

Strategic Framework
2016-2020
USAID/Macedonia

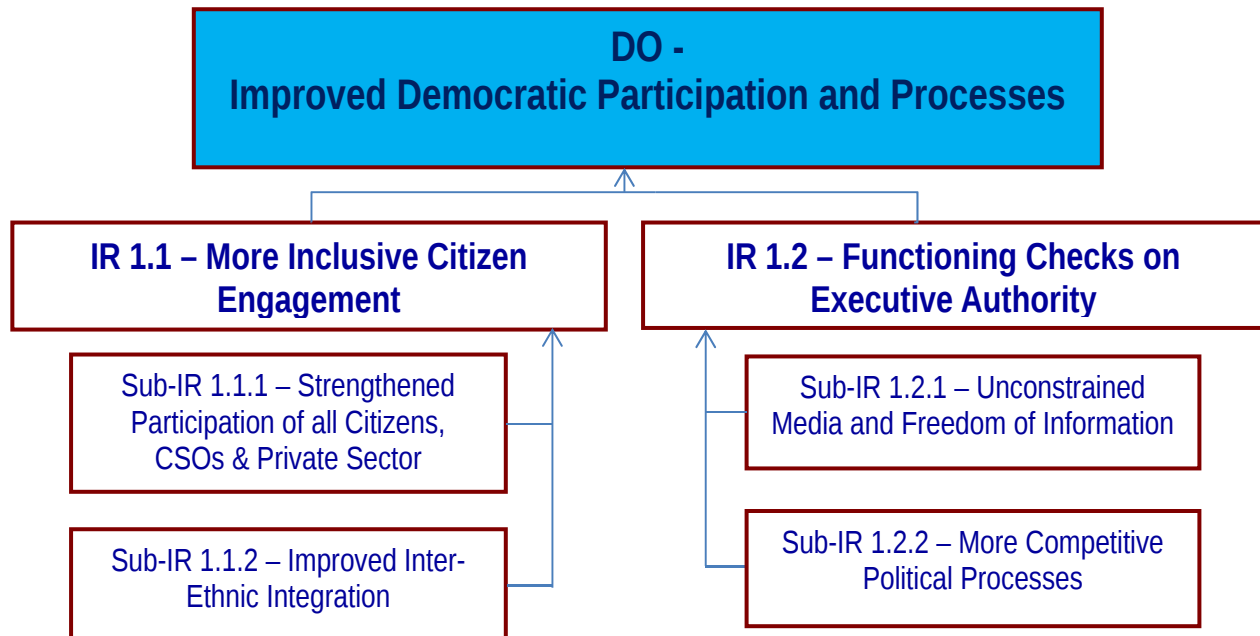
Executive Summary

This strategic framework sets forth the path of the U.S. Agency for International Development's (USAID) critical assistance delivery for Macedonia from 2016-2020. The primary U.S. foreign policy goal in Macedonia is Euro-Atlantic integration. Over the next five years, USAID will work towards the Development Objective (DO) of Improved Democratic Participation and Processes in Macedonia. Despite early progress, Macedonia's completion of the European Union (EU) accession process has been hindered not only by the lack of EU consensus on the country's name, but also by the weakness of checks and balances between the institutions of democratic governance (the executive branch, parliament, the judiciary, and media), division along ethnic lines, and lack of readiness of Macedonian businesses to compete successfully in the EU market. By helping Macedonia to both increase participation in and develop its democratic processes as well as promote economic growth, USAID's assistance will contribute to a more responsive, accountable, and resilient political system, thus helping the country to meet the requirements for Euro-Atlantic integration.

USAID's DO is supported by two Intermediate Results (IR), (1) More Inclusive Citizen Engagement and (2) Functioning Checks on Executive Authority. Activities under the first IR will focus on increasing the engagement of citizens in civic life and political processes by focusing on the civil society sector, the private sector, and interethnic relations, while activities under the second IR will promote an independent media sector, strengthening political parties' ability to engage citizens, and improving electoral processes. Cutting across each of these sectors will be an emphasis on the inclusion of vulnerable groups including women and people with disabilities, as well as improved ethnic relations. Complimentary to this work is the Mission's assistance in the economic growth area through the Balkan Regional Economic Development Initiative (B-REDI). B-REDI activities will buttress technical assistance under the IR 1.1 - More Inclusive Citizen Engagement and Sub-IR 1.1.1 Strengthened Participation of All Citizens, CSOs, & Private Sector.

In line with USAID's need to ensure a sustainable legacy from its assistance, there will be a strong emphasis on local solutions that lead to lasting, locally-owned results. Likewise, efforts to forge alliances with and leverage other donor assistance as well as close collaboration with other USG entities will be made in pursuing the project outcomes.

Results Framework



Based on these causal linkages, the strategic framework's **development hypothesis** is:

*If citizen engagement is strengthened and more inclusive **and** checks on executive authority are functioning, **then** democratic participation and processes will better connect state and society and create a more responsive, accountable, and resilient political system.*

Intermediate Result 1.1: More Inclusive Citizen Engagement

Activities under this IR will focus on increasing the engagement of citizens in civic life and political processes by focusing on the civil society sector, the private sector, and interethnic relations. This IR is comprised of two intermediate results: 1) Strengthened Participation of All Citizens, CSOs and Private Sector and 2) Improved Inter-ethnic Integration.

Sub-Intermediate Result 1.1.1 Strengthened Participation of All Citizens, CSOs and Private Sector

To support strengthened citizen participation in civic life and political processes, USAID will work with CSOs and the private sector to increase their capacity for participation, advocacy, outreach and oversight in and of the public sector.

The planned assistance will seek to improve private sector dialogue and help small businesses to better participate in the private sector and advocate for their interests.

Under this IR, CSOs and the private sector will build external linkages with local and national government and political entities as well as within civil society. We will also promote collaboration of CSOs and CSO coalitions with the media.

Illustrative Results

- Improved and sustained ability of CSOs to engage citizens of different ethnicities and the private sector in advocating for their interests
- CSOs and private sector more capable of advocacy and oversight activities
- CSOs and private sector impact policy and key reforms
- CSOs mobilize citizens in public processes contributing to democratic reforms

Sub-Intermediate Result 1.1.2: Improved Inter-Ethnic Integration

Under the second sub-IR, Improved Interethnic Integration, activities will work to build bridges and break down stovepipes between ethnic groups that prevent interactions among youth.

Illustrative Results

- Improved ethnic cohesion
- Strengthened democratic values and practices among youth

Intermediate Result 1.2 Functioning Checks on Executive Authority

Activities under this Intermediate Result, will be grouped in two sub-IRs: sub-IR 1.2.1 Unconstrained Media and Freedom of Information and sub-IR 1.2.2 More Competitive Political Processes.

Sub-IR 1.2.1 Unconstrained Media and Freedom of Information

Under sub-IR 1.2.1, we will promote an independent media sector that provides a variety of viewpoints and ensures the free flow of ideas and information.

USAID media assistance will work with traditional and online media in order to increase plurality and transparency in the media environment. The mission is considering a range of interventions including media literacy and direct operational support to media outlets that promote investigative journalism and debate of key issues, show an ability to produce content that appeals to a wider audience, and demonstrate a willingness to cooperate with civil society in developing content and publicizing the work of the sector.

Illustrative Results

- Increased plurality and transparency in the media environment
- Citizen access to independent and reliable information increased

Sub-IR 1.2.2 More Competitive Political Processes

Under sub-IR 1.2.2, we will strengthen political parties' ability to engage and represent citizens. We will also work on strengthening electoral processes.

Illustrative Results

- Increased ability of political parties to engage members, potential supporters and the public at-large on policy issues
- Increased representation of women in political processes
- Increased level of public debate on important issues
- Oversight hearings regularly practiced by the Parliamentary Committees
- Strengthened parliamentary committee hearing procedures
- Improved electoral processes
- Increased ethnic diversity within political parties' membership
- Promotion of a tolerant political vision and of issues that can bridge ethnic divisions