



FINAL REPORT

Stakeholder analysis and networking capabilities





Milieukontakt
Macedonia



Name of the project:

Conservation of biodiversity in mountain grazing areas of Shara

Location of the project activities: Skopje and Shara region, Republic of Macedonia

Name of the task:

Stakeholder analysis and networking capacities

Prepared by:

Emelj Tuna, PhD

Assistant Professor

Faculty of agricultural sciences and food – Skopje

Ss. Cyril and Methodius in Skopje

email address: emeljtuna@yahoo.com

Tel: 072-314-462

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Project “Conservation of biodiversity in mountain grazing areas of Shara” is funded by European Union and implemented by the United Nations Development Program in cooperation with the Ministry of *Environment and Physical Planning*. *The Project is intended to reconcile biodiversity conservation and economic development. The goal of the Project is to restore biodiversity of Shara Mountain pastures, generate new employment and opportunities.*

This project is implemented in the frame of “Improving the Management of Protected Areas” project, which goal is to help protect natural resources and to improve the quality of life of the local population.

Project is implemented by Milieukontakt Macedonia and partner Public Enterprise on Pastures and Association of Agricultural Economists of Republic of Macedonia.



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1. INTRODUCTION

Shara Mountain has a rich diversity of geological and geomorphological forms, glacial lakes and mountain streams, which support a large variety of endemic, rare and relict biodiversity species, as well as autochthonous livestock breeds, that inhabit diverse habitats. Sustains a characteristic and diverse landscape which has been shaped through the millennia of traditional grazing and forest use. It stands out in the category of highest evaluated landscape areas in the country with high mountain pastures on carbonate and silicate substrates, as well as landscape of hill pastures on granite stones and hilly rural landscape.

There is a growing trend in abandoning traditional farming practices due to depopulation and migrations from mountain villages to lowland areas - cities or abroad, during the last few decades. The remaining traditional farming is further challenged by the lack of infrastructure (including roads and access to electricity, water and sanitation), competition for labor with the growing commercial and industrial sectors of the Polog Region, as well as the insufficient governmental support targeted to animal husbandry in economically deprived rural mountainous regions. This lack of practice caused disappearance of pastures and meadows along with an array of valuable biodiversity. It further results in loss of plant species, habitat size reduction of several birds of prey, and desertion of grazing areas for the hoofed animals; in turn, it reduces populations of bird and large carnivore species.

Location of the project: The Shar Planina (Shar Mountains) is located between the Gostivar and Tetovo valleys, with Mavrovo Lake to the south and the Mal Korab mountain range to the west. The Shar range extends as far west as Albania and as far north and northwest as the Kosovo border. It covers roughly 1,600 kilometers (994 miles). Its highest point is Titov Vrv at 2,747m (9,012 ft).

Background: Majority of pastures in Shara Mountain are managed by the Public Enterprise (PE) on Pastures. A comprehensive strategy on pasture development is not in place. There are annual investment plans intended to improve road infrastructure and auxiliary services required by both the farmers and herds, but limited funds have been invested so far in these improvements. There is no cadaster plan of pastures, nor is there any information about the actual quality (nutritional value) of pastures in use.

Expected results of the project: The proposed Project is intended to reconcile biodiversity conservation and economic development. The ultimate goal of the Project is to restore biodiversity of Shara Mountain pastures, generate new employment and opportunities.

The proposed “Pasture Management Plan” and the “Guidance and Toolkit on Sustainable Pasture Management” are intended to optimize pasture growth and utilization and restore the





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pasture ecosystems. A pilot investment program will be implemented to demonstrate sustainable pasture management practices. Especially the cleanup programme in conjunction with improvement of plant composition may positively impact both quality of pastures and biodiversity restoration. To support the economic viability of the traditional farming and restore biodiversity, the project proposes product branding and enrichment of agri-eco-tourism offers.

The proposed awareness programme will be linked to sensitization of the local community on the need for biodiversity conservation in mountain pastures and enhance management effectiveness of pastures.

Specific Objectives of the Project:

1. Strengthen capacity on sustainable pasture management;
2. Demonstrate sustainable pasture practices;
3. Improve local livelihoods;
4. Communication, education and public awareness raising;
5. Capacity building programme for pasture management;
6. Successful Project Management and implementation.



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2. STAKEHOLDER ANALYSIS AND NETWORKING CAPABILITIES

Task/engagement objective: The main objective of this task is to submit a report and a map that provides information on the stakeholders of this area, their engagement and feasible benefits from this project. Give a recommendation on how to meaningfully and effectively integrate stakeholders into the design and scope of the project, in order to create a network among them for further cooperation in the local practices, as a way to conduct a business plan on common benefits as a side-effect of a sustainable management of pastures of Shara Mountain.

Single actors are central to this analysis; however, it is also important to assess the governance network of institutional relations that occur in terms of shared interests in solving a problem, demonstrates how knowledge gained from analyzing their social networks can be utilized for selecting stakeholders. It is considered that combining methods from social network analysis (SNA) with stakeholder analysis can often contribute to the richness in the analysis and understanding of the relations.

Therefore, conducted analysis in this report are primarily aimed to identify and select the relevant stakeholders in the context of mountain grazing areas of Shara, and will serve as a base for developing a proper strategy for each stakeholder. The aim of this analysis is to present the relations and information sharing network of the: actors at regional and local levels on horizontal level, and the vertical and horizontal interplay between the actors at different levels such as their institutional and commercial associates (among pasture users and representatives from different state institutions (Public Enterprise for Pastures /PEP, Ministry of agriculture, forestry and water economy/MAFWE etc.), distribution/trading partners and other identified stakeholders).

This engagement will have to provide answers from the stakeholders to the following questions:

1. Who has a 'stake' with regard to the problem/issue and why?
2. Who has power, interest, knowledge, resources etc.?
3. What are the relationships between stakeholders?



3. METHODOLOGY

Stakeholder analysis presents an activity of gathering and analysing qualitative information in order to define the interest groups that are most important to consider when introducing and/or implementing a policy¹. Stakeholder analysis is also recognized as “an approach, it provides an understanding of the behaviour, intentions, interrelations and interest of the most important: individuals and organizations as well as their influence and resources on the decision-making or implementation process of certain projects and activities².”

- Stakeholder profiles as a tool for initial characterization of the relevant stakeholders which should contain: their background information, functions and roles within the scope of this project and their objectives.
- Stakeholder matrix assessing differences in power and interest of the stakeholders into: primary, secondary stakeholders and individuals/stakeholders who fit in multiple categories. The matrix should differentiate stakeholders by resources, power, interests, who is the “enabler” or an “influencer”, project activities they’d conduct, which institutions and individuals they interact with, the intensity of these contacts and cooperation.
- Prepare a sociogram of stakeholders’ network (NetDraw, Venn diagram an Onion diagram and/or other corresponding diagram) to represent stakeholder relationships specific to the project issue/problem.
- There are several activities and methodological approaches required to achieve the requested engagement objectives of this consultancy which is to provide a report on the information relations of the stakeholders in the grazing areas of Shara. The proposed methodology is based on the specific goals in the ToR of this expertise request, or to:
 1. Provide a list of all the relevant stakeholders on horizontal (farmers and pasture users in the Shara area), and on vertical level (Public institutions, business sector, NGOs, etc.);
 2. Map the relations in the information diffusion network among all stakeholders in this area, as well as their position in the network, engagement and feasible benefits;
 3. Estimate stakeholder attitudes, opinion and influences.

¹ Schmeer K. (2000) Stakeholder analysis guidelines. Section 2 of Policy toolkit for strengthening health reform. Partners for health reform, Washington, DC, 48 p.

²) Varvasovszky, Z. and Brugha, R. (2000). How to do (or not to do)... A stakeholder analysis. Health Policy and Planning, 15(3), pp. 338–345



In order to perform detailed and comprehensive analysis of the examined issue, it is of primary importance to collect the appropriate data and construct a detailed data base. Therefore, in addition to the desk research, and expert opinion, primary data was collected through face-to-face interviews with 50 farmers from the Polog region, most of which pastures users from the Shara Mountain. The survey was conducted through a short *questionnaire*, specially designed for the purpose and the selected method of analysis. As defined in the ToR, this part of the questionnaire was closely connected and is using the necessary, supplement questions from the general questionnaire that was conducted with the farmers of the assigned area³.

Stakeholder Analysis is an important technique for identification of all key stakeholders (primary and secondary) and their needs. The aim is to develop a strategic view of the human and institutional landscape, and the relationships between the different stakeholders and the issues they care about most. The key identified stakeholders in this report are presented in a stakeholder matrix in order to classify their role and power positions. The objective of this activity is to identify the actor, but also build their profile for further development of their relations and their networks. The identified stakeholders are classified in a table that specifies their needs, assesses their power and influence on the project, as well their expectations and proposed activities. The stakeholders are also presented through a Mendelow stakeholders' matrix in order to analyse the stakeholder groups based on their Power (the ability to influence our organisation strategy or project resources) and Interest (how interested they are in the project succeeding). Stakeholders would often seem to have lots of power and are presumed to have lot of interest, but relatively speaking, some stakeholders will hold more Power than others, and some stakeholders will have more Interest.

Social Network Analysis is a specific methodological approach which requires distinctive type of questions in order to construct and map relations among the pre-defined network of actors. In order to achieve this task, it is necessary to include in the survey, as many of the farmers/pasture users of the ascertained region. List of farmers is rarely available, and farmers, sheep and livestock breeders operate in specific conditions, and are often difficult to reach, therefore it would of extreme importance to include the Public Pasture Enterprise which can provide more detailed list of farmer and establish connection with the farmers.

The network boundaries are often determined by the research question, and most groups have unclear boundaries. Therefore, the advantage of this type of data collection design is that this approach simplifies the issue of "bounding" the network, but also provides richness of the data in terms that, no costs are involved in allowing respondents to mention any other individuals

³ <https://blog.oxfordcollegeofmarketing.com/2018/04/23/what-is-mendelows-matrix-and-how-is-it-useful/>

outside the pre-determined list of network members (Borgatti et al, 2013)⁴. Random sampling is not common in this type of research, thus it is very suitable that the studied group in this task is a previously determined ethnographic group (ibid). The structure of the relations in the different types of networks may help the understanding and predicting the behaviour of the existing actors (stakeholders) (Medicamento and Degennaro, 2006).

In order to construct a map (sociogram) of all the relations and information, each of the surveyed farmers will be asked to nominate certain number (most often three to five) of other people (other sheep and livestock breeders, farmers, trading partners, government institutions, associations, etc), with whom they discuss or share information on important issues primarily regarding pastures usage and management, but also information on livestock breeding. The number of nominations is usually given as motive for more nominations, since limiting this number could lead to measurement errors (Lin, 2005)³.

Table 1 (Channels of information) summarizes the general questions and the “Name generating table” that would be applied in this analysis. The “Name generating table” is a table that collects information on each farmer’s personal networks; relation to other actors in the supply chain (alters) as well as the relations that alter (nominated farmers) have among them (Wasserman and Faust, 1994)⁵.

Table 1. Questions for mapping communication network and identifying key actors in the network for pasture management

PART I. GENERAL QUESTIONS		
Q1	Name the main institutions that you cooperate/share information for questions related to pastures and pasture management	Government institutions, Ministries, NGOs and other organizations and associations
Q2	Name the main buyer of your products	Authorized trading partner, green market, specialized stores, individuals, restaurants, personal consumption, other
Q3	How often do you communicate with specific institutions	Likert scale (1-10; 1 - never, 10 - every day)
PART II. NAME GENERATING TABLE		
Q4	Nominating persons (at least 5 livestock/sheep breeders, other farmers, companies, institutions etc.), with whom you cooperate, discuss, share information on important issues regarding pastures and pasture management	The nature of the relation to each of the nominated alters (relatives, friends, if they are using the same or different pasture etc.

⁴ Borgatti, S. P., Everett, M. G and Freeman, L. C. (2002). UCINET for Windows Software for Social Network Analysis, Harvard MA: Anal Technologies. Borgatti, S. P. and Everett, M. G. (2006). A graph-theoretic perspective on centrality. Social Network, 28,466-484.

⁵ Wasserman, S. and Faust, K. (1994). Social Network Analysis, Methods and Applications. New York, USA: Cambridge University Press.



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The analysis will be performed using adjacency matrices ($N \times N$ in terms of number of nodes), where the actors' relations in the network will be coded (1 in the case of an existing relation and 0 when the relation was absent). The total network of all the participants in the information channel network) and the structure of the information network will be presented through sociograms. The SNA data was analysed using UCINET, specialised software tool for analysing social structures, and their visualisation presented using NetDraw (Borgatti et al, 2002)⁶.

In this case, the sample is based on a pre-determined group of livestock breeders in mountain grazing areas of Shara. A total number of 50 farmers were interviewed. Each of the surveyed farmers were asked to nominate certain number (most often three to five) of other people (farmers, trading partners, institutions etc.), with whom they discuss or share information on important issues regarding pasture management questions. The number of nominations is usually given as motive for more nominations, since limiting this number could lead to measurement errors (Lin, 2005)⁷. After the nominations from the interviewed farmers, a total of 60 additional livestock farmers from the region, 5 institutions/institutions representatives and 14 trading partners and other stakeholders, or in total a *network of around 120 actors*. This indicates that the generated network is a more specific, resembling two-mode network which gives inside on both the horizontal relations with other farmers and the vertical relations, the relations of the farmers and other relevant actors in the information network sharing.

⁶ Borgatti, S. P., Everett, M. G and Freeman, L. C. (2002). UCINET for Windows Software for Social Network Analysis, Harvard MA: Anal Technologies. Borgatti, S. P. and Everett, M. G. (2006). A graph-theoretic perspective on centrality. Social Network, 28,466-484.

⁷ Lin, N. (2005). A Network Theory of Social Capital. Handbook on Social Capital, edited by Dario Castiglione, Jan van Deth and Guglielmo Wolleb. Oxford University Press.





4. RESULTS AND DISCUSSION

4.1. Identifying stakeholders and stakeholders' profiles

The primary aim of this report is to produce a list of key stakeholders, farmers and pasture users in this area. Therefore, a list with the relevant information of the most important stakeholders, is presented in Appendix 1. The stakeholders are listed in accordance to their role in the pasture management and possible interest, their engagement, as well as the current and future benefits from the project objectives. The stakeholders are characterized as direct, intermediate (bonding) and indirect beneficiaries of the project. They are also classified in three groups: Institutional actors, associations and individual stakeholders. Relevant details are provided for each of the listed stakeholders. In this part of the report, short summary of the most important stakeholders is provided. The institutional layout is presented in Figure 1, and the relevant, supporting institutions and institutional bodies responsible for pastures and pasture management. The most important institutional body in this respect is the Public Enterprise for Pastures (PEP), which was established by the Government of the Republic of Macedonia. The Ministry of Agriculture, forestry and water economy (MAFWE) is the policy creation institution, which provides support for PEP in the creation of the Law on pastures, as well as propose this Law to the Government of the Republic of Macedonia. The enforcement of the Law on Pastures is then controlled by the Ministry's State Agriculture Inspectorate (SAI). PEP has direct communication with all the related government bodies and acts as the broker agent between the institutions and the direct pasture users.

Ministry of Agriculture, Forestry and Water Economy (MAFWE) is the main government institutions in the country, responsible for the policy creation, or in this case, taking active participation in the creation of the Law on pastures. The Ministry's head office is in Skopje, with over thirty local MAFWE units throughout the country. Several agencies and authorities which belong to the Ministry are also relevant for pasture management:

1. The Agency for Financial Support to Agriculture and Rural Development (AFSARD) is responsible for implementation of the measures for direct payments in agriculture, rural development measures and other measures funded from national funds, as well as for executing the IPARD funds. The Agency also acts as a monitoring system for the Public Enterprise for pasture management, in terms that the payment of the fee for pasture use is a prerequisite for receiving and using government subsidies.
2. The State Agriculture Inspectorate (SAI) is authorized to carry out inspection and supervision through controls and inspections of: agricultural land, crops, plantations, production and trade of seeds and seedlings, fertilisers, pesticides, feed, livestock records, financial aids, field damages, machinery, processing and finalising products etc. The Inspectorate is also authorized to monitor the implementation of the Law on Pastures.



3. The National Extension Agency (NEA) is a public extension and advisory service agency with direct and day-to-day communication with the farmers. The headquarters of the Agency is in Bitola, with 6 additional regional centres and 30 local units. NEA arranges different types of activities and provides advices, farmer field days, and technical/economic packages for different agricultural technologies. Local NEA representatives can have significant role in communicating the objectives and benefits of the project.

The Public Enterprise for pasture (PEP) is the most important government body responsible for pasture management. It was established in 1998, after the initial Assembly of the Republic of Macedonia adopted the Law on Pastures 3/98 from the 22nd of January 1998, based on which the Government of the Republic of Macedonia adopted a Decision for establishing a Public Enterprise for pasture management No. 23-982 / 1 of 6 April 1998. The Law on Pastures regulates the management, promotion and use of state-owned pastures as public-interest activities. It is actively involved in the preparation and implementation of the Law for pasture management, issuing licenses for the pasture users, pasture management and maintaining and upholding direct communication with the pasture users. PEP in coordination with MAFWE has managed to prepare the new Law on Pastures, which is in a phase of ratification by the Government and will be aimed in assisting farmers in the planning and organization of the livestock production. The new law is drafted after almost 20 years and it aspires to incorporate modern and transparent procedures for the use of state-owned pastures as a public good of general interest. The legal solutions are envisaged to establish the missing records and information on State pastures and provide base for the register of pastures, as well as to lay down provisions for classification of pastures according to their purpose⁸. Currently, problems with duality in related Laws and their interpretation has been identified and emphasized, and the interests of the livestock breeders and the livestock is thought to be often undermined. Therefore, institutional connection and communication is strongly needed, and their establishment is strongly advised.

The problems with the register of pasture and accurate records for the pastures, is one of the most important, identified problems for PEP. Other problems of the enterprise include the complexity of monitoring and reporting of the right for pasture use, which points out to the need of establishing closer ties and support from the related institutions, in order for the enterprise to be able to execute inspection controls as well as controls of the current on-field situation with the pastures and their actual conditions. The lack of monitoring system and communication with the related institutions is also causing discrepancies in the data on pastures, offered by the State Statistical Office and the actual situation, leading to problems in tailoring specific and substantial strategies and business plans for pasture management and their long term, strategic development.

⁸ <http://www.mzsv.gov.mk/Events.aspx?IdRoot=1&IdLanguage=1&News=296>

Additionally, the pastures are fragmented, and there is a need for a system of enlargement, regionalization of the pastures in order to achieve development and modernization of the pasture conditions.

Currently, the public enterprise has the main Directorate located in Skopje and 10 main subsidiaries within which there are additionally 19 regional offices employing 36 full-time employees (Figure 1).

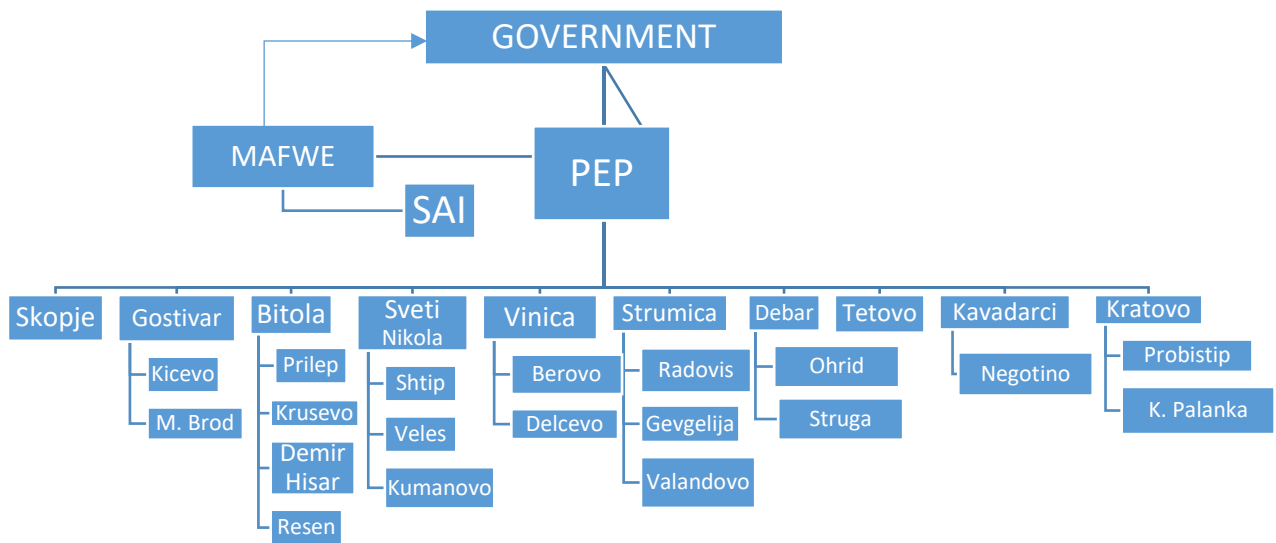


Figure 1. Institutional layout for the Public enterprise for pasture management and the related institutions

The Local Government (Municipalities)⁹ in the North-west part of Republic of Macedonia, part of Polog statistical/administrative region of Macedonia, were also suggested by the interviewed farmers as important actors in the network of pasture management. These are the municipalities that would have direct benefit from this project but also some of their inhabitants are directly influenced by the project outcome and information spread. Here we have short description of the three municipalities that fall within the location and may be affected by the project:

Municipality Mavrovo & Rostusha - Rostusha is the name of the village where the municipal seat is set. It covers an area of 682 km² and is one of the three territorially larger municipalities in our country. The main feature of this municipality is the hilly-mountain structure of the land, with

⁹ <http://makedonija.name/municipalities/>



42 settlements - village settlements, and relatively small population per km². The population of the Mavrovo & Rostusha municipality is 8,618 of whom 872 live in the municipality centre Rostusha, while the rest lives in the villages of the municipality¹⁰.

Municipality of Gostivar - Gostivar is a municipality that covers about 650 km² of land. The city is an administrative, political, business and cultural environment. The population of the Gostivar municipality is 81,042 of whom 35,847 live in the municipality centre Gostivar, while the rest lives in the villages of the municipality.

Municipality of Tetovo - The population of the Tetovo municipality is 86,580 of whom 52,915 live in the municipality centre Tetovo, while the rest lives in the villages of the municipality. Agriculture is an important sector for the municipality, which is well-known for the vegetables of excellent quality. The presence of highlands favours the existence of sheep breeding as an old tradition. The production of cheeses, the harvesting of blueberries, the manual mowing and livestock breeding are always part of the customs and the tradition of the villagers in this municipality¹¹.

4.2. Civil society and Agricultural associations

The Macedonian Ecological Society (MES) was established in 1972 with mission to bring together Macedonian ecologists, develop ecology and ensure more efficient solutions to environmental issues. MES reinforces the implementation of policies on nature and biodiversity through effective communication, organisation and mediation in processes directly involving the local population, thereby strengthening the capacity of local NGOs and promoting public awareness raising on important issues related to nature. MES through this programme seeks to tackle challenges in the conservation of biodiversity. The Ecological Society organizes trainings for students and other interested individuals for management of forests and pastures. Regarding the Shara Mountain grazing areas, the National Park, "Mavrovo", was suggested as one important actor in the activities for preserving the natural resources of the region and in the communication network of the pasture users¹².

Assisted by the Law on Association of Citizens and Foundations launched in 1998, the farmers Associations in the country have been reactivating, and from 1999 there are more than 200 associations in the civil organisations were register, that operate in the agriculture related matters. However, the number of registered associations does not correspond with the number of the associations which are active and functional. Farmers associations proved to be important for the interviewed sheep breeders, seen in the fact that most of them (88%) are members of a farmers' association, and none of them are members of agricultural cooperatives. The primary motive for cooperation through this Sheep breeders' associations is predominantly seen in their need of

¹⁰ Municipality Mavrovo Rostusha. <http://www.mavrovoirostuse.gov.mk/?p=326>

¹¹ Tetovo municipality. <http://www.tetovo.gov.mk/getartm.aspx?aid=323&men=17&lan=3&sub=109>

¹² Macedonian ecological society. <http://mes.org.mk/>



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permanent knowledge upgrade and education, lobbying common interest in front of the responsible institutions and governmental bodies, problem sharing, following programs and projects, organizing manifestations such as “Shepherds days”, as well as other types of cooperation for common purposes.

The most important and most active association is the National Federation of Farmers (NFF) and this organisations’ primary goal is to influence agricultural development through grouping, organising and education of farmers. Their focus is on lobbying and work for common problems solving, presented in front of the competent institutions for uncovering solutions which would be in the best interest for the farmers, the welfare of the sector and the entire country. Within this umbrella organization there are 25 farmers’ organisations of all production types, with around 3 thousand agricultural holdings as members.

Other farmers’ associations are indirectly involved through communication with the associations from the Shara region, for conveying issues of common interest, and most of these associations are listed in the Annex table, with emphasise on the most important and the ones that more detailed information was available for.

The Union of sheep breeders’ associations incorporated 30 associations of sheep breeders till last year. However, only one third managed to pre-registered and recently only 10 of these are functional and part of this Union. Important fact is that many of the functional associations are functioning in the Polog region, which is the target of this project, including the Regional association of sheep from Gostivar, Sharplaninka from Tetovo. The primary aim of this associations is to integrate the associations of sheep breeders in the country.

The Academia was nominated by some of the interviewed actors as being important stakeholder in terms of knowledge sharing and trainings. It is also an important stakeholder in terms of policy evaluation and expertise contribution in certain projects related to this topic. There are several academic institutions in the related field in the country, but the oldest inston is the Faculty of Agricultural Sciences and Food, is the principal faculty in the area of agriculture and food, part of Ss. Cyril and Methodius University in Skopje (UKIM). The Faculty of Veterinary Medicine runs an accredited laboratory which performs routine laboratory tests related to food safety, animal health and animal welfare.

Trading partners (buyers) – The interviewed farmers in this report, listed the main trading partners for their products (sheep white cheese and lamb): Individual buyers, slaughterhouses (Stokokop, Gorni polog, Serta) and dairies (Ekoshar, Laktoza); which operate in the region and their details and contact information are also provided in the Annex.

Direct pasture users – farmers from the Shara grazing region.



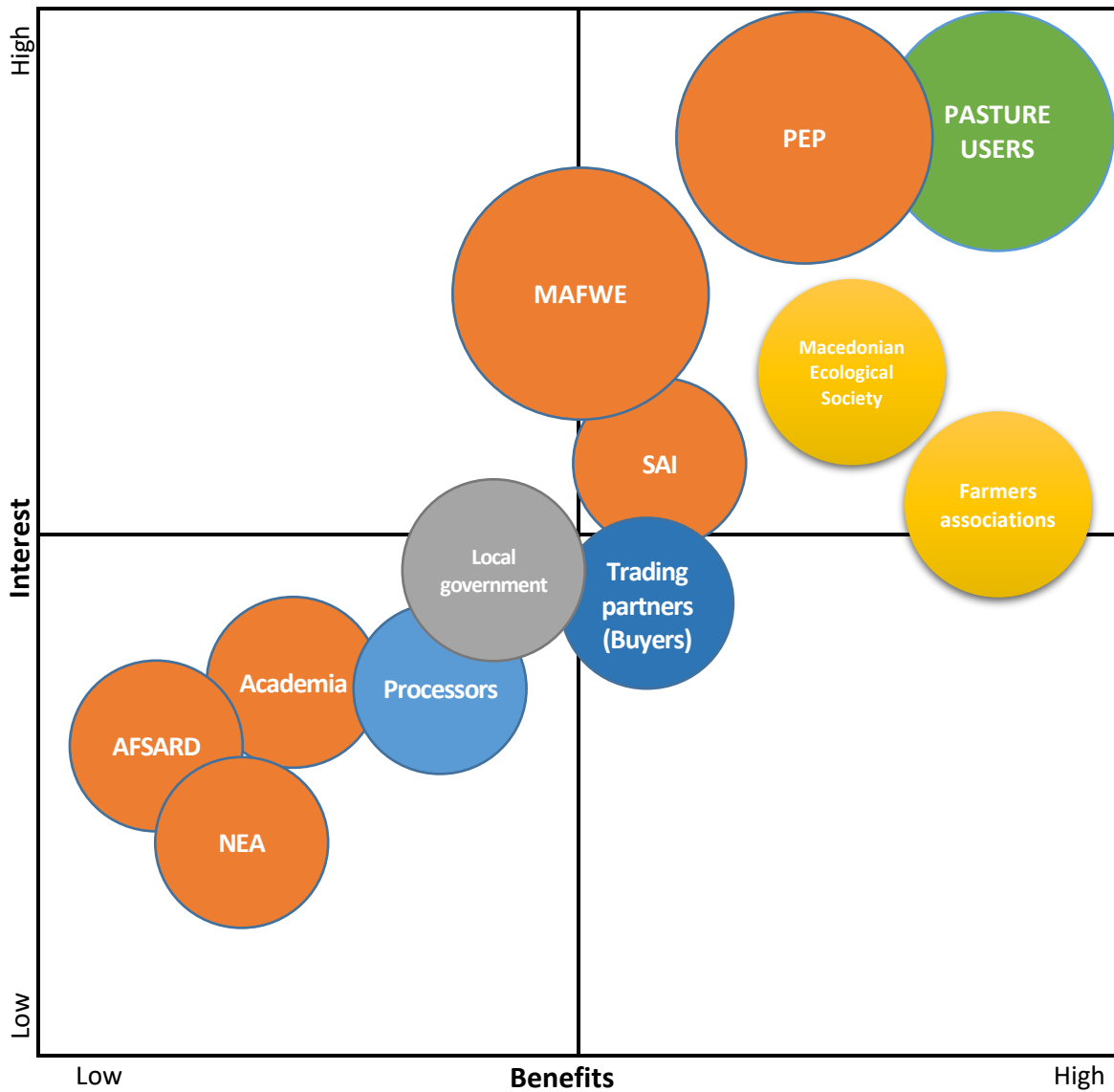


Figure 2. Stakeholders in accordance to their interests and benefits from the project



4.3. Social Network analysis as basis for Stakeholder mapping

In order to identify the most relevant actors in the information network of the mountain grazing areas of Shara, the Social Network analysis provides mapping or graphical representation of all the existing actors and their relations (Figure 1). While in the first phase of the report the stakeholders were identified through a combination of desk research, semi structured interviews with institution representatives and experts; in this part of the report, the analysis is based on interviews with and the stakeholders, and the stakeholders are identified, based solely on the views and perceptions of the interviewed pasture users, included in this analysis. They were the ones that identified primarily the important stakeholders on horizontal level (other farmers, important for the information sharing network), but also the stakeholders they communicate important issues for the project and pasture management on vertical level (institutions, government, associations etc.), and). All these stakeholders are first presented a Mendelow's stakeholder matrix (Figure 2) and are analysed in more details in Table 2.

The analysis identified *four different groups of stakeholders* which are marked in different colour: 1) *Direct users of the pastures*; 2) *Institutions and institutional representatives*; 3) *Other commercial partners (buyers of the products, veterinary services) and 4) Other livestock breeders from the wider area*. In figure 1 each actors' significance in this information network is emphasized using different colour, every actor is presented in different size in accordance to the number of relations they have with the interviewed farmers, which are the direct users of the pastures in the mountain grazing areas of Shara. In terms of information, the Public Enterprise for Pastures (PEP) holds both the highest power and interest of gathering and sharing information on the needs of their main users. As it will be demonstrated through the Social Network Analysis, the representatives of this Enterprise, are the nucleuses that can influence and are expected to be the main creator, driver and pursuer of the strategies for capacity building and improved pasture management of the mountain grazing areas of Shara. The representatives of PEP are also constructing the the cohesive sub-group of the network, so called the k-core of the information network presented in Figure 2. The core nodes are nodes connected to each other and others and the periphery nodes are only connected to core nodes (actors). These are the nodes where the highest level of social capital is concentrated, which can be seen as an additional confirmation of their importance and power in this network and the reason why this group of people should be managed closely with the aim to fully engage them in the information transfer and the project activities.



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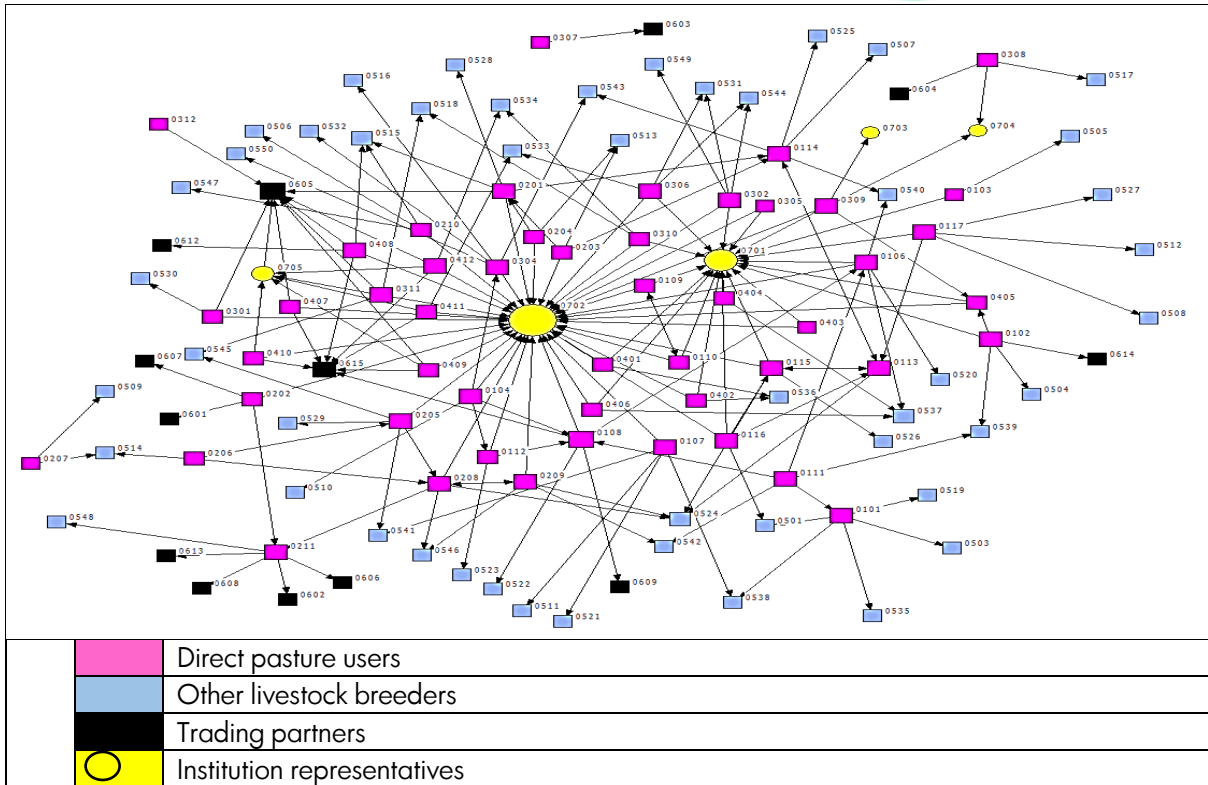


Figure 3. Major groups of stakeholders (node size representing the number of ties: larger node - larger number of connections)



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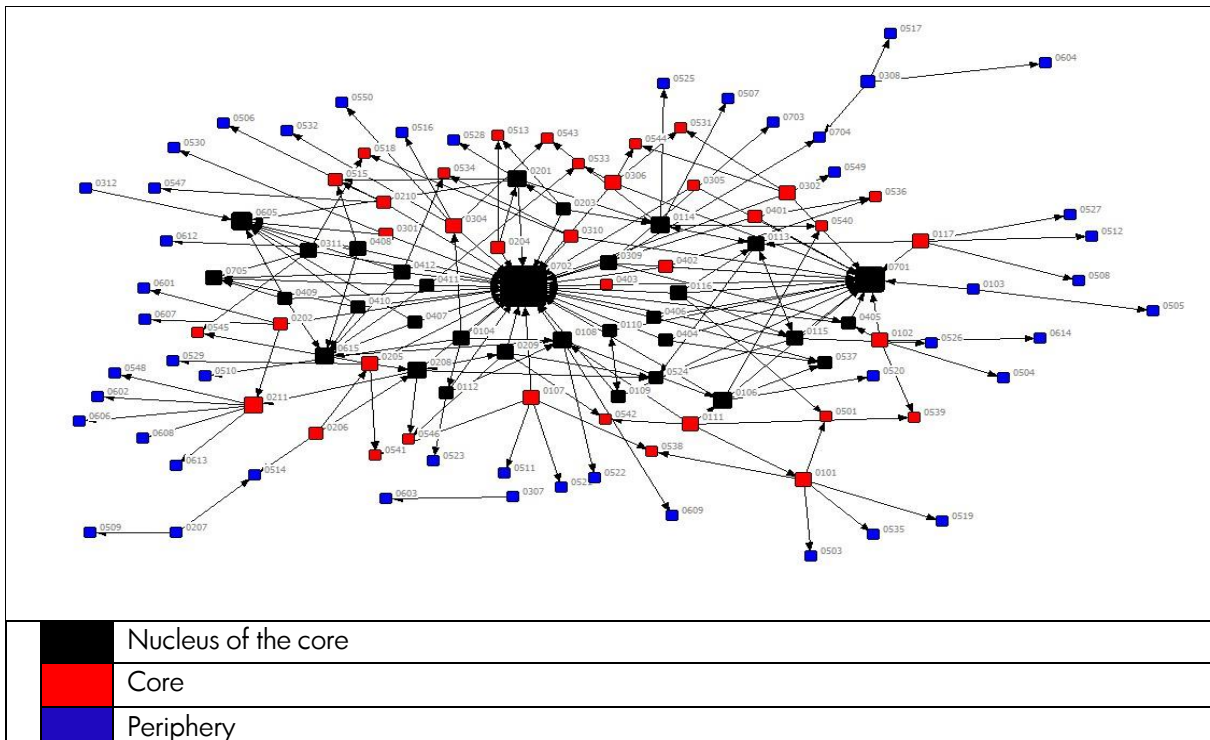


Figure 4. Core/periphery structure of the information network

Mapping stakeholders is very important in determining which stakeholders are most useful to engage with. *Mendelow's stakeholder matrix* classifies the identified stakeholders in four major groups regarding their power and interest in the engagement and feasible benefits from this project: Key players, keep informed, keep satisfied and minimal effort (Figure 3).



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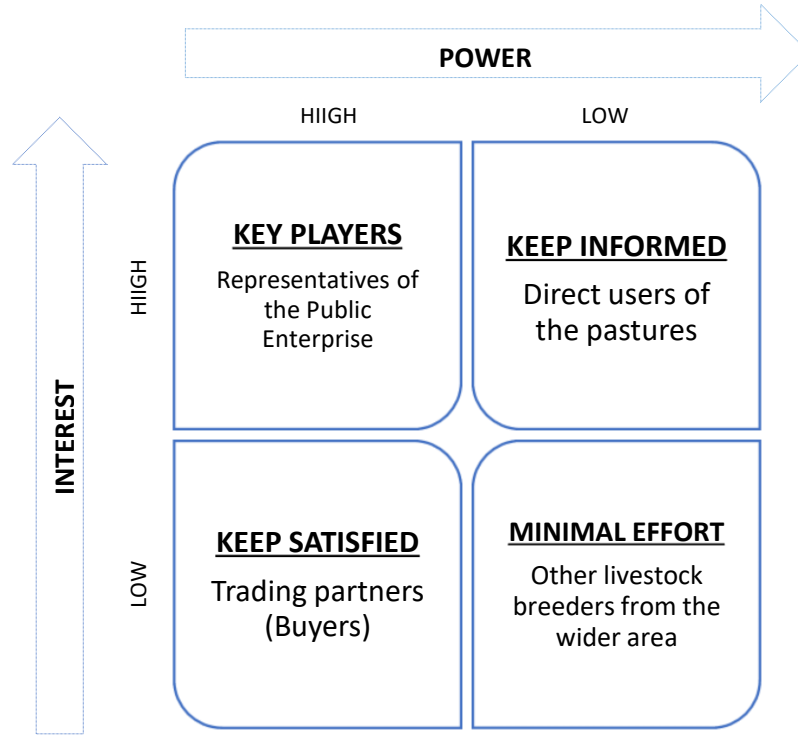


Figure 5. Mendelow's stakeholder matrix (1991)¹³

The projects and activities aimed for improvement of the mountain grazing areas of Shara have the highest impact and are of highest interest for the direct users of the pastures, however, currently, their position to influence any aspect of the project as well as other aspects of pasture management is very low. Therefore, it is essential that the existent communication with the other stakeholders in the identified network is maintained, for them to directly express problems and actively participate in the future strategies for the region. In this respect, it might be necessary that this information channels which is mostly based on informal relation and communication, gains some form of formalization. One example could be through regular information and feedback meetings for communicating current and relevant needs of the primary pasture users.

¹³ <https://blog.oxfordcollegeofmarketing.com/2018/04/23/what-is-mendelows-matrix-and-how-is-it-useful/>



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Table 2. Classification of stakeholders' impact and influence

Stakeholder Name	Impact <i>How much does the project impact them?</i>	Influence <i>How much influence do they have over the project?</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	Strategy for engaging the stakeholder
	<i>(Low, High)</i>				
Institutions and institutional representatives	<i>High</i>	<i>High</i>	<i>Capacity building for improved pasture management and administration</i>	<ul style="list-style-type: none"> • <i>Participate with suggestions in the development of a strategy for pasture management</i> • <i>Implementing reforms in the maintenance of pastures</i> • <i>Providing information on the pastures and pasture quality</i> 	<ul style="list-style-type: none"> • <i>Implementing modern tools for information management.</i> • <i>Capacity building</i> • <i>Maintain and use of their strong informal relations with the pasture users for communicating the goals and benefits of the project</i>
Direct users of the pastures	<i>High</i>	<i>Low</i>	<i>Maximising quality of the service and better condition of the pastures at stake</i>	<ul style="list-style-type: none"> • <i>Communicate with other stakeholders to express problems and targeted support strategies</i> 	<ul style="list-style-type: none"> • <i>Regular information and feedback meetings for communicating relevant needs for the project</i>
Other commercial partners - Buyers, - Veterinary services	<i>Low</i>	<i>High</i>	<i>Improved pasture management for standardized product quality</i>	<ul style="list-style-type: none"> • <i>Help point out any areas that could be improved or have been overlooked</i> 	<ul style="list-style-type: none"> • <i>Support through strengthening of the horizontal relations</i>
Other livestock breeders from the region	<i>Low</i>	<i>Low</i>	<i>Information exchange</i>	<ul style="list-style-type: none"> • <i>Check if their levels of interest or power change</i> 	<ul style="list-style-type: none"> • <i>Information exchange</i>



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The group of stakeholders categorized as “Other livestock breeders from the region” is classified in the section with low power and low interest. This can be also seen an external group that should be “Monitored” to check if their levels of interest or power change and because they constitute the base of informal, horizontal relations with the interviewed users of the pastures, and important source of information.

The group of stakeholders which was classified as “Other commercial partners” was identified as an important external group the network of the interviewed farmers. It is presumed that this group would have a relatively low, direct impact on the project. Nevertheless, they can be very influential in the transfer of information, especially on marketing related issues. Those are the actors that would have high interest for improvement of the conditions for the pasture users in order to assure standards in the quality and quantity of the products produced by the farmers that use this pasture. Therefore, this group of Stakeholders should be kept satisfied in order to ensure that no major issues are arising. These audiences can also help point out any areas that could be improved or have been overlooked.

4.4. Social Network Analysis

The information and communication network constructed applying Social Network Analysis tools includes all the identify the relevant actors in the mountain grazing areas of Shara. The constructed networks are based on the perception of the interviewed farmers, and they are networks that represents not only the personal relations when it comes to information, but also the existent ties with other livestock breeders in the wider region, their relation to some representatives of different institutions as well as the commercial (relational) ties with their trading partners (Figure 1). The network analysis includes two important characteristics of social action: first, every actor (stakeholder) is part of a certain system, which influences its actions and decisions; and second, every actor’s position in the network represents its influence, power, or in this case, ability to transfer information (Medicamento and Degennaro, 2006).

The information network of farmer relations (horizontal level) in the selected sample of farmers, pasture users on the mountain grazing areas of Shara is constituted of large number of 113 components which suggests that the network is very fragmented, although it was a relatively bounded network of farmers. This fragmentation is confirmed also by the fragmentation measure which is very close to 1 (0.975), a fact that additionally influences the low level of density of this network, and is one of the primary indicators of social cohesion of the network. The density measure is relative to the network size and in bigger networks is expected to express lower values (Borgatti et al., 2013). In accordance to the low density measures, one can presume that the information transfer trough the network is also very difficult. More social ties enable better



potential for cooperative action and would alternatively facilitate development of common resources and their governance¹⁴.

The average degree of the nodes or the farmers in the network is also low. The reciprocity value which is 0.014, shows that that around 1% of the ties in the network are reciprocal (ties between the nodes in both directions), but this is mostly due to the fact that we only interviewed only limited number of farmers to report on their relations, and did not visit the nominated farmers and other stakeholders in the information network to assess their responses. The “distance” measure analyses the shortest path between the more distant nodes, and if the connecting relations are absent than those nodes would be unreachable (Wasserman and Faust, 1994). The average distance in the studied networks has a value of 1.633, indicating that the network contains relatively close relations in terms of informational flow (Kadushin, 2012)¹⁵, and each actor in the network might be reached in approximately 1.6 steps, which is logical since all the actors in the network, regardless of their distance, are able to reach other farmers or stakeholders in the network through the representative of the PEP or a common sale trading partner, and these are the individuals that may act as brokers and intermediates in the information transfer network on horizontal and vertical level.

Table 3. Cohesion network measures - network of information transfer

	Values	Range and explanations
Average degree	1.658	o Average number of ties of each node
In degree (H-index)	5	o Average of ties received by each node
Density	0.014	o Values closer to 1 - better connectedness of the actors in the network
Components	113	o Number of components comprising the network
Component ratio	0.966	o 1- every node is isolate, 0 - there is one component
Connectedness	0.025	o 1 - each node belongs to the same component, 0 - every node is in a different component
Network fragmentation	0.975	o 1- all nodes are at distance 1 from each other (complete graph), 0 - all nodes are isolates
Average distance	1.633	o The time length for information diffusion across the network
SD distance	0.841	o Sees distances beyond actors' direct relations
Diameter	5	o The longest path of the information flow (between the furthest nodes in the network)
Distance - Breadth	0.981	o Average distance among nodes when certain nodes in the networks are removed (when all nodes are distance 1 from each other - complete graph, and 0 when all nodes are isolates)
Reciprocity	0.041	o Average reciprocated ties (ties in both directions)
Dyad reciprocity	0.021	o Reciprocity between pairs

¹⁴ Bodin, Ö. and Crona. I. B. (2009). The role of social networks in natural resource governance: What relational patterns make a difference? *Global Environmental Change* 19: 366 -374. Elsevier.

¹⁵ Kadushin, C. (2012). *Understanding Social Networks, Theories, Concepts and Findings*. Oxford University press.



Furthermore, because of the expectation of larger network disconnections, the analysis also included the measure of “breadth”, or the distance weighted fragmentation which shows the average distance among nodes in the case of removing certain nodes in the network (Borgatti and Everett, 2006). The majority of the nodes in the network are at distance close to 1 point to a complete graph, that is, that most of the actors in the network are in some way connected. The diameter of the graphs shows the maximum distance on which the information in the network can travel between any pair of nodes in the network, or how distant are the remotest two actors in the network, which in this case is very low, and all actors in the networks are reachable in five steps (Table 3).

We further identified the existent subgroups (clusters) which are embedded in this network. These subgroups represent cohesive groups - actors with such close relations that can characterize them as a separate community were extracted (Borgatti et al., 2013). Nodes which belong to the same clique often incline to express similar patterns of behaviour, and certain part of the clustering of the networks can become as a result of these similar attributes. This properties are called “homophily”, referring to the common norms/values that may bring nodes together (people of similar characteristics form groups and in this process they influence each other) (Kadushin, 2012)¹⁶. In our network we identified 21 cliques constituted of different groups of farmers and PEP representatives were present in most of the identified subgroups.

Social ties are rarely distributed equally among the actors in the networks, and in terms of identification of the influential actors in the information network, most of the interviewed farmers reported relations of highest strength (average 5.8 on a scale of 1 to 10, 1 – no relation/10 frequent relation), with the representatives of PEP. These representatives participate in most of the identified subgroups and are the nodes with the highest degree and eigenvector values measuring their direct and indirect connections. Node 0702 (Cane Gjurchinovski – head of PEP unit) which has the largest number of nominations (37 in-degree relations) and node 0701 (Lulzim Felzulai – Director of PEP) with 19 in-degree relations (nominations), hold a central position in the information sharing network, which would mean that those are the persons which are mostly consulted on questions related to pastures. These are the individuals that act as information brokers in this network, and as such have the ability and power to regulate the flow of information. They also occur in the cohesive sub-groups, which are mostly base on informal relations with relatives or other, geographical close individuals, which confirms the presumption that being in the same place influences on development of similarities especially when it comes to decisions and interests. Few other institutional actors were also identified in this network. Again, most of the relations and information sharing are based on informal (friendship) basis, and none of these actors had significant role in this information sharing network. Similar situation was present in the case of the other nominated farmers with the highest value of in-degree (number of received relations) not higher than 7.

¹⁶ Kadushin, C. (2012). Understanding Social Networks, Theories, Concepts and Findings. Oxford University press.



5. CONCLUSIONS

The main objective of this task was to map the stakeholders in the use and management of the Shara Mountain pastures⁷, or more specifically to describe and analyse certain aspect of social complexity of the pasture management structures. Depicting the informal and formal relations and networks of information sharing among the various actors requires specific data, data gathering and analyzing approaches. In this regard, the main objective of this task was performed by applying Stakeholder and Social Network Analysis for analyzing the structural characteristics that underline the governance in the pasture use and management. These approaches were applied since they identify not only the main Stakeholders and Stakeholder groups, but also their relations and position and relevance (power) in the transfer of information.

In terms of institutional setup, a structure of institutions that should be acting and supporting PEP as the main and responsible body for pasture management and the broker in the information transfer from the government and other government institutions to the pasture users and vice versa. However, PEP and the overall system of information and cooperation face basic problems in term of missing data base of primary information, lack of human and technical capacity for monitoring and assessment of the factual on-field conditions of the pastures, their quality, spatial disposition and use etc. Therefore, establishing tighter communication and cooperation links among the related institutions is necessary, since this links are in most instances either missing or are not functional. Additionally, there is a need for collaboration of all the concerned actors in achieving correct interpretation of related laws within the issues related to pastures and pasture management. The new law is drafted, and it aspires to incorporate modern and transparent procedures for the use of state-owned pastures as a public good of general interest, however, the Law is still in an approval procedure.

The Stakeholder analysis related to the implementation of the project for identified many important stakeholders in the project which aims to restore biodiversity of Shara Mountain pastures and generate new employment and opportunities for the inhabitants of this region. The major stakeholders in this case are the:

- Direct pasture users, which are the major beneficiaries of the project and have the highest interest that this project succeeds in its implementation.
- PEP is the major institutional body in the pasture management in the country, and this was confirmed also by the sociograms obtained through the Social network analysis.
- MAFWE and its organs are important for establishing firm policy base, enforcement and monitoring of the rules stipulated in the Law, as well as the proper pasture management and settling the debts obligations for the right of using pastures in the Shara grazing region. In cooperation with PEP, these institutions can assist in providing support for PEP,



but also in assist in setting proper and solid base for setting a long-term strategy for pasture management in the country.

- Besides governmental institutions, it is important to emphasize the role of the Farmers' associations, which could be important medium for information transfer and communication of common interests. However, the associations are still on a primal level of organization and cooperation in farmers' associations and agricultural cooperatives is necessary for acquiring and conducting projects for modernization and advancement of the pastures and their use. Along with the Academia, the associations may be used for the successful introduction and implementation of the project.

Social network - Stakeholder mapping - The information sharing network is comprised of four different stakeholder groups: 1) Direct users of the pastures; 2) Institutions and institutional representatives; 3) Other commercial partners (buyers of the products, veterinary services) and 4) Other livestock breeders from the region.

The analysed network is constituted of *high number of separate cohesive groups*, which can be challenging for joint management of natural resources, because of the distinctive features and more ties each cohesive group possesses. Therefore, it is important to exploit the power and position of PEP representatives in the transfer of information about the project at stake, among these different groups of pasture users in communicating the importance of common engagements in order to improve the capacities and the effective use of the pastures in the region. It is essential that the existent communication with the other stakeholders is maintained, for them to express problems and actively participate in the future strategies for the region. In this respect, it is also necessary that this informal *information channels are formalized* through regular information and feedback meetings for communicating the current and relevant needs of the primary pasture users.

Higher potential for collective action - Higher density of the networks usually indicated to increased levels of collective action, and is directly connected to the communication possibilities, an improved communication alternatively increases the level of social capital, reciprocity of relation and information exchange and trust. It can also increase the levels of knowledge and understanding, thus increase the level of power and influence for the farmers that are in the primary focus. In agriculture, it is very common that information on different agriculture related matters are transferred through informal social ties.¹⁷ The analysis in this report, confirm that this is the fact for the farmers, user of the Shara Mountain pastures, whose relations with other farmers, but also representatives of the institutions are mostly based on close, informal relations.

Capacity building and strengthening - As it was demonstrated through the Social Network Analysis, PEP representatives are the nucleuses that can influence and are expected to be the main creator, driver and pursuer of the strategies for capacity building and improved pasture management of the mountain grazing areas of Shara. Therefore, they should be actively involved

¹⁷ Bodin, Ö. and Crona. I. B. (2009). The role of social networks in natural resource governance: What relational patterns make a difference? *Global Environmental Change* 19: 366 -374. Elsevier.



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in the communication, education and raising of the awareness for the importance of proper pasture management.

The first step was to provide primary data on most of the stakeholders in order to be aware of the possible actors that could be engaged in the project realization. In this report, we identified many directly and indirectly involved, interested and potential beneficiaries from the goals set in the general goal of this project, which could be a positive signal for the relevance and benefits of the project goals for various stakeholder in the Shara grazing region.



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List of stakeholders

Institutional stakeholders	Location	Contact	Type of stakeholder	Key responsibilities related to the project	Level of benefit from the project
Ministry of Agriculture, Forestry and Water Economy (MAFWE) Министерство за земјоделство, шумарство и водостопанство (МЗШВ)	Skopje headoffice, 34 branch offices	www.mzsv.gov.mk 02 3134 477	Government	Policy creation Participation in the preparation and proposal of the Law on Pastures Government subsidies for livestock and sheep breeding.	High (Sheep breeding and livestock production one of the highest priorities of the Ministry)
Public Enterprise for Pastures Јавно претпријатие за стопанисување со пасишта	Skopje headoffice, бул. „Партизански одреди“, бр.145	Tanja Milchevska t.milcevska@jppasista.mk 078-318-415	Government	<ul style="list-style-type: none"> Preparation of the Law for pasture management Law implementation Issuing licenses for pasture users Pasture management and maintaining Direct communication with pasture users 	High (Highest direct impact, Capacity building, access to information and support for improvement of the pasture management)
State Agricultural Inspectorate (SAI) Државен инспекторат за земјоделство (ДИЗ)	Skopje headoffice, 29 branch offices	Zoran Atanasov (Director), Blagojce Tabakovski www.fva.gov.mk	Government †	<ul style="list-style-type: none"> Supervision of the Law implementation The tasks of the inspection are carried out by agricultural inspectors 	Medium (easier monitoring and enforcement of the law on pastures)
Agency for financial support in agriculture and rural development (AFSARR) Агенција за финансиска поддршка на земјоделството и руралниот развој (АФПЗРР)	Skopje headoffice, 8 dispersed offices (Kumanovo, Probishtip, Kocani, Stip, Strumica, Bitola, Tetovo, Kicevo)	Nikolche Babovski (Director), Valentina Gjoshevska	Government †	<ul style="list-style-type: none"> Providing monitoring services for PEP <ul style="list-style-type: none"> subsidies related to the compensation of the liabilities for the use of pastures. 	Low to Medium (not directly affected, providing monitoring services for PEP)

National Extension Agency (NEA) Агенција за поттикнување на развојот на земјоделството (АПРЗ)	Bitola headoffice, 6 regional centers, 30 local centers, 34 dispersed temporary offices	Elgafar Jusufi (Director), Vesna Ilievska 070269452 aprdirekcija@agencija.gov.mk www.agencija.gov.mk	Government	<ul style="list-style-type: none"> Day-to-day, direct communication with the farmers (providing information, training and other services for the farmers). 	Low to Medium (not directly affected, but could act as a broker for information transfer)
Local government	Location	Contact	Type of stakeholder	Key responsibilities related to the project	Level of benefit from the project
Municipality Mavrovo Rostusa	Mavrovo	www.mavrovirostuse.gov.mk +389 (0) 42 478 814	Local government	<ul style="list-style-type: none"> Communicating the information spread. 	Medium (Indirect benefit from this project - some of their inhabitants are directly influence on the project outcome)
Municipality Gostivar	Bul. "Braka Ginovski" 61, 1230, Gostivar	+389 (0) 42 213 511			
Municipality of Tetovo	Str. Dervish Cara nn 1200 Tetova	Tel: +389 44 511 930 proffice@tetova.gov.mk			
Civil society and Farmers' Associations	Location	Contact	Type of stakeholder	Key responsibilities related to the project	Level of benefit from the project
Macedonian Ecological Society (MES) Македонски еколошко друштво	Arhimedova no.5 1000 Skopje	+389 (0)2 2402 773 +389 (0)78 371 175 contact@mes.org.mk	Civil society	<ul style="list-style-type: none"> Active involvement and providing expert opinion for the farmers in order to raise the awareness for the benefits of the project Using the informal communication network of NP "Mavrovo representatives for information spread 	High (project goals directly connected to the scope of activities of this ecological society)
Union of sheep breeders associations Сојуз на овчари		Mome Nikolovski	Farmers' Associations	<ul style="list-style-type: none"> Because of the relatively large number of farmers that will be directly and indirectly benefiting from 	
Regional Association of Sheep Breeders and Processors of Western Macedonia (around 100 members)	Gostivar	Furkan Rizvance rzodgleduvaci@gmail.com	Farmers' Associations		

Регионално здружение на ОДГЛЕДУВАЧИ НА ОВЦИ И ПРЕРАБОТУВАЧИ НА ОВЧО МЛЕКО од Западна Македонија				<p>the project, approaching farmers through their associations would be a more effective way for clearly conveying and explaining the goals and potential benefits of the project.</p> <ul style="list-style-type: none"> The associations that are functional may organize info sessions or training for this purpose. 	<p>Medium to high (Directly for the sheep and livestock producers from the Shara grazing region, and indirect for the other farmers involved in similar farming activities – sharing of information on the experiences and possible benefits from similar projects in their region)</p>
Regional Association of sheep breeders ОВСЕРПОЛКА Регионално здружение на одгледувачи на овци ОВЧЕПОЛКА	Shtip		Farmers' Associations		
Association of sheep breeders ОВСЕ POLE Здружение на одгледувачи на овци ОВЧЕ ПОЛЕ	Sveti Nikole		Farmers' Associations		
Regional association of sheep breeders and producers of meat and milk products Регионално здружение на одгледувачи на овци и производители на месни и млечни производи од Источна Македонија ИЗГРЕВ	Novo Selo (village)		Farmers' Associations		
Regional association of sheep and goat breeders with processing of milk and meat PELISTER Регионално здружение на ОДГЛЕДУВАЧИ НА ОВЦИ И КОЗИ СО ПРЕРАБОТКА НА МЛЕКО И МЕСО ПЕЛИСТЕР	Bitola		Farmers' Associations		
Association of sheep breeders MLECEN PAT Здружение на одгледувачи на овци МЛЕЧЕН ПАТ	Makedonska Kamenica		Farmers' Associations		
National Federation of Farmers (NFF) Национална Федерација на Фармери на Република Македонија	Skopje		Farmers' Associations		
Union of the Macedonian agricultural producers Сојуз на земјоделци на Македонија	Novaci (village)	Veljo Tantarov	Farmers' Associations		

Trading partners - Byers	Location	Contact	Type of stakeholder	Key responsibilities related to the project	Level of benefit from the project
IKL Gorni polog GV			<ul style="list-style-type: none"> Industrial cooler, slaughter house and meat industry 		Medium (Important for standardized and high quality product)
Serta	Betovenova No. 10, 1000 Skopje	info@sertakompani.com.mk	<ul style="list-style-type: none"> One of the leading companies for export of lamb meat in Macedonia. Developing a recognizable BRAND in Europe. Providing the home Market with fresh lamb, sheep, pork, beef meat 		
Ekoshar DOO	St. 101 As. Poroj Tetovo	Gevair Osmani, Besmir Zendeli	<ul style="list-style-type: none"> Dairy 		
Laktoza	Gostivar	101, Kamenjane 1221 071 888 860	<ul style="list-style-type: none"> Dairy 		

Indirect

Individual stakeholder – Producers (Farmers)	Location (vilage)	Contact	Number of sheep	Pasture	
Џемаил Османи	Дуф	071783946	2000	Дуфска планина, Марава (зима-Велес, Сопот)	DIRECT PASTURE USERS – DIRECT PROJECT BENEFICIARIES
Бајрами Нуредин	Падалиште (накај Кичево, општ. Гостивар)	071812277	600	Суво поле, Бистра (зима-Велес, Милино)	
Исми Махмути	Трново	070929400	1000		
Џемал Мустафи	Дебреше	072755034	200	Мурговец	
Фуркан Ризванче	Лера, Богдево	071500444	1000	Лера	
Цветан Зарковски	Врбени (Општ. Ростуше, Маврово)	071866579	90	Врбенско Брдо	
Реџеп Мустафи	Дебреше	071933286	700	Врбенско Брдо	
Џелadini Кебир	Форино	071697598	200	Леуново (приватни пасишта)	
Камбери Зираф	Форино	070573426	350	Леуново (приватни пасишта)	
Шериф Османи	Дуф	078454814	200	Дуфска планина	
Фикрет Мерсими	Дебреше	071876499	500	Дебреше	
Шефајет Мехмеди	Симница	072724925	350	Горно Јаловце, селско	
Имрлија Мерсими	Дебреше	071578668	167	Горно Јаловце, селско	
Емин Мехмеди	Симница	071327555	250	Во селото долу	
Елези Мухамед	Чајле, Гостивар	071992150	300	Дуфска планина	
Дурмиш Мехмеди	Симница	071210139	250		
Зоран Зоксимовски	Горно Јеловце, Гостивар	070231281	120	Деде Бег планински масив шар, г. Јеловце	
Армен Жерновски	Богдево, Маврово/Ростуше	077586856	250	Лера Богдево, планински масив Шар	
Емрули Зекир	Сенокосе	070616213	600	Горно Јеловце	
Емрули Сами	Сенокосе	070854682	670	Весела планина, Мурговец	
Џабир Исџами	Страдани	071927728	450		
Афмеди Рахман	Паладиште		400		
Џезаил Сулејмани	Паладиште	077653121	100		

Ѓорѓија Арсовски	Вруток	070689324	60	Вруточка планина
Имер Јусуфи	Долна Бањица	072753709	20	Вруток
Гоце Попоски	Пожаране, Гостивар	077604449	350	Пожаранско краиште, планински масив Шара
Визо ДООЕЛ Гостивар	Никифорица	072233013	1500	Никифорица
Авни Сулејмани	Речане	071652693	250	Дуфска планина
Зеди Елези	Чајле, Гостивар	071779471	400	Султаница Бистра, Галичничко пасиште
Беснике Незири (Алит)	Долна Бањица	071935988	540	приватно
Исмаил Мустафи	Дебреше	071804918	230	Муговец
Алим Мифтари	Симница	071912194	140	Симнички Буковик
Џези Адеми	Чајле, Гостивар	070516336	390	Султаница Бистра
Дитурија Фарм - Сенад Јонузи	Врапчиште	070944776		
Сафет Асани	Гостивар	070540116		
Љуљзим Фејзулаи/Елона Фејзулаи	Гостивар	078318596	250	Суво Поле, Милино (зима)
Гезим Јашари / Сулане Јашари	Топлице	070552032	650	Логово поле, зима Томчовиште
Нешит Сефери	Трново	075713630	500	Сува Гора Трново
Миљаим Синани	Страјане, Гостивар	072639208	280	приватно
Меритон Абази	Маврово	070589634		
Зоран Милчевски	Маврово	070286434		
Ќамил Мустафи	Гостивар	071827262		
Томислав Петревски	Маврово	077729055		
Насир Елмази	Маврово	070810900		
Емат Агаи		070554551		
Нуџија Емрли	С. Горјане	072520347	500	Црно езеро, пла. Масив Шара
Тодоровски Цветко	С. Печкови	070229320	1000	Печковска планина мв. Зеңдел бег Шара
Поповски Војислав	С. Пожаране	076457723	50	Пожаранско краиште Шар
Попоски Гоце	С. Пожаране	076457723	350	Пожаранско краиште Шар
Осман Фатмир	С. Дуф	070918371	340	Дуфска планина
Сулејман Ариф	С. Врапчиште - Ломница		250	Кржелино, планински масив Шара