year
- # of policy reforms/measures influenced through Macedonia2025 engagement
- Total financial and in-kind resources leveraged (explicitly excluding Board contributions)
- % of different funding sources (e.g., grants, corporate sponsorships, individual donations)
- # of strategic institutional partnerships

## **Pillar 2:**

ACCELERATING LEADERSHIP  
DEVELOPMENT AND SUPPORTING  
YOUNG TALENTS

## STRATEGIC OBJECTIVE

To build a strong and inclusive pipeline of capable leaders and skilled professionals by strengthening leadership and execution skills, and expanding access to high-quality education and skills development opportunities for young people, particularly those from disadvantaged backgrounds.

## ACTIVITIES

### **Deliver world-class executive and leadership education**

- Implementing the **Zafirovski Executive Education Program (Kellogg)** with a refined focus on practical leadership, execution, and decision-making skills for middle and senior managers
- Strengthening alumni engagement and peer learning through the **Zafirovski Fellow Club**, fostering a sustained leadership community rather than one-off program participation
- Delivering the **Executive Education Program in Canada**, focused on strategic execution, innovation, and applied leadership for middle-to-top managers and professionals

### **Strengthening middle management development as a driver of organizational performance**

- Expanding executive and leadership education programs toward middle managers and emerging leaders, recognizing their central role in execution, productivity, and organizational resilience
- Delivering high-quality, practice-oriented leadership programs in partnership with leading national and international institutions and professionals

### **Develop skills and inspire youth, with a focus on disadvantaged backgrounds**

- Promoting early STEM literacy, curiosity, and confidence among children from Macedonia and the diaspora
- Organizing the **Ohrid Hi-Tech Excellence Camp** to expose talented youth to technology, innovation, and problem-solving in an inclusive and supportive setting

### **Support talented students and future leaders through structured pathways**

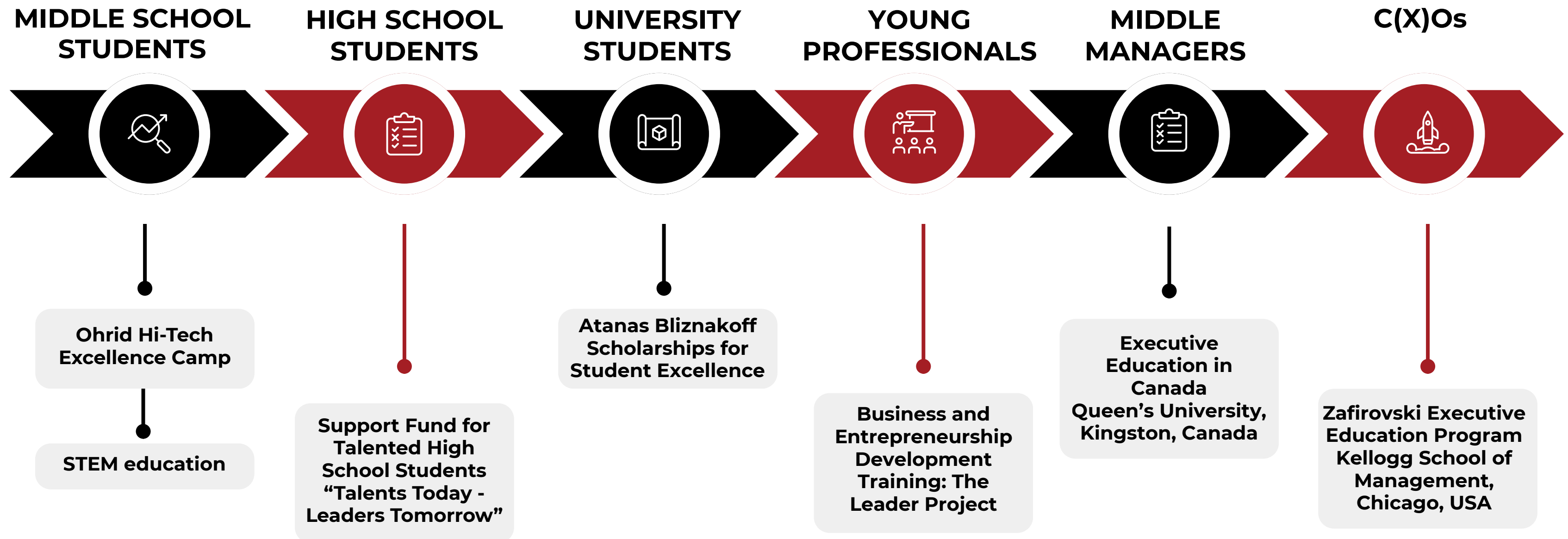
- Operating the **Support Fund for Talented Students** to help alleviate financial barriers and support continuity in education and skills development
- Awarding and expanding the **Atanas Bliznakoff Scholarships for Student Excellence**, ensuring access to higher education for high-performing students with financial need
- Linking scholarships and financial support to mentorship, internships, trainings, and leadership development opportunities

### **Create continuity from youth programs to professional leadership**

- Ensuring clear progression pathways from youth-focused initiatives to scholarships, mentorship, leadership development, and executive education
- Connecting young talents with mentors, role models, and professionals from Macedonia and the diaspora
- Aligning talent development efforts with labor market needs and business competitiveness priorities

# The Macedonia2025 Talent & Leadership Pathway

Building skills, leadership, and competitiveness at every stage



## KEY OUTCOMES

- Stronger leadership and management capacity across organizations, driven by targeted development of leaders, middle managers and emerging leaders
- Expanded access to education and skills development for young people, particularly from disadvantaged backgrounds
- World-class, practice-oriented leadership education with lasting impact, delivered at scale and sustained through active alumni and peer-learning communities

## Proposed KPIs

- # of individuals supported through leadership programs
- Distribution of participants by career stage (%): CXOs; middle managers; early career; university students; high school students and children
- % of participants from underrepresented or disadvantaged backgrounds in youth programs (%)
- % alumni who have moved into higher-responsibility roles within a specific timeframe after support
- # of program participants who have successfully launched new entrepreneurial ventures or experienced business growth following Macedonia2025 support
- #of scholars or youth participants who have transitioned into full-time employment or advanced education as a result of the program's career opportunities
- # of active mentorship relationships facilitated
- # of alumni actively engaged in programs
- # of internships and career opportunities facilitated for scholars

## **Pillar 3:**

MOBILIZING THE DIASPORA AS AN ACTIVE CONTRIBUTOR TO DEVELOPMENT

## STRATEGIC OBJECTIVE

To mobilize the Macedonian diaspora as an active, long-term partner in the country's economic and institutional development by fostering meaningful engagement, enabling structured contribution pathways, strengthening global linkages, and actively engaging the next generation of diaspora.

## ACTIVITIES

### **Build and activate a global diaspora community**

- Strengthen the **Board of Directors, Advisory Board** and **Ambassadors Club** as structured membership bodies with clear roles and expectations
- Foster connections across generations and professional backgrounds, including within diaspora communities

### **Develop and operate a dedicated Macedonia2025 diaspora services portal**

- provide curated, up-to-date information and links to relevant public and private services, enabling diaspora members, especially youth and next-generation professionals, to stay connected and engaged while abroad

### **Enable clear contribution pathways**

- Create structured opportunities for diaspora members to contribute through mentorship, leadership development, education, advocacy, investment, and support for international visibility and tourism promotion
- Apply a contribution-first approach: align engagement with individual skills, interests, and availability

### **Focus on priority regions with a scalable model**

- Prioritize engagement in **Europe, the United States, Canada, and Australia (engagement in membership and events)**

### **Strengthen relationship management and continuity**

- Implement structured **customer relations and cultivation** for members, partners, and key contributors
- Maintain year-round engagement through tailored communication and targeted interactions

### **Integrate diaspora engagement with core Macedonia2025 platforms**

- Use the **Macedonia2025 Summit** as the annual anchor for diaspora engagement
- Link diaspora participation directly to leadership programs, advocacy, and investment pipelines

## KEY OUTCOMES

- **Deeper and more sustained diaspora engagement**, reflected in stronger relationships, clearer contribution pathways, and higher engagement quality.
- **A growing number of active contributors** supporting leadership development, investment, advocacy, and institutional strengthening.
- **Stronger youth and next-generation participation**, ensuring continuity, renewal, and long-term relevance of diaspora engagement.
- **Enhanced global linkages and international partnerships**, increasing Macedonia2025's influence, credibility, and ability to deliver impact across all strategic pillars.

## Proposed KPIs

- # of active members: Board of Directors; Advisory Board; Ambassadors Club
- Engagement rate (%): Board of Directors; Advisory Board; Ambassadors Club
- # of newly engaged diaspora individuals and companies contributing annually
- # of diaspora-led contributions by non-members across programs
- % of participation of youth and next-generation diaspora
- # of diaspora engagement events and targeted engagements conducted annually
- # of P2B and B2B connection facilitated through Connect2MK and the Summit

## High Level KPIs

### 1. Business Competitiveness & Growth Impact

**What we measure:**

The extent to which Macedonia2025-supported companies achieve measurable improvements in competitiveness, productivity, digital maturity, growth, or investment readiness.

**Why it matters:**

Demonstrates real economic value beyond program delivery.

### 2. Policy & Business Environment Influence

**What we measure:**

The number and relevance of policy, regulatory, or reform initiatives informed or influenced by Macedonia2025 analysis, advocacy, and partnerships.

**Why it matters:**

Positions Macedonia2025 as a trusted reform partner, not only a program implementer.

### 3. Leadership & Talent Progression

**What we measure:**

The number of leaders and young talents who progress into higher-responsibility roles, employment, entrepreneurship, or advanced education following Macedonia2025 support.

**Why it matters:**

Shows long-term human capital impact and leadership pipeline development.

## High Level KPIs

### 4. Alumni & Community Give-Back Rate

**What we measure:**

The share of Macedonia2025 alumni and members actively contributing as mentors, speakers, advisors, investors, or partners.

**Why it matters:**

Measures sustainability, loyalty, and ecosystem strength.

### 5. Diaspora Mobilization & Renewal

**What we measure:**

The number of active diaspora contributors engaged annually, with specific tracking of newly engaged individuals and companies, including youth and next-generation diaspora.

**Why it matters:**

Tracks activation and renewal, not just reach or membership size.

### 6. Institutional Sustainability & Strategic Leverage

**What we measure:**

Total financial and in-kind resources leveraged annually (excluding Board contributions), diversity of funding sources, and number of strategic institutional partnerships.

**Why it matters:**

Ensures Macedonia2025 remains credible, independent, and scalable.

## Risks and Mitigation

Key Risks	Mitigation Measures
Political instability, policy reversals, and uneven institutional capacity, potentially slowing reform momentum and continuity	Maintain a non-political, evidence-based role; align reform support with EU accession requirements; sustain structured, long-term dialogue with institutions beyond electoral cycles
Funding volatility and donor fatigue, affecting continuity and scale of activities	Diversify funding sources through memberships, partnerships, philanthropy, and program-related income; pursue multi-year funding commitments to improve predictability and stability; and apply disciplined prioritization toward the highest-impact initiatives.
Limited internal capacity relative to strategic ambition, particularly during scaling phases	Sharpen strategic focus; strengthen internal systems and staffing; use partnerships to extend delivery capacity
Complexity of measuring long-term impact, especially for advocacy and institutional reform	Invest in data, monitoring, and evaluation tools (including the Country Dashboard); emphasize transparent reporting and learning-based course correction
Macroeconomic shocks or regional instability, affecting investment flows and external support	Maintain flexible programming, scenario planning, and diversified partnerships to absorb external shocks

## Strategic Operating Principles

### **Diversified & Sustainable Funding**

Build a resilient revenue model through memberships, partnerships, philanthropy, grants, events, and program-related income, ensuring independence and long-term impact.

### **Impact & Cost-Effectiveness**

Regularly assess all programs to focus resources on initiatives with clear, measurable economic and institutional impact.

### **Transparency & Accountability**

Communicate clearly how funds are used and what results are achieved, strengthening trust with members, partners, and the public.

### **Synergies Across Programs**

Align platforms and initiatives to maximize impact, using systems like the Country Dashboard, Invest2MK, and the Summit.

### **Strategic Communication**

Communicate priorities and results consistently to strengthen visibility, credibility, and stakeholder engagement.

### **Political Neutrality & Independence**

Remain non-political and evidence-driven, partnering with institutions while preserving independence and continuity.

## MACEDONIA2025 WILL

- Ensure strong Board oversight through regular review of strategy implementation and timely course correction.
- Report transparently on progress and results, sharing clear, evidence-based updates with stakeholders and the public.
- Evaluate performance rigorously, using monitoring, evaluation, and learning to improve effectiveness and impact.
- Apply learning to future planning, using implementation insights to inform the next strategic cycle.

## WHO WE WORK WITH & HOW WE CREATE VALUE

### **DIASPORA**

Enable meaningful contribution to Macedonia's economic growth through investment, expertise, mentorship, and global promotion.

### **BUSINESSES / ENTREPRENEURS**

Support growth, competitiveness, digital transformation, internationalization, and access to investment.

### **POLICYMAKERS**

Provide evidence-based insights and constructive partnership to advance impactful economic reforms and improve implementation.

### **INTERNATIONAL ORGANIZATIONS & EMBASSIES**

Align with partners that share common values and goals to amplify impact, expertise, and international cooperation.

### **ACADEMIA**

Support skills development, innovation, and realization of youth potential through targeted education and leadership programs.

### **NON-GOVERNMENTAL ORGANIZATIONS**

Build strategic partnerships that strengthen reform advocacy, program delivery, and community impact.

### **MEDIA**

Increase visibility, credibility, and understanding of Macedonia's development priorities and results.

### **YOUNG LEADERS**

Develop skills, leadership capacity, and career pathways—especially for youth and emerging professionals.

## Looking Ahead

Macedonia's long-term success depends on sustained effort, cooperation, and leadership across sectors and generations. Macedonia2025 does not claim to deliver this success alone, but it commits to being a **reliable partner, convener, and catalyst** in the process.

The Strategy 2026 - 2030 sets a clear direction. Its implementation will depend on collective commitment by the Board, the team, members, partners, and the wider community.

With focus, discipline, and shared responsibility, Macedonia2025 enters the next strategic period ready to contribute meaningfully to a more competitive, prosperous, and confident Macedonia.