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Authors: Dance Danilovska, Nada Naumovska

PROPOSALS FOR THE IMPROVEMENT OF THE CURRENT STATE

Openness of the executive power institutions in the region and in the Republic of North Macedonia

МЕТАМОРФОЗИС
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ActionSEE

Authors: Dance Danilovska, Nada Naumovska

Research team from Metamorphosis Foundation for Internet and Society:
Bardhyl Jashari, Executive Director
Mila Josifovska, Project Coordinator

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Introduction

In cooperation with the partners from the regional network of CSOs "ACTION SEE", Metamorphosis Foundation for Internet and Society has prepared the analysis of the level of transparency, openness and accountability of the executive power institutions in the region of Western Balkans. This paper is a result of a comprehensive research, based on a scientific methodology, conducted by the members of the ACTION SEE network during the previous several months. The aim of our activities is to determine the actual state in the region through an objective measurement of openness of the executive power institutions and to address recommendations for its improvement. Furthermore, our goal is to improve the respect of principles of good governance, where openness occupies a significant place and we believe that we share the same goals with the institutions involved in this research.

These recommendations for public policy, accompanied by a thorough analysis, constitute the third document of this character. Last year, following the implementation of the research, members of the network also made recommendations towards improving the openness of the monitored executive power institutions.

Thorough analysis has been made based on the results of the research conducted in 2016, which provide an overview of the situation in the Republic of North Macedonia and the region, including perceived shortcomings and good practices in this area. Based on these analysis, recommendations and "roadmaps" were made in the past two years, i.e. in 2017 and 2018, in order to stimulate improvement in the specific areas covered by this research.

Members of the ACTION SEE network, basing their work on the findings and results of the penultimate monitoring, have improved and adapted the research methodology and indicators last year, hoping that the new information gathered will contribute to a higher quality of project results. The purpose of using new and improved indicators is to add new dimensions to the research and to contribute more effectively towards the improvement of the openness of institutions in the region.

Having prior knowledge, specific results and analysis of regional openness, and at the same time believing that the executive power institutions will be guided by the presented steps for improvement of the situation in these areas and will work to improve them, we have decided to strive for a higher level of openness of the executive power institutions in the region. Thus, in the last two years our research has been enriched with indicators that advocate for a higher standard of proactive transparency.

Openness of executive power institutions in the region

The executive authorities in the region meet on average 49% of openness criteria. Although this result represents a slight improvement of about 5% compared to the previous research, there are not many reasons for satisfaction. An increase in the level of openness is most commonly seen as an endorsement by individual

authorities in the countries of the region, and not as a rule of the system of government. The reason for this lies in the lack of clear policies that preserve the value of openness and, above all, rules and sanctions in case of failure to comply.

The research has once again confirmed that the institutions of executive power are more open as we are moving towards higher organizational levels of government. Thus, governments in the region meet on average 64% of openness indicators, line ministries meet 50% and executive agencies meet 32%. Inequality has been observed within the group of institutions itself, which testifies that the issue of openness in principle depends on the will or commitment of the person who is the head of that institution, and not the developed practices and regulations of the state. Such a situation calls into question the good practice recognized by individual institutions in situations where personal changes occur.

It is to be expected that the presence of international initiatives in the countries of the region, such as the Open Government Partnership (OGP), will contribute to the development of the openness of institutions of executive power. The commitment and engagement of the countries of the region to this initiative is at a different level, which also testifies about the readiness of governments to implement and promote standards of openness and accountability.

Such standards also deserve the attention of the European Union (EU), bearing in mind that they need to occur in parallel with other reforms that the state is pursuing on the road to the EU. In the recent progress reports, numerous problems are highlighted in the field of transparency, starting from the inconsistent application of the Law on Free Access to Information to insufficient transparency of the budget and the public procurement system.

All countries in the region should devote themselves to promoting the legally guaranteed proactive access to information, since nobody should have a monopoly on information of public importance that belongs to citizens. Also, it is necessary to plan and develop openness policies that should be based on legal and strategic documents of the state. This would ultimately represent the crown of the multi-year process and the efforts of domestic and international actors in the "opening up" of state administration.

In order to contribute to the establishment of such a system, below are some of the key shortcomings that the countries of the region have to eliminate in order to ensure openness in the work of the public administration.

Organizational and financial transparency

The principle of proactive access to information is not being applied satisfactorily in the institutions of executive power in the region.

Citizens of the region continue to come across difficulties when searching information about what institutions do and how they plan and spend their funds. The problems are present in terms of transparency of the budget, final accounts and public procurement procedures. Also, there are rare institutions in the region that publish their periodical financial reports.

The situation is not satisfactory in terms of publishing programs and work reports, although these are the basic documents through which institutions should provide citizens with an idea of what they are planning to do and what they did during the year. The practice of compiling and publishing semi-annual work reports appears as an exception in a very small proportion of institutions.

Transparency of the decision-making process

Most of the countries in the region did not ensure the transparency of government sessions. Although transcripts should be published according to transparency standards as well as there should be video transmission from sessions, most governments do not publish even the minutes and materials from the sessions. Thus, citizens can be informed about the activities of the largest number of regional governments only on the basis of statements issued by governments after sessions. Such a practice must be changed urgently, as denial of information about key policies, that the government is planning, directly diminishes the ability of citizens to control the ones they have chosen and who should be responsible for their activities. A particular problem is the unjustifiable classification of documents with the mark of secrecy.

Accessibility and communication with citizens

Most websites of executive authorities are regularly updated with news and current affairs. However, significant space for improvement is noted for the organization and content administration. Governments of most countries have obsolete internet sites that need to be reconstructed in line with the development of modern information and communication solutions.

The largest number of organs is currently very far from the standard that prescribes "three clicks to the desired information" on the website. Publishing data in open data format[1] is still not a practice in the region.

Although most governments in the region have established an e-government system, it has not been sufficiently implemented in practice. The usefulness of the many services offered through these portals is questionable due to their insufficient use. Although governments should make efforts to implement eGovernment promotion campaigns, a significant number of websites do not even have a banner or instruction on how to use this portal. Also, the eGovernment system in the region does not provide local services that would be important for improving the daily functioning of citizens.

The models of interaction with citizens are still dominated by conventional ways of communication. Less than half of the executive authorities have and regularly use social networks as a means of informing and communicating with citizens.

Policy Planning and Coordination

Governments in the region have yet to establish procedures and practices for better planning and coordination of their policies, as well as providing mechanisms through which citizens can clearly monitor their implementation.

Governments in the region generally do not have the practice of planning public policies in the long run in the form of a program of work. Executive authorities

[1]
Open data is data structured in computer understandable format, which gives the possibility of free use and re-use.

are also not sufficiently devoted to measuring the quality and impact of their work, or are rare institutions that have told us to use performance indicators when preparing their programs and work reports.

Openness of the executive power in the Republic of North Macedonia

The executive power[2] in the Republic of North Macedonia meets 53% of openness indicators, analyzed in the areas of transparency, accountability, integrity and awareness. This average assessment of the fulfillment of the openness indicators covers the Government, that meets 78% of the indicators, the ministries that meet 52% and modest 29% met by the executive agencies. Hence, it is concluded that the engagements and commitment to meeting the openness standards are at different levels in different structures of the executive power, same as last year. In addition, in the same direction are the conclusions of the monitoring[3] of the openness to share information about the implementation of the activities from the Public Administration Reform Strategy 2018-2022[4], where differences from institution to institution emerge.

To overcome this situation, the Government identified the need to create a new Strategy for Government Transparency[5], based on the recommendation to systematically address the openness concept given in the Comprehensive plan for good governance of the institutions in the state[6]. This Strategy should identify the priority areas and provide guidelines for transparency of the Government, the ministries and other public administration bodies (accountable before the Government).

During a consultation process a Draft Law on Free Access to Information was prepared[7]. It stipulates the commitment of the Public Administration Reform Strategy to strengthen the mechanisms for access to public information, as well as to strengthen the capacities and competences of the second instance organ, which decides on appeals in cases where free access to information is restricted.

In addition, the Government committed itself to the concept of active transparency[8] and accountability of all government institutions towards the citizens, and prepared and published the Communication Strategy of the Government of the Republic of North Macedonia 2019-2020[9]. Active transparency obligations are also set out in the National Action Plans - Open Government Partnership[10]. It can therefore be concluded that the action step to improve active transparency recommended in the Comprehensive plan for good governance for state institutions in the state is embodied in several strategic documents of the Government. The future improvement of the openness indicators of executive agencies and ministries and their approximation to the individual index of the Government depends on their implementation.

Government of the Republic of North Macedonia

According to the **openness** index, the Government of the Republic of North Macedonia is second in the region and meets **78%** of the indicators. From a regional point of view, the result is very good, since two years ago occupied

2)
 In this research, the term executive power covers the Government, the ministries and state administration bodies.

3)
Available at https://bit.ly/2knHKF2 p.24 (Accessed on 12 July 2019)

4)
Available at http://www.mio.gov.mk/?q=mk/node/1587

5)
Conclusion of the Government of RSM available at https://vlada.mk/sednica/126 (Accessed on 12 July 2019)

6)
Available at https://bit.ly/2lO56nv

7)
Available at https://bit.ly/2kaOoOZ

8)
Active transparency (or proactive transparency) means the obligation of information holders to make information arising out of their competence and work available. The Law on Free Access to Public Information regulates this obligation of public information holders with Article 10.

9)
Available at https://www.vlada.mk/komunikacis-ka-strategij a (Accessed on 17 July 2019)

10)
Available at http://mioa.gov.mk/?q=mk/documents/open-government-partnership

the last place in the region with only 52%[11] and further corresponds with the Government's commitment to promoting openness[12]. This index is measured in the areas of transparency, accessibility, integrity and awareness.

Budget transparency of the Government

The principle of **transparency**, which implies that information on organizational set-up, the budget and the public procurements procedures are publically available and published on the Government's website, is met with 74% of the indicators. A redesigned Government website with an "Open Government" section has been set up where the Government's Budget for the current year is published together with the budgets, budget rebalances and final accounts for the last ten years. Although the legal requirement[13] stipulates the publication of these documents in the Official Gazette of the Republic of North Macedonia, i.e. on the website of the Ministry of Finance, this type of transparency by the Government facilitates the budget information access for less informed citizens. However, the format of the published budget information on the Government's website should be upgraded, from PDF [14]to open format, given that such practice has already been established by the Ministry of Finance[15]. Also, the practice of publishing the Citizen's Budget[16] of the state continued with the opportunity for citizens to understand the 2019 Budget through graphic images and narrative explanations[17]. Given that the budget is the main document outlining the government's policy priorities, enabling easier access for citizens to understand the budget, this initiative meets the precondition for public participation in the allocation of public funds. This situation, in the subcategory, reaches a budget transparency index of high fulfillment 87%, which is favorable in the region where the fulfillment ranges from 24% to 40%.

The practice of publishing the Public Procurement Plan on the Government's website for 2018 and 2019 with the amendments, continued[18]. In addition, in the new section "Open Government" are published the concluded Public Procurements Contracts[19] of the Governments in the last two years. This improved the 77% fulfillment of the transparency indicator of the Government's public procurements and is in line with the transparency standards that require all financial documents to be published by the institutions on their websites and thus to respect the right of the citizen "to know". But in the future, there must be timeliness in publishing these contracts on the websites, as no public procurement contracts have been published in the last six months, and in the meantime ten contracts have been concluded and published on the Electronic System of Public Procurement[20].

Information access and consultation with citizens

When analyzing the principle of **accessibility**, which includes respecting procedures and ensuring free information access, active transparency and information access through the mechanism of public consultation and interaction with citizens, the Government meets 74% of the indicators. In the subcategory of the Information Access Index, the Government, although meeting high 83% of the indicators, the remarks are repeated from last year's survey. Namely, the

11)
   Available at https://bit.ly/2kdjfuk

12)
   Government Work Program 2017-2020, Available at https://bit.ly/2kpRvCH

13)
   Law on Budgets "Official Gazette of the Republic of Macedonia" no. 64/2005; 4/2008; 103/2008; 156/2009; 95/2010; 180/2011; 171/2012; 192/2015 и 167/2016

14)
   Portable Document Format

15)
   Available at https://www.finance.gov.mk/mk/node/575 (Accessed on 19 July 2019)

16)
   Available at http://budget.finance.gov.mk/

17)
   Citizen's budget is a budget document for the unprofessional public.

18)
   Available at https://vlada.mk/nabavki

19)
   Available at https://vlada.mk/javni-nabavki

20)
   In the Republic of North Macedonia, in accordance with the legislation, the Electronic public procurement system is the only information system available on the internet, which is used to enable greater efficiency, transparency and cost-effectiveness in the field of public procurement. Available at https://e-nabavki.gov.mk/PublicAccess/home.aspx#/contracts/0

draft documents discussed on Government sessions and the documents / acts that have been adopted should be published on the Government's website. These are all published in the Official Gazette of the Republic of North Macedonia. This is especially important because the Official Gazette is a location (electronic access and paper form) that is only available for a given fee. Information access and interaction with citizens will be significantly improved if the information/ documents already requested by citizens, CSO's, journalists, etc. are published on the Government's website and are prepared as a response to a request for free access in paper form. On the one hand, the time the officials need to re-prepare the response to a paper request for free access will be reduced, and on the other hand it will serve as an example to start with: (a) introducing a general rule – all available documents can be reused for any purpose, and (b) a principle will be established: information holders will not re-charge material costs for a response to a request for free access to information that has already been made and prepared.

This year's survey showed that the planned upgrading of the existing Open Data Portal is completed and a new data.gov.mk portal has been launched. The Government meets 55% of the open data index.

When it comes to citizen's participation, it has been noted that the Government has continued to apply the established rules for involvement of the interested parties in the policymaking. For example, the Government continued to organize Open Days for CSO's initiatives[21], also the established Government Council for cooperation with and development of the civil sector[22] has been actively working in the past year since its formation and has created the Draft-Model for inclusion of the CSO's in the EU negotiation process[23]. Representatives of the CSO's participate in the working groups for creating new policies – in 2018, 244 consultations have taken place with the stakeholders through the use of different forms of communication about the draft laws[24] and therefore it can be concluded that "the environment in which it the civil society operates has improved with its involvement in the policy making and legislative processes"[25]. The analysis of the situation in 2018 has shown that ministries usually involve the stakeholders through the Single National Electronic Registry of Regulations (ENER) where 70% of the consultations lasted for 20 days[26]. However, given that 40% of ENER laws have not received any comments and suggestions from the stakeholders, it is recommended that ENER in the future becomes able to submit online initiatives and stakeholder proposals with a feedback mechanism and consultation. From the accessibility index, in the subcategory of public consultation the Government meets 76% of the indicators.

Integrity policy

The **integrity** principle includes mechanisms to prevent corruption, implement Ethical Codes and regulate lobbying, where the Government meets 83% of the indicators. Generally, the fulfillment of the indicators is high when assessing whether there are rules governing this area, thus concluding that lobbying is regulated by law, there are published ethical codes, there are obligations and rules for accepting/reporting gifts given to officials, as well

21) Available at https://www.nvosorabotka.gov.mk/?q=node/315

22) Available at http://nvosorabotka.gov.mk/?q=node/99

23) Annual Council Work Report for 2018, Available at https://bit.ly/2IynSiz

24) Annual report on consultations conducted in the process of preparation of draft laws by the ministries for 2018. Available at https://bit.ly/2kmkk2I

25) European Commission Report on RSM for 2019, Brussels, 29 May 2019 available at http://www.sep.gov.mk/data/file/Dokumenti/Izveshtaj%202019-F.pdf

26) Annual report on consultations conducted in the process of preparation of draft laws by the ministries for 2018, p.11. Available at https://bit.ly/2kmkk2I

27)
Available at http://www.dksk.org.mk/imoti_2/ (Accessed on 19 July 2019)

28)
Available at https://vlada.mk/anketni-listovi (Accessed on 19 July 2019)

29)
GRECO - Fifth Round of Evaluation on "Preventing Corruption and Promoting Integrity with Central Government (Highest Executive Bodies) and Law Enforcement Bodies" available at https://vlada.mk/node/18341 (Accessed on 20 July 2019)

30)
Available at https://bit.ly/2kmGxOf

31)
Available at https://bit.ly/2kmGxOf

32)
Available at https://vlada.mk/strateshko-planiranje

33)
Available at https://vlada.mk/2GodiniOdgovorno

as published questionnaires/property documents of elected and appointed persons. Although a special section has been set up on the State Commission for Prevention of Corruption site with data on the property status of elected and appointed persons[27], on the Government's website in the special section "Open Government" are also published the questionnaires of the President, Vice Presidents, and members of the Government of the Republic of North Macedonia[28]. In order to meet the integrity standards, as well as the given recommendations in the fifth round of GRECO's[29] evaluation of the Republic of North Macedonia, the Government in the future should "conduct an analysis of the practical application of the system of sanctions in regard to violation of rules, conflict of interests, integrity, anti-corruption, and also to ensure that sanctions are effective, proportionate and dissuasive[30]". No integrity plan or any other internal anti-corruption policy has been posted on the government's website (which includes measures to prevent and eliminate various forms of corrupt and unethical behavior within the institution).

Monitoring and evaluation of policies

The last principle, awareness, refers to the monitoring and evaluation of policies implemented by the Government. Following the international standards, recommendations and examples of good practice, the availability of information on the Government's website has been assessed, but the answers to a questionnaire completed by the Government have been used as a source of information. The fulfilment of the indicators by the Government in this category is complete. This was influenced by an increased volume of published documents such as "Guidelines for the preparation of strategic plans of ministries and other state administration bodies"[31]; "Decision on Determining the strategic Priorities of the Government of the Republic of North Macedonia in 2020;" Strategic Plan of the General Secretariat for 2018-2020 and similar documents.[32]

The practice of publishing a document containing the measures and changes that have been implemented in the first two years of the Government's mandate[33] continued. But this document does not indicate the amounts spent/provided for the measures, nor the changes made to the budget lines from which the costs are incurred. Given that the publication of **annual reports on the work** of the Government is one of the key instruments of openness, but also for the control of the work by citizens, the Government should publish such a document in the future.

Ministries

Ministries in the Republic of North Macedonia meet an average of 52% of **openness** indicators. This result is approximately the same as the level of openness of ministries in most countries in the region. Bosnia and Herzegovina's ministries occupy the last place with meeting 30% of the openness indicators, while the ministries in Montenegro occupy the first place with meeting 68% of the openness indicators.

However, ministries in the country vary from meeting 23% of the indicators such as the Ministry of Culture, which is twice lower than the average of the openness index fulfillment by the ministries, to the highest place occupied by the Ministry of Information Society and Administration with 68%. The second place is occupied by the Ministry of Interior with 66%, and the Ministry of Defense with 64% holds the third place.

Ministries meet an average of 63% of the **transparency** index, which is influenced by the published information on ministries' budgets (68%), information on organizational structure of ministries (67%), and information on public procurements[34] (45%). The ministries in the Republic North Macedonia have outperformed the region's average of 56% fulfillment of transparency indicators because they are obliged to publish information on other websites as well, as required by law. In the Republic of North Macedonia it is obligatory (regulated by law) to publish information related to public procurement on the electronic public procurement system[35], but in accordance with the national transparency standards, the information should also be published on the websites of the institution itself. From the recommendations made last year in the Comprehensive good governance plan for state institutions[36], in the direction that ministries should publish public procurement plans, open calls and public procurement decisions on their websites, this year such a practice has been established and all ministries have published procurement plans on their websites, while half of the ministries have not yet published the open calls (advertisements) and/or procurement decisions on their websites.

In line with the previous recommendation are also the recommendations for publishing information connected to the budget on the websites of all ministries. The ministries were last year obliged by the Government to publish their budgets as part of the list of 21 mandatory documents. The Ministry of Finance published all information connected to budget openness and is therefore rated with 99%. The Ministry respects the legal obligation to publish semi-annual reports on budget spending, the annual budget and the annual accounts, which include, inter alia, budget information for other ministries, but this does not mean that the ministries should not publish such information on their websites to make them more accessible to citizens. In addition, the ministry has set up a separate section "statistics"[37] on its website where, in an open format are published the annual budgets and annual accounts of the budget, budget execution, state and public debt, statistic reviews, etc. This year the Ministry of Interior, the Ministry of Environment and Physical Planning, the Ministry of Labor and Social Policy, the Ministry of Local Self-Government and the Ministry of Transport achieved excellent performance with meeting 99% of the budget-related indicators. Only the Ministry of Culture in this category does not publish any information and is therefore rated with 0%.

In terms of meeting the **accessibility** index in the subcategory of **information access**, the ministries meet 55% of the indicators, which is close to the region's average of 50%. In terms of information access in the region, Montenegro leads with 72%, and Bosnia and Herzegovina is at the bottom with 24%. These results indicate that the active disclosure of public information is still not satisfactory and should be promoted in the country.

34)
The research conducted in the period November 2018-February 2019 was evaluated whether the calls for public procurement, contracts, annexes and selection decisions from the conducted procurement, as well as the public procurement plans were published.

35)
In accordance with the Law on Public Procurement, "Electronic Public Procurement System" has been established, which is the only computerized system available on the Internet, which is used to enable greater efficiency and cost-effectiveness in the field of public procurement.

36)
Available at https://bit.ly/2lO56nv

37)
Available at https://finance.gov.mk/mk/node/6449

The integrity index met by the ministries is at 43% because only 9 ministries publish their officials' questionnaires on the website, or post a link to the State Commission for Prevention of Corruption, where they are published according to the law. Same as the previous year no ministry has published an integrity plan or any other internal anti-corruption policy on its website (which includes measures to prevent and eliminate different forms of corrupt or unethical behavior in the institutions).

Ministries do poorest with the **awareness** indicators with only 37%, while in the sub-category of monitoring and policy evaluation they meet modest 33% of the indicators. Asked whether they use performance measurement indicators when preparing annual work plans and reports, 1/2 of the ministries responded negatively - they do not use such indicators.

Other executive bodies

The **openness** of other executive bodies is on a low level in all countries in the region and varies from 26% to 43%. The openness of the executive bodies in the Republic of North Macedonia is assessed with meeting 29% of the indicators.

When analyzed individually by areas in four subcategories of the openness index, they meet 39,4% of the **transparency** indicators, **accessibility** indicators are met with only 20%, **awareness** indicators with only 7% and extremely low, the **integrity** indicators are met with 3%. Low compliance with the integrity index means that both in 2017 and in 2018 they have not published any information on commitments or trainings for employees on conflict of interest, corruption prevention, corruption reporting, etc. They have not published any other internal anti-corruption policy and there is a lack of information related to monitoring, evaluation and reports of their work.

Most of the other executive bodies do not publish the documents related to public procurements on their websites, nor do they post links to the electronic public procurement system. Thus, the overall assessment for meeting the **transparency** indicators in the sub-category of public procurement is only 23%. In terms of publishing budget related information, indicators are met with 51% which means that some of the other executive bodies published the annual budget and the semi-annual report on budget spending. The information on organizational structure are also insufficient and accounts for 41% of the indicators.

The low fulfillment of the **accessibility** index – only 20% - is due to the poor interaction of other executive bodies with the citizens and the small amount of public information disclosed on their websites without being requested. With only 13% of the indicators for **interaction with citizens** met, the authorities should seriously consider the possibilities of establishing a procedure for receiving complaints and remarks from the citizens regarding their work through online service. Given that the fulfillment of the indicators for **information access** of the executive bodies is 26%, which is significantly lower than the percent of the Government – 83% and the ministries – 55%, the already stated need for creating a new Government Transparency Strategy[38] is confirmed, which (as stated above) will be based on the recommendation[39] to systematically address

38)
Conclusion of the Government of RSM available at https://vlada.mk/sednica/126 pg.31 (Accessed on 12 July 2019)

39)
The recommendation was made in the Comprehensive Good Governance Plan for the state institutions in the country. Available at https://bit.ly/2IO56nv

the openness concept, and will cover the Government, the ministries and other executive bodies.

Research methodology

Openness is the key condition of democracy since it allows the citizens to receive information and knowledge about equal participation in political life, effective decision-making and holding institutions accountable for the policies they conduct.

Institutions around the world are taking specific actions to increase their transparency and accountability towards citizens. In order to determine the extent to which the people from the Western Balkans receive timely and understandable information from their institutions, a regional Openness Index was developed.

The regional Openness Index measures the extent to which institutions of the Western Balkans are open for citizens and society, based on the following four principles: 1. transparency, 2. accessibility 3. integrity and 4. awareness

The principle of transparency implies that organizational information, budget and public procurement procedures are published and are publicly available. Accessibility is related to ensuring and respecting procedures for free access to information, improving accessibility of information through the mechanism of public debates and strengthening the interaction with citizens. Integrity includes mechanisms for the prevention of corruption, implementation of the Code of Ethics and regulation of lobbying. The last principle, awareness, is related to the monitoring and evaluation of policies which are conducted by the institutions.

Following the international standards, recommendations and examples of good practices, these principles are further developed through specific, quantitative and qualitative indicators, which are evaluated on the basis of: information accessibility on the official websites of the monitored institutions, the quality of the legal framework for specific questions, other sources of public informing and questionnaires delivered to the institutions.

The measuring was conducted from December 2018 until the end of March 2019. The process of data collection was followed by a data verification process, resulting in a standard error of +/- 3%. Based on the results of the research, we developed a set of recommendations and guidelines for the institutions.

Metamorphosis Foundation for Internet and Society is an independent, nonpartisan and nonprofit foundation based in Skopje, Republic of North Macedonia. Its mission is to contribute towards the development of democracy and towards increasing the quality of life through innovative use and sharing of knowledge. Our guiding values are openness, equality and freedom.

The program areas that Metamorphosis operates in are:

- Media for Democracy
- Education for Innovation
- Social Accountability
- Human Rights Online

ActionSEE is a network of civil society organizations that jointly work on promoting and ensuring government accountability and transparency in the region of South-East Europe, raising the potential for civic activism and civic participation, promoting and protecting human rights and freedoms on the internet and building capacities and interest within civil society organizations and individuals in the region in using technology in democracy promotion work.