



## **Metamorphosis Annual Report for 2023**

**Covering the period from January 1 to December 31, 2023**

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## Metamorphosis Vision and Mission

**Vision:** The Metamorphosis Foundation envisions a society where engaged and aware citizens actively use innovative tools to exercise their civic rights and responsibilities, where they are vigilant in influencing and holding their government to account, and thus ensure democratic, accountable, and responsive governance.

**Mission to Achieve the Vision:** The Metamorphosis Foundation is an independent organization, working in North Macedonia and its wider European home. The team is composed of committed democracy activists, united in common cause and the common values of mutual accountability, open communication, and an unshakeable commitment to universal human rights and democracy.

The Foundation strengthens the awareness and capacity of citizens and civil society to assume their fullest possible role as activists for democracy, while supporting government to fulfil its democratic role in serving society. Metamorphosis' programmes include:

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

The Metamorphosis Foundation supports those who struggle for these essential elements of a democratic and inclusive society, and it advocates for this work as a key partner with governments and citizens. It aims to become a leading national and regional advocate in supporting and enabling citizen engagement and government accountability, with a particular emphasis on the use of information technology and knowledge sharing.

## 2023: A Year in Review

During 2023, the Metamorphosis Foundation continued promoting citizen-centric application of digital technologies for transparency and accountability, as well as leading way in building resilience to disinformation to counter political and social effects of anti-democratic narratives, including those related to Russian all-out aggression against Ukraine, which significantly affected the Western Balkans region and North Macedonia in particular, amplifying the obstacles to development of democracy and integration into the European Union put by foreign malign influences, regional and local antidemocratic forces.

Metamorphosis' programmes provided substantial to supporting civil society, public servants, youth and journalists in dealing with these challenges by supporting institutions in their efforts to streamline their work through digital transformation, while safeguarding protection of human rights online, with a focus on privacy, safety and freedom of expression, including advocacy against hate speech and impunity. Metamorphosis' media outlets continued their watchdog role spurring the institutions to tackle citizens' needs, while increasingly addressing the needs of young people, enabling them to

become informed and active citizens by providing them with credible news and educational online content adapted for the media consumption modes of Generation Z.

In 2023 Metamorphosis continued the cooperation with the established network of partners, donors and beneficiaries, building upon and expanding the relationships developed during the 19 years of existence and activity. It continued implementing projects and activities with the support from European Union, USAID and UNICEF, the governments/ministries and the embassies of USA, Kingdom of the Netherlands and the Swiss Government through Civica Mobilitas; as well as with support of civil society partners including National Endowment for Democracy - NED, Foundation Open Society Macedonia - FOSM, National Democratic Institute - NDI, DCAF - Geneva Centre for Security Sector Governance, American Bar Association Rule of Law Initiative - ABA ROLI and International Centre for Journalists - ICFJ. Metamorphosis also continued to receive institutional support from the Sigrid Rousing Trust, which significantly contributed to its advocacy and networking efforts. Cooperation with private sector also continued, including Meta (Facebook), as well as Google and other corporate donors, via the TechSoup Network.

Metamorphosis continued its work as a member of the international civil society networks International Freedom of Expression eXchange - IFEX, Association for Progressive Computing - APC, European Digital Rights – EDRI, International Fact-Checking Network, Global Voices, International Network against Cyber Hate (INACH), European Fact-Checking Standards Network (co-founder).

Metamorphosis continued the cooperation with the civil society organizations from the region, in particular within the networks: ACTION SEE (Accountability, Technology and Institutional Openness Network in the South East Europe region), ICEDA (Increasing Civic Engagement in the Digital Agenda) and the Regional Anti-Disinformation Network for the Balkans.

Metamorphosis continued to engage citizens and civil society organizations into a dialogue with the government institutions at national local level, in order to promote citizen-centric approach to development of democratic institutions and shape policies, through cooperation with the Government of Republic of North Macedonia and various state and public bodies, including the cabinets of the Prime Minister and the President, Deputy Prime Minister in charge of good governance policies, Ministry of Health, Ministry of Defence, Ministry for Information Society and Administration, Ministry of Local Self-Government and independent regulatory bodies such as Personal Data Protection Agency, Agency for Audio and Audiovisual Media Services, as well as the National Centre for Responding to Computer Incidents (MKD-CIRT).

In 2023, Metamorphosis became the new coordinator of the CSO Network for Open Government Partnership that represents a structure for coordinating the process of the Open Government Partnership (OGP) in North Macedonia.

The programme objectives pursued through the projects implemented in 2023 continue remain as priorities in 2024. The 2023 was the last year of the period covered by the Metamorphosis Strategy 2018-2023, and as follow up an evaluation of the implementation will be conducted during 2023-24, as the next step toward creation of new mid-term strategy for the five-year period 2024-2028.

Below is a summary of the projects Metamorphosis team has worked on in 2023 and of the highlights of the achievements in the four programmes.

## Media for Democracy Programme

The role of a vibrant and professional media sector is indispensable in fostering informed citizenry, exposing corruption, and nurturing a culture of constructive criticism, thereby enabling citizens to engage meaningfully in democratic processes without fear.

In 2023, the trio of media outlets under the umbrella of the Metamorphosis Foundation – Meta News Agency, news portal in Albanian language Portalb, and the fact-checking service Truthmeter – played a pivotal role across all organizational programs. Their collective efforts provided invaluable visibility and profound insights into the extensive endeavours undertaken by the entire team throughout the year to uphold the foundation's mission statement and strategic objectives.

Metamorphosis media outlets in 2023 spearheaded the battle against misinformation, particularly countering false narratives surrounding the conflict in Ukraine that reached and influenced audiences in North Macedonia. The foundation stands as a regional leader in combating disinformation across the Western Balkans through initiatives like the regional Anti-Disinformation Network for the Balkans.

In addition to the Truthmeter fact-checking service, Portalb and Meta News Agency also contributed to the fight against misinformation by continuing their independent fact-checking services. These services regularly scrutinize election promises and statements on topics relevant to youth, further enhancing the media landscape's credibility and integrity.

The Metamorphosis media were also included in efforts to create and integrate a Misinformation Management System (MMS) into the Ministry of Health's operations to combat misinformation about COVID-19 and childhood vaccinations.

### PROGRAMME HIGHLIGHTS IN 2023

- The focus towards young audiences aged 14-29 was further nurtured in 2023 by Meta News Agency, Portalb and Truthmeter. The main activities were towards [direct collaboration with young journalists and activists](#), for which multiple workshops and trainings were organized about Data Journalism and Data Visualizations as well as Countering Disinformation and Fact-Checking. During 2023 more than 100 young students, journalists and activists were part of the trainings that Metamorphosis Foundation organized and where trainers were editors at the media outlets together with trainers from other countries including the US.
- During 2023, the journalists at all three outlets produced more than 3,000 in-depth, fact-based articles on topics such as education, healthcare, digital security, infrastructure, corruption, countering disinformation and exposing hybrid threats and disinformation narratives.
- The teams at Meta News Agency and Portalb by working together with young journalists, produced more than 45 episodes of the weekly [Video News Show for youth – Shortcut](#). This initiative garnered hundreds of thousands of views on social media platforms like TikTok and Instagram, popular among young people. Meta News Agency became widely known among youth for its continuous coverage of youth issues and youth policies and is now one of the few trusted media sources on these issues in the country.
- Metamorphosis Foundation in 2023 signed a Memorandum of Understanding with the office of the President of the Republic of North Macedonia, Stevo Pendarovski. As part of this

cooperation, a [conference](#) titled "Building Societal Resilience to the Harmful Influence of Disinformation in the Republic of North Macedonia" was organized in Skopje together with the Presidential Centre for Political Education. The event featured speeches from President Stevo Pendarovski, Ambassador of the Kingdom of the Netherlands, Dirk Jan Kop, Executive Director of the Metamorphosis Foundation, Bardhyl Jashari, and Prof. Aleksandar Lj. Spasov, PhD. The conference highlighted the pervasive threat of electronic disinformation and the necessity of collaborative efforts between institutions and civil society to counter it.

- In North Macedonia, **advocacy initiative by 11 civil society**, media and academic organizations coordinated by Metamorphosis generated support by key decision makers and state institutions represented by the President and the Prime Minister for starting a process of systemic reforms, including government decision to start the creation of National Strategy for Building Societal Resilience to Malign Impact of Disinformation based on "all society" approach (scheduled for 2024).
- In October 2023, as part of the Media Literacy Days, organized annually by members of the Media Literacy Network, Metamorphosis Foundation cooperated with Agency for Audio and Audiovisual Media Services on organizing the opening conference and with the School of Policies, part of the Presidential Centre for Political Education, to conduct the seminar "[Building Social Resilience to the Harmful Effects of Disinformation](#)" providing lectures on various aspects of dealing with disinformation, fact-checking, and hate speech, drawing from its extensive experience and ongoing initiatives like the Western Balkans Anti-Disinformation Hub.
- In 2023, Meta News Agency journalist and editor Bojan Blazhevski received the first prize on the public call by the Nordic Support for Progress of North Macedonia for the Competition for best media report on the EU integration process. The prize was IT equipment in the value of 5,600 USD and it was awarded for a series of three articles about waste management and implementation of European standards for waste management ([1](#), [2](#), [3](#)).

### Meta.mk - Independent News Agency

The Meta.mk News Agency officially started working in November 2014 and established a solid reputation of a reliable source of objective news on current events in Macedonian and English, as well as other Balkan languages, whose contents is republished by over thirty domestic and foreign media outlets. Meta.mk provides professional news service, and its reporting is used as a reference both by media and decision makers, including the highest representatives of international community.

Meta News Agency in 2023 published more than 6000 articles in total out of which 5000 in Macedonian language and the rest in English, Albanian and BCS. Its website had 1.2 million page views and 600,000 users.



META . MK

[www.meta.mk](http://www.meta.mk)

## Portalb.mk – News Portal in Albanian Language

The news portal Portalb.mk was developed in April 2012, and over the years grew into one of the leading and most credible sources of information in Albanian language from North Macedonia. Its reputation based on strict implementation of journalistic standards is complemented with the popularity as one of the most influential online media among decision makers and general audience, with fan base of over 230,000 social networks followers.

In a very segregated media environment, Portalb contributes to increasing the social cohesion by providing an important linguistic bridge towards the Albanian-speaking communities by reporting on issues affecting citizens of all ethnicities in the country and translating contents produced in Macedonian and other languages.

In 2023 Portalb published more than 7000 articles, receiving 2 million pageviews and about 585,000 users on its website.



[portalb.mk](http://portalb.mk)

## Truthmeter - Fact-Checking Service

Truthmeter is the only fact-checking service in North Macedonia, a certified member of the International Fact-Checking Network and a founding member of European Fact-Checking Standards Network. It was founded in 2011 as a political fact-checking service, starting with analysis of veracity of statements by politicians and fulfilment of election promises.

In response to the growing needs of the public for verified information, over the years it branched out by introducing media fact-checking, promotion of media literacy and critical thinking, countering viral disinformation over social networks, and creating synergy of its watchdog role with investigative and media monitoring activities to track, map out, and debunk the flow of misinformation, disinformation and media manipulations, deconstructing malign narratives and conspiracy theories.

From 2020 the Truthmeter has been a member of Meta's Third-Party Fact-Checking Partnership that works with independent, IFCN-certified fact-checkers who identify, review and rate viral misinformation across Facebook and Instagram.

During 2023, the Truthmeter published more than 1500 articles out of which more than 1000 in Macedonian and the rest in Albanian and English language. Truthmeter had more than 400,000 pageviews and above 200,000 users on its website during the year. Within the scope of political, media and social media fact-checking, a large portion of the content published by Truthmeter was focused on exposing malign foreign



[vistinomer.mk](http://vistinomer.mk)

[vertetmates.mk](http://vertetmates.mk)

[truthmeter.mk](http://truthmeter.mk)

<http://vertetmates.mk/>

influences, including Russian propaganda and anti-democratic narratives hindering the Euro-Atlantic integration of North Macedonia and the Western Balkans, as well as false news about health issues, from COVID-19 to vaccine hesitancy.

The projects implemented by Metamorphosis within the Media for Democracy programme during 2023 are presented in the following table:

<p><b>Western Balkans Anti-Disinformation Hub: Exposing Malign Influences through Watchdog Journalism</b></p> <p>The Western Balkans Anti-Disinformation Hub project is exposing foreign malign influences in Western Balkans by debunking and mapping the flow of disinformation, misinformation and propaganda affecting development of democracy, originating from external actors through the region.</p> <p>The project provided the media, decision makers and the public with knowledge and tools necessary to identify and counter disinformation related to Foreign Information Manipulation and Interference (FIMI) that threaten destabilizing the countries, hindering democratic development and Euro-Atlantic integration.</p> <p>Key achievements of the project during 2023 included:</p> <ul style="list-style-type: none"> <li>• The building and creation of a new website (antidinfo.net) that serves as a hub for all the published content as part of the project including all the partners in the network from six Western Balkan Countries. The website functions in four different languages, English, Macedonian, BCS (Bosnian-Croatian-Serbian) and Albanian. It is an invaluable resource for content related to fact-checking and countering disinformation in the whole region.</li> <li>• Creation and wide public dissemination of watchdog journalistic content and research-based publications reaches both the primary target group of journalists and editors as opinion makers, engaging them to increase their coverage, as well as the general public as final recipient of generated knowledge. Key public output of the project during 2023 was production of over 523 anti-disinformation articles: 421 short and 107 longer analytical texts, as well as 14 investigative stories. Promotion and republication of this content resulting in over 1200 different pieces of media contents further informs mainstream news production, creating a ripple effect against manipulations among the journalists and their audiences across the region.</li> <li>• Managing a media monitoring system for identifying and alerting about disinformation instances, trends and narratives, including development of Knowledge Hub Database, storing record on over 7272 suspected instances of disinformation, 1456 debunking articles, 759 media outliers and social</li> </ul>	 <p><a href="https://antidinfo.net/hub">antidinfo.net/hub</a></p> <p><b>Period:</b> 01.11. 2021 – 30.04.2025</p> <p><b>Donor:</b> Ministry of Foreign Affairs of the Kingdom of the Netherlands</p>  <p>Kingdom of the Netherlands</p> <p><b>Partners:</b></p> <ul style="list-style-type: none"> <li>- Centre for Democratic Transition, Montenegro</li> <li>- Faktoje, Albania</li> </ul>
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<p>media presences, 625 individuals and 624 legal persons. The findings are distilled in media monitoring reports published quarterly.</p> <ul style="list-style-type: none"> <li>• Research-based advocacy actions have increased understanding of the decision makers and wide scope of shareholders, about the need to counter disinformation and foreign malign influences in a systemic manner. The project partners work with relevant stakeholders to leverage their positive influence towards building policies aligned with EU and NATO priorities.</li> </ul>	<ul style="list-style-type: none"> <li>- ISAC – International and Security Affairs Centre, Serbia</li> <li>- Sbunker, Kosovo</li> <li>- Zašto ne (Why Not), Bosnia and Herzegovina</li> </ul>
<p><b>Credible News for Empowered Youth</b></p> <p>The project aims to increase youth engagement in public life empowering them to demand resolution of policy issues that affect their lives. It supports youth oriented journalistic production in Macedonian language by <b>Meta.mk News Agency</b> and in Albanian language by <b>Portalb.mk</b>. They combine forces to produce regular flow of news articles catering to the needs of young audiences, and to broadcast the <b>weekly news show for youth Shortcut</b>, which summarizes the most important events of the week in a format attractive and of interest to youth. Its content is widely read and disseminated via social networks, making it an important source trusted and used by young audiences. Alongside the video news show, the two media outlets produced more than 1,000 in-depth and articles throughout the year with focus on the issues like climate change, infrastructure, corruption, digital rights, education, healthcare and innovation. This has led to the youth aged 14-29 being the largest age group in the two media’s audience participating with more than 30%.</p> <p>Metamorphosis media used <b>constructive journalism</b> coverage focused on solving concrete issues affecting young individuals or groups to incite authorities to work towards development of systemic solutions, which would remain as an example of how similar problems can be solved. Other young people with similar needs are empowered to look upon these examples and replicate their success in the future. Engaged <b>youth is more informed</b> about matters that affect them directly, having a <b>platform to directly seek accountability and solutions from public officials</b> in the areas of education, health care, environment, climate change, pollution, infrastructure, science and youth culture.</p>	<p><b>Period:</b></p> <p>31.05.2021 - 31.03.2023</p> <p><b>Donor:</b></p> <p>UK Embassy in Skopje</p>  <p><b>Implemented by:</b></p> <ul style="list-style-type: none"> <li>- Meta.mk</li> <li>- Portalb.mk</li> </ul>
<p><b>Misinformation Management System &amp; Journalists Briefings</b></p> <p>Main goal of the project was integrating of the Misinformation Management System (MMS) in the work of existing state institutions, the Ministry of Health and its subsidiary institutions, and helping them use it to address more efficiently the needs of the citizens they serve. The aim was to enable national health authorities to identify and respond to misinformation, disinformation and information gaps in order to tackle the information crisis caused during and after COVID-19 and related to routine</p>	<p><b>Period:</b></p> <p>19.06.2023 – 15.01.2024</p> <p><b>Donor:</b> UNICEF, USAID</p>

childhood vaccines, available vaccines and other related health issues, that has reinforced hesitancy related to vaccination in general, as well as influenced trust in health authorities in North Macedonia.

The achievements of the project in 2023 included:

- Establishment of the Project Expert Working Group, consisting of members with medical and/or communication expertise, which supervised the establishment and functioning of the MMS; and were part of the advocacy efforts for integration of MMS in the health system and establishment of Government Expert Body.
- The project developed Methodology and Standard Operating Procedures to be used by state institutions using the online and offline social listening platform for identifying and monitoring of misinformation, disinformation and information gaps related to vaccination by health professionals, who received trainings to implement them in their daily work.
- Strengthening relations of relevant national health institutions and civil society organizations with the media, via journalists' briefings as well as to improve quality of their reporting and improve collaboration.
- Approval by the Ministry of Health to integrate the MMS in their work, support its work and functioning in the future, based on concentrated evidence based advocacy efforts.

**Digital Activism Program**

Across the world, the spread of disinformation is on the rise. Its volatile growth is the result of the strategic use of online disinformation, which undermines democracy, and polarizes societies.

While ways to combat disinformation are currently trending in the media, the existing tactics are primarily directed at fact-checkers and journalists, leaving wider civil society actors to their own devices.

Since 2018, TechSoup Network’s Digital Activism Program aims to provide multi-faceted support to civil society organizations (CSOs) and their staff in Central and Easter Europe (CEE), Latin America and West Africa. In the area of countering disinformation, the program strives to increase their understanding of the issues connected with direct disinformation threats through research, strengthen their capacity to deal with disinformation, boost their knowledge and connections within the non-profit network.

As part of the program, our focus is on the CSOs, frontline workers, and activists working with the vulnerable communities that are the most frequent target of propaganda. The program focuses but is not limited to,



**Partners:**



UNICEF and Ministry of Health, Institute for Public Health, Office of the President of the Government of the Republic of North Macedonia, Vistinomer.mk, Meta.mk, Portalb.mk and media network of local portals

**Period:**

25.10.2022 – 31.12.2024

**Donor:** supported by Google.org and led by TechSoup in close collaboration with TechSoup Network’s partners.



<p>the following areas of CSOs' work: supporting democracy, migration, climate, women's, and LGBTQ+ rights.</p> <p>We believe that no progress can be made without access to technology. In the span of the Digital Activism Program activities, we will be providing CSOs from North Macedonia, Serbia and Kosovo with bespoke training and workshops, individual consultations, community events, small grants, and access to tech solutions or tools that will help them design effective disinformation response campaigns.</p> <ul style="list-style-type: none"> <li>• Training/ capacity strengthening workshop for 15 CSOs</li> <li>• Individual consultations for 15 CSOs</li> <li>• Expert support in tech adoption for 15 CSOs</li> <li>• 15 small grants for CSOs</li> <li>• 3 collaborative grants for groups of CSOs</li> </ul>	
<p><b>Promoting Access to Reliable News to Counter Disinformation</b></p> <p>By exposing foreign propaganda influence through watchdog journalism, promoting public awareness and social resilience, and engaging stakeholders in policy development, the project has significantly contributed to countering disinformation in North Macedonia. The dissemination of reliable information in multiple languages, the organization of TV debate shows, and the strategic advocacy efforts have collectively led to a more informed and resilient public, better equipped to identify and combat disinformation.</p> <p>The overarching objective of the project was to expose foreign propaganda influence through watchdog journalism and use the research results to educate the public about disinformation as a priority issue requiring urgent response. Throughout the implementation period, the Metamorphosis team provided the Macedonian public with a continuous stream of reliable information, debunking disinformation, holding stakeholders accountable, and explaining narratives.</p>	<p><b>Period:</b></p> <p>01.07.2022-30.06.2023</p> <p><b>Donor:</b> National Endowment for Democracy</p>  <p><b>Partners:</b></p> <ul style="list-style-type: none"> <li>- TV 21, Skopje</li> <li>- Duma.mk, Veles</li> <li>- Drnka.mk, Strumica</li> <li>- Glas.mk, Tetovo</li> <li>- MMS.mk, Štip</li> <li>- Flaka, Gostivar</li> <li>- Struga Lajm, Struga</li> <li>- OhridNet, Ohrid</li> </ul>
<p><b>IFEX Access to Information Project</b></p> <p>With support from IFEX, Metamorphosis Foundation developed a program of capacity building for civil society organizations, media outlets and journalists to upgrade their skills to recognize and report on disinformation and malign foreign influence through the media in key spheres of society.</p> <p>Through the project, Metamorphosis online media outlets developed and published a series of journalistic products ranging from daily news presenting the verified facts or debunking current disinformation, to more details stories providing in-depth analysis of select aspects of foreign influence-related disinformation, undermining integration of the country</p>	<p><b>Period:</b></p> <p>01.03.2023-31.01.2024</p> <p><b>Donor:</b> IFEX – International Freedom of Expression Network</p> 

into the EU by sowing distrust in democracy and deepening divisions in the country, and in particular attempting to affect public support for the state efforts to support Ukraine’s fight against Russian aggression.

Metamorphosis team conducted research on key disinformation trends and instances in North Macedonia and their impact on the general population through nation-wide poll. Research results provided public record and undeniable evidence of the negative impact of malign influences on society. Insights published as a compendium of findings in book format for use by policymakers; and disseminated in Macedonian, Albanian and English language directly to the key stakeholders and through a network of cooperative media outlets and state institutions.

Watchdog journalism and research further increased awareness about challenges posed by disinformation, incited public debate on the need for systemic solutions and anti-disinformation measures, powering advocacy activities by a wide network of civil society organizations and other stakeholders based on the all-society-approach.

**Partners:**

Vistinomer.mk, Meta.mk, Portalb.mk and media network of local portals

**Journalism for a New Generation: A Media Training Program for North Macedonia**

With the support of the U.S. Embassy in Skopje, Metamorphosis Foundation and the International Centre for Journalists (ICFJ) partnered in 2023 to provide foundational training to young journalists in North Macedonia.

Through workshops, internships, and a study tour in the U.S, the program gives young journalists the necessary skills to drive high-quality reporting using data and verified facts, introduce them to low-cost or open-source digital tools to assist them in their work, and link them to like-minded peers for exchange of shared problems and potential solutions.

The program's current activities build upon a previous iteration of the program, which ran from September 2022 through September 2023.

The program conducted four workshops about Data Journalism and Countering Disinformation with 40 participants in total, out of which 60% were women and 40% men. All the participants were young journalists or student journalists. The best seven participants were interns in the Metamorphosis Foundation media, and two of them got a chance to travel to the US for a one-week study tour. Majority of participants continued to apply the gained knowledge and skills as employees of media organizations in North Macedonia.

**Period:**

30.09.2022 - 31.8.2024

**Donor:** US Embassy  
Skopje



**Partners:**

International Centre for Journalists



## Social Accountability Programme

Promotion and upholding of social accountability is the key approach used by Metamorphosis to address governance issues. It enables information related to the concerns and the priorities of the citizens to be presented directly to government officials who have the capacity and mandate to act and make change happen. The Metamorphosis approach promotes the principles of citizen-centric good governance at local, national and regional levels.



### PROGRAMME HIGHLIGHTS IN 2023

- During 2023, Metamorphosis continued to enhance its watchdog role in order to increase the levels of transparency and accountability of state institutions, local authorities and the private sector. Through the Openness Index, Metamorphosis monitored the openness of a total of **37 institutions** at the central level ([36 central level institutions](#) and the [Assembly](#)), and disseminated evidence-based recommendations through meetings, trainings and public events.
- Moreover, Metamorphosis dedicated its efforts in building the capacities of state institutions to respond effectively to the citizens' needs. This was done through **training over 40 civil servants from ministries and state agencies** on increasing their institutional openness, transparency and accountability, and adopting good practices related to good governance. Based on the trainings but also advocacy, consultations and external support, combined with the institutions' individual efforts in improving their openness, the following ministries achieved better scoring in the [monitoring in 2023](#) as opposed to the [monitoring in 2022](#), namely: Ministry of Interior (2.8% improvement), Ministry of Foreign Affairs (9.33% improvement), Ministry of Transport and Communications (2.23% improvement), Ministry for Labour and Social Policy (5.41% improvement), Ministry of Defence (7.84% improvement), Ministry of Political System and Community Relations (6.53% improvement), Ministry for Information Society and Administration (4.29% improvement), Ministry of Agriculture, Forestry and Water Management (14.37% improvement), Ministry of Health (10.26% improvement), and Ministry of Justice (9.7% improvement).
- Based on an a Memorandum of cooperation with the **Deputy Prime Minister of the Republic of North Macedonia, in charge of good governance policies**, Slavica Grkovska, Metamorphosis co-coordinated the preparation of the **Strategy for Transparency of the Government of the Republic of North Macedonia 2023-2026** which is foreseen to contribute to improving the transparency and accountability of the Government and institutions based on the principles of cooperation with civil society and exchange of knowledge and experiences.
- This year, Metamorphosis became the new [coordinator of the CSO Network for Open Government Partnership](#) which represents a structure for coordinating the process of the Open Government Partnership (OGP) in North Macedonia in line with international experience, with the aim of improving the communication of all involved parties and strengthening the monitoring and evaluation of the activities within the OGP.
- Through its participation in different working groups, Metamorphosis gave its contribution to the creation of the [National Action Plan 2024 – 2026 of the Open Government Partnership](#). Metamorphosis is present in this NAP through **three commitments**, namely: in the domain “fight against corruption” – advancing the transparency of government sessions, in the domain “participatory decision-making and civic participation” – advancing the public consultation

quality at national level, and in the domain “development and use of digital technologies” – digitalization of financial reporting of political parties.

- Metamorphosis contributed to the creation of the **annual work program of the Government of the Republic of North Macedonia for 2024** with **5 policy suggestions** among which: National Strategy for Digital Literacy, National Strategy for e-services at the local level, Digital Agenda Observatory as a self-evaluation structure for monitoring the progress of the country related to its commitments to the Digital Agenda, establishing a self-evaluation structure for institutional transparency and development of a platform for self-evaluation, and a National strategy for building social resilience to the harmful effects of disinformation.
- As to contribute to the discussion of civic-centric e-governance, Metamorphosis organised the [international conference “Civic-centric digital transformation”](#) gathering **over 500 participants** in Skopje and via ZOOM, with **over 1600 viewers** through Facebook Live. The conference discussed the importance of building a [culture for digital advancement](#), [digital gap](#), [smart governance](#), [disinformation as a threat to cyber-security](#), [hybrid wars](#), [AI](#), [cyber-resilience](#), and [social media](#).
- As part of the ICEDA network, Metamorphosis based its advocacy and capacity building efforts on the Digital Agenda Observatory which this year produced [Country reports](#) for each Western Balkan country and a [Final research](#) on Digital Agenda implementation in the Western Balkan countries.
- As part of the ICEDA network, Metamorphosis wrapped up the regional [public informative and education campaign](#) about the benefits and challenges related to the Digital Agenda, composed of audio-visual outputs in the local languages of the targeted Western Balkan countries, in these three years, the project established an **over 7.430.000 reach** on social media.
- In cooperation with the **National Computer Incident Response Centre MKD-CIRT** Metamorphosis organised a joint webinar on the [Basics of cybersecurity with the MKD-CIRT](#) building the digital resilience of **over 250 participants** from various social spheres, including representatives of institutions, civil organizations, citizens, students, primary and secondary schools, universities, etc.

The projects implemented within the Social Accountability programme during 2023 are presented in the following table.

<p><b>Increasing Civic Engagement in the Digital Agenda – ICEDA</b></p> <p>The project aims to increase the engagement of CSOs in shaping and implementing the Digital Agenda in the Western Balkans by providing multiple networking and capacity building opportunities. The initiative has based its advocacy and capacity building efforts on the Digital Agenda Observatory which each year produced <a href="#">Country reports</a> ending with a <a href="#">Final research</a> on Digital Agenda implementation in the Western Balkan countries.</p> <p>Through the Small Grants Scheme the network has been joined by <b>15 CSOs/ sub-grantees</b> which in partnership with media outlets worked on specific advocacy initiatives in order to make instigate a change or improvement in a specific Digital agenda related public service, policy or strategy. The established <b>16 e-government support centres in the Western Balkan</b> countries have supported <b>approximately 31770 citizens</b> in using specific e-services, increasing digital literacy.</p>	 <p><b>Period:</b> 01.02.2020 – 30.04.2023</p> <p><b>Donor:</b> European Union</p>  <p><b>Partners:</b> - e-Governance Academy, Estonia - Centre for Research, Transparency and Accountability, Serbia</p>
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Through its [Public informative and education campaign](#) about the benefits and challenges related to the Digital Agenda, composed of audio-visual outputs in the local languages of the targeted Western Balkan countries, in these three years, the project established an **over 7.430.000 reach** on social media. The project was wrapped up with the [International conference “Civic-centric digital transformation”](#) which gathered **over 500 participants** in Skopje and via ZOOM, with **over 1600 viewers** through Facebook Live.

For over three years of implementation, the project has organized **46 public advocacy events** including regional knowledge exchange meetings and regional DDAs on topics ranging from privacy, personal data protection, AI, eID, public e-services, digital transformation through Open Government Partnership, cyber resilience for freedom and security, good governance and the internet, democracy in the digital age, etc., but also national DDAs on topics of interest to the citizens such as 5G, AI, e-services for citizens, digital economy, digital transformation of the workplace, etc. In total, through the trainings, webinars, DDAs, regional knowledge exchange meetings, study visit, and other forms of online and offline events, the partners managed to improve the skills, knowledge and understanding of DA related issues of **approximately 7380 registered participants**.

The project was wrapped up with the [International conference “Civic-centric digital transformation”](#) which gathered **over 500 participants** in Skopje and via ZOOM, with **over 1600 viewers** through Facebook Live. The conference discussed the importance of building a [culture for digital advancement](#), [digital gap](#), [smart governance](#), [disinformation as a threat to cyber-security](#), [hybrid wars](#), [AI](#), [cyber-resilience](#), and [social media](#).

### Using New Media to Promote Government Transparency

The project aims at promoting the use of new technologies in fostering government transparency in Southeast Europe through the Openness Index. The Openness Index is a composite index measuring the openness of institutions and was initially developed as part of the regional ACTION SEE project and network aiming to compare the openness of institutions and governments across the region.

This research is a strategic activity of the Social Accountability Programme monitoring institutions at the central level, including the state Assembly. The research results of the Openness Index inform Metamorphosis’ advocacy activities and the coaching we provide to support institutions to open up their data and processes. The Assessment of Good Governance in North Macedonia and the region through the Openness Index for 2022 for the Parliament is available [here](#) and for the Executive Government is available [here](#).

The ACTION SEE network also prepared the [Proactive disclosure of information: Guidelines and practices](#) intended to systematize good

- Partners for Democratic Change Serbia, Serbia
- NGO 35mm, Montenegro
- Open Data Kosovo, Kosovo
- Levizja MJAFT, Albania





**Period:**  
01.10.2022 – 30.09.2024

**Donor:** National Endowment for Democracy



**Partners:**  
- Centre for Democratic Transition, Montenegro  
- Why Not, Bosnia and Herzegovina

<p>practices and recommendations for achieving a greater level of openness of institutions, focusing on information that need to be presented to the public – which ultimately may lead to strengthening the capacity of institutions to implement obligations in the field of free access to information.</p> <p>Additionally, 2 investigative articles were done on <a href="#">the parliaments’ in the region commitment to strategic planning and reporting on their work</a> and <a href="#">digitalization as the only hope for improving the transparency of the executive power</a>. Within the frameworks of the project, Metamorphosis shared its findings and expertise at regional events talking about how <a href="#">openness cannot depend on individuals</a> and the need for <a href="#">putting transparency on the regional agenda</a>.</p>	<p>- Partners for Democratic Change Serbia, Serbia</p>
<p><b>ACTION SEE – Accountability, Technology and Institutional Openness Network in South East Europe 2022</b></p> <p>ACTION SEE (Accountability, Technology and Intuitional Openness Network in South East Europe) is a network of civil society organizations working to promote and ensure accountability and transparency of government in South East Europe, which will realize the potential for civic activism and civic participation, promoting and protection of human rights and freedoms online and capacity building and interest among civil society organizations and individuals in using technology in the work to promote democracy.</p> <p>The project will strengthen the ACTION SEE network in order to strengthen the efforts of the involved civil society organizations to solve and promote the issues of the rule of law and good governance through networking, capacity building and advocacy, in order to improve relations between civil society organizations, but also with public institutions. Improved relations will lead to coalition building, improved public engagement and opportunities for civil society organizations to influence policymaking. Through this project, the ACTION SEE network will become more effective with strong social capital, leadership, and management skills.</p> <p>As part of the ACTION SEE, 20 participants from CSOs from North Macedonia, Serbia, Kosovo, Montenegro and Bosnia and Herzegovina, were supported in participating on 6 different conferences in 5 different countries, where they could develop their capacities on different topics present 4 presented academic papers. A total of five meetings of the core members of the ACTION SEE network were realized where Rulebook and Communication strategy were developed, and a Memorandum of Cooperation was signed.</p>	<p></p> <p><b>Period:</b> 01.09.2022 – 31.08.2023</p> <p><b>Donor:</b> National Democratic Institute</p> <p></p> <p><b>Partners:</b></p> <ul style="list-style-type: none"> <li>- Centre for Democratic Transition, Montenegro</li> <li>- Why Not, Bosnia and Herzegovina</li> <li>- Partners for Democratic Change Serbia, Serbia</li> </ul>
<p><b>Transparency and Accountability of State Institutions in the Republic of North Macedonia</b></p>	<p><b>Period:</b> 01.01.2023 – 30.06.2024</p> <p><b>Donor:</b> Foundation Open Society - Macedonia</p>

Metamorphosis started with the implementation of the project in order to contribute to the processes for improving the active transparency of institutions at the central level.

The project activities aim to increase institutional openness and promote greater involvement of citizens in the decision making process; increase access of civil servants to the tools and methods for improving openness in their institutions, and improve their integrity.

Through this project, Metamorphosis continues to build a culture of institutions openness, to build capacities in public administration and to empower citizens with knowledge and mechanism to achieve greater accountability from institutions.

Based on an a [Memorandum of cooperation](#) with the Deputy Prime Minister of the Republic of North Macedonia, in charge of good governance policies, Slavica Grkovska, Metamorphosis co-coordinated the preparation of the Strategy for Transparency of the Government of the Republic of North Macedonia 2023-2026 which is foreseen to contribute to improving the transparency and accountability of the Government and institutions based on the principles of cooperation with civil society and exchange of knowledge and experiences. The Strategy was created in an inclusive process as part of which Metamorphosis organised two public consultations that gathered 190 stakeholders who provided input for the improvement of the Strategy.

This year, Metamorphosis conducted the seventh wave of measurements of the openness of the executive and legislative authorities through the Openness Index. Based on this monitoring, Metamorphosis created and advocated for better institutional openness through two policy papers: [Assessment of good governance of the executive power in North Macedonia and the region through the Openness Index](#) and [Assessment of good governance of the legislative branch in North Macedonia and the region through the Openness Index 2023](#).

Alongside the public awareness raising through 8 journalistic media articles on topics of transparency and accountability, through two trainings, this year Metamorphosis also built the capacities of 40 state institutions on improving their transparency and accountability.

### **(DIGILOC) Digital Transformation at Local Level – Engaged Community for Corruption Resilience**

Eradicating corruption is essential for increasing trust in institutions, protecting democracy, promoting fairness and good governance. Taking advantage of the benefits that digital technologies provide can significantly improve transparency and reduce corruption.

The project aims at increasing active engagement of the community for greater resilience to corruption at local level. More specifically, it aims at:




DIGILOC


**Period:**

01.12.2023 – 30.09.2026

**Donor:** Swiss Government through Civica Mobilitas

<ul style="list-style-type: none"> <li>• promoting the openness of the local self-government through improved cooperation between civil society organisations and citizens with local authorities;</li> <li>• increasing active civic involvement in decision-making through innovative digital tools.</li> </ul>	 <p><b>Partners:</b></p> <ul style="list-style-type: none"> <li>- Rural Coalition</li> <li>- Center for Social Innovations Blink 42-21</li> </ul>
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## Public Record Resources

<p><i>Openness Index</i></p> <p>The Openness Index is a composite index measuring the openness of institutions. It was initially developed as part of the regional ACTION SEE project and network aiming to compare the openness of institutions and governments across the region. This research is a strategic activity of the Social Accountability Programme monitoring institutions at the local and central level, including the Assembly.</p> <p>The research results of the Openness Index inform Metamorphosis' advocacy activities, including coaching for civil servants provided to support institutions to open up their data and processes.</p> <p>In 2023, this research project has been supported by Foundation Open Society Macedonia and the National Endowment for Democracy.</p>	 <p><a href="http://index.actionsee.org">index.actionsee.org</a></p> <p>Period: 01.01.2016 – ongoing</p> <p><b>Donors:</b></p> <ul style="list-style-type: none"> <li>- National Endowment for Democracy</li> <li>- Foundation Open Society Macedonia</li> </ul>
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## Human Rights Online Programme

Metamorphosis has been at the forefront of the promotion of human rights online - helping communities face the enormous changes that stem from the increased impact of new technologies and countering the malign anti-democratic tendencies that exploit fissures across societies.

### PROGRAMME HIGHLIGHTS IN 2023

- Metamorphosis dedicated its capacities towards creating the research “[Online actions, offline harms: Case studies on gender and cybersecurity in North Macedonia and the Western Balkans](#)”. Accompanying this research were two public awareness raising campaigns on specific issues related to human rights and cybersecurity consisted of infographics, videos, educational texts and media pieces, public events, etc. that had a reach of over 360.000 and engagement over 10.800.
- Metamorphosis signed an agreement with the Personal Data Protection Agency for the joint creation of the educational online tool [Е-училница](#) that was [launched](#) as a resource hub for anyone interested in protecting their data. This privacy tool became an integral part of the website of the Personal Data Protection Agency.
- Metamorphosis built the collective capacities on personal data protection through three trainings for 34 data protection officers from state institutions, four 4-day trainings for 51 IT professionals from state institutions on personal data protection and integration of information security standards, and 6 trainings on personal data protection 106 civic activists. This year, the mentoring cycle of public institutions was wrapped up for 66 data protection officers from 42 institutions who had the opportunity to receive guided mentor support in the process of aligning the internal acts of their institution with the Personal Data Protection Law.
- This year, Metamorphosis also delivered three assessments of the compliance of existing public digital services and tools with the Personal Data Protection Law, a [Methodology for assessing the impact of personal data protection](#), a [Guidebook for personal data protection officers in public institutions](#) and a privacy tool.
- For bigger awareness raising and advocacy on personal data protection, Metamorphosis organised the conference [„Privacy protection in the digital era: Quest for joint solutions“](#) gathering approximately 200 representatives of the civic sector, public sector, businesses, academia, etc. The conference showcased the achievements and lessons learned from Metamorphosis’ work on building a digital ecosystem, offering the platform for presenting other on-going initiatives on the topic of digital rights protection.
- Metamorphosis created the **Research on the effect of new technologies, with a particular focus on artificial intelligence, on human rights and developing ethical standards for the protection of human rights in automated decision-making**. Both of these products will serve to advocate for the creation of policies and regulations for artificial intelligence that protect human rights and dignity.
- Metamorphosis organised the 19th edition of the international e-Society conference on the topic [„Artificial Intelligence and Human Rights: Finding the Right Balance between Innovation and Responsibility“](#). The conference gathered over 200 participants live and through ZOOM, and around 1000 views through Facebook Live streaming. The conference addressed key issues such as the AI potential to create opportunities for innovation but also concerns for the human rights protection, and its potential to make us more productive but to also be aware of their usage and need for regulation. The conference also highlighted the need for building inclusive and non-invasive AI tech solutions, as well as the danger from misusing AI for spreading disinformation that affects the elections. Additionally, during the conference it was shared that Metamorphosis Foundation is creating a coalition for Responsible AI.

The projects implemented within the Human Rights Online programme in 2023 are presented in the following table:

<p><b>Privacy by Design – Building an Inclusive Digital Ecosystem</b></p> <p>Within the frameworks of the project “Privacy by Design – Building an Inclusive Digital Ecosystem” Metamorphosis works on strengthening the awareness and capacity of citizens and civil society organizations to competently navigate the digital environment and demand increased privacy protection while supporting responsible state institutions and other stakeholders as duty bearers to work in the service of the society and protect citizens.</p> <p>During 2023, Metamorphosis implemented 3 trainings on personal data protection for 34 data protection officers from state institutions, four 4-day trainings for 51 IT professionals from state institutions on personal data protection and integration of information security standards, and 6 trainings on personal data protection 106 civic activists. This year, the mentoring cycle of public institutions was wrapped up for 66 data protection officers from 42 institutions who had the opportunity to receive guided mentor support in the process of aligning the internal acts of their institution with the Personal Data Protection Law.</p> <p>This year the project also delivered three assessments of the compliance of existing public digital services and tools with the Personal Data Protection Law, a <a href="#">Methodology for assessing the impact of personal data protection</a>, a <a href="#">Guidebook for personal data protection officers in public institutions</a> and a privacy tool.</p> <p>The project was wrapped up with the conference <a href="#">„Privacy protection in the digital era: Quest for joint solutions“</a> that gathered approximately 200 representatives of the civic sector, public sector, businesses, academia, etc. The conference presented the achievements and lessons learned from the project together with current activities of various organizations on the topic of digital rights protection. Following the conference, the educational online tool <a href="#">E-училница</a> was <a href="#">launched</a> as a resource hub for everyone that became an integral part of the website of the Personal Data Protection Agency.</p>	 <p><b>Period:</b> 01.02.2022-31.10.2023</p> <p><b>Donor:</b> Delegation of European Union in North Macedonia</p>   <p><b>Partner:</b> - Association Konekt</p>
<p><b>Good Governance in Cybersecurity in the Western Balkans</b></p> <p>The project aims to contribute to cybersecurity in the Western Balkans that not only protects the Western Balkan economies and its European neighbours, but is also more responsive to the security needs of all its citizens.</p>	<p><b>Period:</b> 15.10.2021 – 31.12.2023</p> <p><b>Donor:</b> UK Government’s Foreign, Commonwealth and Development Office (FCDO)</p>

<p>As part of the contract and under the Regional Western Balkan Cybersecurity Research Network, Metamorphosis is working on conducting research related to North Macedonia in various contexts, promoting the findings and recommendations of the paper using social media campaigns and local TV programs, developing infographics on research findings, publication of short articles, creating promotional videos highlighting research outcomes, and organizing public events.</p> <p>The project outputs include two research publications <a href="#">“Cyber-security and Human Rights in North Macedonia and the Western Balkans: Mapping governance and actors”</a> and <a href="#">“Online actions, offline harms: Case studies on gender and cybersecurity in North Macedonia and the Western Balkans”</a> which are used for policy making efforts at national and regional efforts. Both researches were accompanied by public awareness raising campaigns on specific issues highlighted from both researches consisted of infographics, videos, educational texts and media pieces, public events, etc. that had a reach of over 360.000 and engagement over 10.800.</p>	 <p>Foreign &amp; Commonwealth Office</p> <p><b>Contractor:</b> DCAF - Geneva Centre for Security Sector Governance</p>  <p>Geneva Centre for Security Sector Governance</p>
<p><b>Human Rights Protection in the Age of Artificial Intelligence</b></p> <p>The project aims at shaping AI policies and regulatory frameworks that uphold human rights online, or more specifically:</p> <ul style="list-style-type: none"> <li>- raising public awareness of the challenges and risks imposed by adopting upcoming strategic framework and related legislation related to AI to human rights online.</li> <li>- supporting policy development in North Macedonia, in the area of protection of online privacy and other human rights online.</li> </ul> <p>The project resulted in a Research on the effect of new technologies, with a particular focus on artificial intelligence, on human rights and developing ethical standards for the protection of human rights in automated decision-making. Both of these products will serve to advocate for the creation of policies and regulations for artificial intelligence that protect human rights and dignity. The project also launched an educational campaign that consisted of <a href="#">in-depth media texts</a> in order to raise public awareness of the dangers of artificial intelligence abuse.</p>	<p><b>Period:</b> 01.08.2023 - 14.06.2024</p> <p><b>Donor:</b> American Bar Association – Rule of Law Initiative</p>  <p>AMERICAN BAR ASSOCIATION Rule of Law Initiative</p>

## Public Record Resources

<p><b><i>Digital first aid kit</i></b></p> <p>With the support of the Information Safety &amp; Capacity (ISC) Project within the Digital Security project, Metamorphosis launched and maintains the first aid resource centre – <a href="http://digitalfirstaid.mk">digitalfirstaid.mk</a>. This is a localized and adapted version in Macedonian and Albanian of the original English language site (<a href="http://digitalfirstaid.org">digitalfirstaid.org</a>). This resource centre contains instructions that interactively lead the user toward appropriate responses in case of losing a device, problems logging in, unavailability of the website or online harassment, and other issues.</p>	<p><a href="http://digitalfirstaid.mk">digitalfirstaid.mk</a></p>
<p><b><i>E-училница (azlp.mk)</i></b></p> <p>With the support of the Delegation of the European Union in North Macedonia and in partnership with the Personal Data Protection Agency, Metamorphosis created and launched the privacy educational tool e-ucilnica as a resource hub for everyone interested in protecting their personal data. This tool became an integral part of the website of the Personal Data Protection Agency.</p>	<p><a href="http://azlp.mk">E-училница (azlp.mk)</a></p>

## Awareness Raising and Advocacy

- Metamorphosis and regional partners took part the [Conference “Connecting Media Communities in the Age of Disinformation,”](#) organized by the European External Action Service (EEAS). The activities included public event focused on the impact of full-scale Russian invasion of Ukraine, and networking activity joining institutional stakeholders with media and fact-checking organizations (Jan 23-26, Sarajevo).
- Within the framework of [Privacy Week 2023](#) a Metamorphosis representative was a speaker at the session ‘Privacy considerations amid implementation of the Digital agenda in the Western Balkans’ (Jan 23-26, Belgrade).
- Metamorphosis Foundation became the [new coordinator of the CSO Network for Open Government Partnership](#) (OGP) which is a structure for coordinating the OGP process in North Macedonia in accordance with international experience, with the aim of improving the communication of all involved parties and strengthening the monitoring and evaluation of the activities within the OGP (Feb 24, Skopje).
- Metamorphosis representatives were guests on [Telma TV’s morning program](#) where they spoke about the digitalization in education, the opportunities offered by digitalization in education and the extent to which digital transformation has been achieved in the education system in the country, as well as Metamorphosis’ activities related to it (Mar 15, Skopje).
- A Metamorphosis representative was a panellist at the discussion “[Protecting the privacy of young people on the Internet](#)” which informed young people how they can protect their personal data online, where they can report possible abuses, and what consequences their online actions can have in the real world (Mar 30, Europe House in Skopje).
- A Metamorphosis representative discussed digital civic engagement at the workshop on Active e-Citizen Journey as part of the [e-Governance Conference: Resilient & Seamless Governance](#) (May 10-12, Tallinn).

- As part of the [fifth conference on information integrity, DISICON](#), organized by NDI Metamorphosis Director Bardhyl Jashari conducted the first cyber-attack simulation exercise co-facilitated with the Geneva Center for Security Governance. The simulation, the first of its kind at DISICON, brought together participants from political parties, NGOs, and media to test their readiness and capabilities to respond to cyber threats and increase resilience (May 11, Prishtina)
- A Metamorphosis representative was a panellist at the “EU Civil Society Forum for the Western Balkans and Turkey 2023” where she held a presentation on the topic of [Using digital tools to increase civic participation](#), highlighting the importance of providing citizens with the opportunity to digitally engage in public processes and sharing the best practices from North Macedonia and the Western Balkans region (May 31 – Jun 1, Podgorica).
- Within regional level event [Strengthening Societal Resilience and Countering Foreign Perpetrated Disinformation in Six Western Balkans Countries](#), the Slovenian govt. think tank Centre for European Perspectives (CEP), invited to Metamorphosis to present an overview of the situation in the region based on the results of the Western Balkans Anti-Disinformation Hub project in a special session, also facilitating the efforts of National Working Group (Jun 6-8, Portorož).
- A Metamorphosis representative spoke at the public event “[Partnership for Open Government – Dialogue on the National Action Plan 2024-2026](#)” where she shared the achievements of the CSO Network for Open Government Partnership, one of the initiators and current coordinator of which is the Metamorphosis Foundation, emphasizing the importance of active involvement of all civil organizations (Jun 7, Skopje).
- At invitation of DG NEAR and EU TACSO 3, Metamorphosis representatives served as guest speakers at the Digital Agenda consultative meeting “[What is the change?](#)” and the Digital Agenda consultative meeting “[Contemporary Dynamics in Information Sharing](#)” where they contributed with their experience and expertise to the preparation of the IPA 2024 programs (Aug 3, online).
- A Metamorphosis representative was a guest on the program “[Hello Macedonia](#)” broadcast on Kanal 5 TV where she talked about the habits that can make citizens the target of online fraud, where to go if one’s personal data is misused and should be done to be safer online (Aug 5, Skopje)
- At invitation of the Humboldt University of Berlin and the University of Southeast Europe, a Metamorphosis representative was part of the panellists at the DAAD 2023 workshop “[The Impact of the Pandemic on Information Education: Overview and Next Steps](#)” as the only representative of the civil sector among university teachers and other academic representatives. At the workshop, she shared some of the many initiatives of Metamorphosis to introduce innovations in education, talking about the impact that digital transformation has on education and the e-services that citizens need (Sep 3-9, Shkodër, Albania).
- [Conference "Foreign Interference, Manipulation of Information and Russian Strategic Narratives"](#) organized by the Clingendael Institute enabled sharing insight by Metamorphosis speaker at the panel “What can be done to counter disinformation and foreign interference” alongside Let’s Data, Swedish Psychological Defense Agency, Ukraine govt., and East Stratcom Task Force of EEAS. ([video](#)). Added value included expanding cooperation with Netherlands-based organizations and working visit to the Ministry of Foreign Affairs in the Hague. (Sep 12, The Hague)
- Metamorphosis representative participated in a closed meeting with **Commissioner Johannes Hahn** at Europe House, on the topic of the involvement of young people in political life and our vision for the future of the country and the EU accession process through a prism (Sep 15, Skopje).
- Metamorphosis, in cooperation with the Observer Research Foundation America, the Ministry of Defence and the “General Mihajlo Apostolski” Military Academy, as well as the Ministry of Foreign Affairs of the Netherlands, co-organized the **Global Cyber Policy Dialogues** in Skopje, from

September 20 - 21. This dialogue brought together key stakeholders from the Western Balkans, including experts and donors, with the aim of fostering genuine and open dialogue between stakeholders from different sectors and backgrounds, including government, civil society, academia and the private sector.

- Annual conference [Kosovo Peace and Democracy Summit \(KPDS\)](#) titled “Dreaming the (im)possible: Western Balkans free from crisis mode and on a path towards collaborative integration” organized by Sbunker, KCSS and NSI featured Metamorphosis and regional partners’ participation in the panel “Truth vs. Disinformation: Combating Malign Foreign Influence in the Western Balkans,” presenting insights from their various countries and the regional project perspective. (Sep 20-21, Prishtina)
- At invitation by Partners for Democratic Change Serbia and Transparency Serbia, a Metamorphosis representative was part of the panellists at the conference "[Transparency on the agenda: access to information, fight against corruption and openness of the judiciary](#)" where she spoke about the importance of transparency in preventing and fighting corruption (Sep 27, Belgrade).
- The Editor in Chief of Portalb.mk, chosen from The EEAS Western Balkans StratCom Task Force to attend the Western Balkans capacity building program: Fighting information manipulation by constructive journalism in Aarhus and Copenhagen, implemented in cooperation with the Constructive Institute, an independent center based in Aarhus University in Denmark.
- A Metamorphosis representative participated in the e-Government Academy’s [Digital Government Podcast](#) where she [spoke](#) about the strengthening of CSOs in the Western Balkans in order to take advantage of the benefits and advocate for a more inclusive and secure digital transformation based on citizens' needs (Oct 4, online/Talinn/Skopje).
- At the invitation of the Helsinki Committee for Human Rights, a Metamorphosis representative moderated their [Conference on Hate Speech in the Republic of North Macedonia](#). The conference was addressed by experts, academics, the public prosecutor and the Commission for Prevention and Protection from Discrimination, where, among other things, the Metamorphosis Foundation together with its research was mentioned as a key stakeholder on the topic (Oct 13, Skopje).
- A Metamorphosis representative took part in the panel at the Digital Sovereignty Conference in Slovenia where she spoke about strengthening of citizen participation in the Digital Agenda as part of the [Policy & politics of tech workshop](#). Her [participation](#) was supported through the Fellowship programme supported by the Dutch Embassy (Oct 24-26, Ljubljana).
- Metamorphosis shared insights at the Regional Information Integrity Forum (RIIF) working meeting on “New Opportunities for Social Media Watchdogs” organized by NDI-Kosovo focused on reviewing social media tools and platforms available for the researchers. (Oct 24, online)
- At the invitation of EU TACSO 3 in the Western Balkans and Turkey, a Metamorphosis representative participate in the panel at the [People2People event](#) aimed at the effects of the digital transition on civil society organizations, where she shared the good practices and projects of Metamorphosis for empowering the civil sector with digital skills and tools (Oct 31 – Nov 1).
- Metamorphosis representatives were part of the [Internet Freedom Summit](#) organized by the American Bar Association's Rule of Law Initiative (ABA ROLI) through two panel discussions focused on managing freedom of expression and protests in the digital era and ethics in artificial intelligence (Nov 1-3, Ohrid).
- [VerityCon 2023: Navigating the Disinformation Era](#), conference supported by Ministry of Foreign Affairs of Japan and International Visegrad Fund featured a Buzz Session focused on the multi-layered relationship between digital safety and disinformation, with Metamorphosis speaker

relaying anti-disinformation approaches to identifying and countering online manipulation and disinformation, as well as addressing the evolving landscape of cyberthreats. (Nov 14-16, Tirana)

- Metamorphosis representative took part in the “Building a Global Democratic Nexus to Counter Foreign Authoritarian Influence” [event](#) hosted by the International Republican Institute (IRI) connected journalists investigating domestic and foreign authoritarianism impact with democratic stakeholders working around the world on similar topics (Nov 14-16, Tirana).
- A Metamorphosis representative participated as panellist the event organized by the ACTION SEE network, specifically the panel "[What information do governments hide from the media, civil society and citizens](#)" where the main message was that the openness of institutions must not depend on individual preferences of employees (Nov 17, Podgorica).
- At the invitation of NGO 35mm (Montenegro), Metamorphosis representatives made [an online transfer of knowledge and good practices about the process of Open Government Partnership in North Macedonia](#), to colleagues from the civic sector in Montenegro who are part of the operational body for Open Government Partnership in Montenegro (Nov 22, online).
- Metamorphosis representative was part of the [Cyber Talks: Silencing Women’s Voices](#) organised by the Geneva Centre for Security Governance – DCAF, discussing current gender challenges in cyber. The discussion shed light on how online targeting can lead women and girls to self-censor, even among influential figures like politicians, journalists and activists (Nov 23).
- [EU-WB Media Literacy Conference](#) organised by the EEAS, gathered the regional FIMI-fighting community, with panel “Addressing 78 billion dollar question: Building resilience to Foreign interference and information manipulation” featuring contribution by Metamorphosis and partners, presenting insights from anti-disinformaton work to an audience of international community/diplomatic corps, high state public officials, and anti-disinformation practitioners from the region engaged in advocacy dialogue (Nov 31, Podgorica).
- Metamorphosis representative was part of the podcast "**The Good Robot**" on the topic: [What is good technology?](#) where she emphasized that good technology or "tech for good" should be technology based on the needs and priorities of citizens with the primary goal of improving their lives. Good technology should be accessible to everyone, transparent in the way it is produced, the way it works, easy and understandable for users, but also inclusive in all its processes: from mapping the needs, to the design processes, to how it works, and should not discriminate, but should be open to a diverse plethora of stakeholders who could benefit from it (Dec 4).
- Anti-disinformation experts from Metamorphosis Foundation shared the project results while serving as keynote speakers at the Conference "[Fake News: Distortion of Reality](#)," organized by Rotary Club of Tetova and Metamorphosis Foundation (Dec 17, Tetovo)

## Metamorphosis Team

### Executive Board

Metamorphosis Executive Board is consisting of five members:

- Ms Radmila Živanovikj, Board Chair
- Mr Zoran Cali, Board Member
- Mr Zoran Janevski, Board Member
- Mr Vladimir Lazovski, Board Member
- Ms Biljana Radonjanin, Board Member

During 2023, Metamorphosis staff consisted of the following employees:

### Management

- Mr Bardhyl Jashari, Executive Director
- Mr Filip Stojanovski, Partnership and Resource Development Director
- Ms Danche Danilovska Bajdevska, Programme Director
- Ms Marija Panchevska, Director of Administration and Finance

### Program Staff

- Ms Mila Josifovska Danilovska, Programme Manager, Social Accountability and Human Rights Online
- Mr Goran Rizaov, Programme Manager, Media for Democracy and Education for Innovation
- Ms Elida Zylbeari, Project Manager, Portalb Editor-in-Chief
- Mr Vladimir Petreski, Project Manager, Truthmeter Editor-in-Chief
- Ms Marijana Janceska, Project Lead
- Ms Vesna Radinovska, Project Lead
- Ms Hristina Mirchevska, Project Lead
- Ms Ivona Stalevska, Project Lead
- Ms Nadica Stamboldzioska, Project Coordinator
- Mr Idlir Luma, Program Assistant
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- Mr Teofil Blazhevski, Editor - Journalist
- Mr Bojan Blazevski, Deputy Editor
- Ms Meri Jordanovska Chancharevikj, Deputy Editor
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- Ms Antonija Popovska, Journalist
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- Mr Borjan Gagovski, Journalist
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- Ms Anita Milanovska, Administration and Human Resources Manager
- Ms Elena Stojanova, Finance Assistant
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- Mr Trajche Panov, IT Specialist
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