



Thematic  
analysis/diagnosis:  
Public Institutions

## EXECUTIVE SUMMARY

The strategic goals for the development of public institutions are closely connected to the more proximate strategic goals of individual activities covered by the analyses, which serve as the basis for determining the overall strategic goals and their priorities, taking into account that they do not exist in isolation, but rather function as politically, economically and legally established mechanisms for the harmonious functioning of the social and state order. Their determination, which is the subject of this thematic analysis, is primarily driven by the need to overcome the fundamental weaknesses of the existing system of public institutions and their functioning.

Furthermore, considering that the Republic of North Macedonia stands at a significant historical turning point in its development, following the decision of the European Council on March 26, 2020 to start accession negotiations with the EU, and the approval of the Negotiating Framework for the negotiations by the Council on July 18, 2022, the process of its Euro-integration as the main goal of the NDS in this period must focus on more detailed functional analyses of individual public institutions and specific strategies to meet the Copenhagen political criteria of the European Union (hereinafter referred to as EU) for building inclusive, independent, functional, effective and accountable public institutions.

Since proclaiming its independence in 1991, the level of development in the Republic has been assessed from a political and legal-institutional perspective as a "captured state" or "hybrid regime," due to the inconsistent implementation of the principle of separation and mutual control of the three branches of power. There is a strong partisanship; not only in public institutions, but also in all autonomous spheres of social relations, from the economy to education and the fact that the executive branch operates beyond its constitutional and legal frameworks.

The qualification of the Republic of North Macedonia as a "captured state," obtained in 2015 (EC report, *R. Priebe*), remains present in analyses and official documents of competent foreign analytical centers and EU bodies even today. According to the renowned V-Dem Institute (Department of Political Science at the University of Gothenburg, Sweden), the Republic is among the 49 countries facing risks of democratic backsliding due to the concentration of absolute power in the government. In the previous year's report by *Freedom House* titled "Nations in Transit," it is categorized as a "hybrid regime" along with 9 other countries in the region. The hybrid structure of these states consists of legal systems that are a mix of constitutionally proclaimed political, economic and legal principles, formal institutions and a developed bureaucracy, on the one hand, and on the other hand, practices of ruling party structures in political decision-making driven by private interests and the interests of their leadership, exerting pressure on public institutions.

As part of the NDS, the strategic approach to the development of public institutions should be aligned with the United Nations Global Sustainable Development Goals (SDGs), adopted in January 2016, in accordance with Goal 16 (Peace, Justice and Strong Institutions), good governance, particularly Target 16.3, which emphasizes promoting the rule of law, and Target 16.6, developing effective, accountable and transparent institutions.

The subject of this analysis is the elaboration of key indicators for the network, status, responsibilities, organization, interoperability, digitization and other aspects of public institutions, by defining the main data sources for their assessment and the shortcomings of the databases of relevant indicators. Recognizing that the databases of key public institutions, especially in the executive and judicial branches, have insufficient coverage, the analysis also includes data collected from international institutions and bodies. It also encompasses the strategic aspect of cross-cutting issues, such as social inclusion, good governance, disaster risk management and resilience, digitization and innovation, gender perspective and human rights, viewed through the primary indicators that concern public institutions.

Based on this approach, at the end of this analysis, appropriate conclusions and recommendations are drawn. These recommendations, in conjunction with the strategies and reform programs for public institutions, should contribute to achieving the necessary synergy of overall goals, priorities, dynamics and instruments for implementing the NDS.