

2006

ANNUAL REPORT



Center for Research and Policy Making

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Mission

- > To promote sound social policy and public debate on the critical issues and trends, the Centre for Research and Policy Making uses innovative methodology to gather and analyze data, conducts policy research, surveys and evaluates programs and services; as well as trains public servants, civil society organizations and individuals in participatory policy making.

History

Center for Research and Policy Making is an independent, non-profit policy research institute formed by a multi-disciplinary team bringing together people with different backgrounds and professional and research interests, and includes considerable experience of the way the Macedonian policy process works. CRPM is at vanguard of developing and promoting policy change in Macedonia and the Southeast European region. CRPM was founded in March 2004 and has eight fulltime employees and three technical staff. CRPM consists of local researchers as well as external consultants in close contact with the organization.

Policy context

The Centre for Research and Policy Making is created in recognition of the pressing need for independent, in-depth analysis of the complex issues involved in promoting stability and prosperity in Macedonia and South Eastern Europe. CRPM has no 'hidden agenda' but works to promote:

- > Democratization
- > Europeanization and
- > Economic transformation of the country

It has no party, political or any other organizational affiliation. CRPM develops a new style of policy analysis and serves as a forum for young Macedonians to acquire and apply knowledge and skills for evidence based research and policy analysis. The standpoint from which it approaches certain issues is principled. The organization considers peace and stability as the first principles that should reign in the Balkan countries, and believes that the major political goal of Macedonia is the integration with the European Union.

President's message

The future of Macedonia is conditioned by three processes:

1. the new democratic governance and market economy, established but being developed since independence;
2. the process of decentralization;
3. the European integration as an ultimate goal of Macedonia. The success of all three processes is based on the quality of the policy making and governance on local and national level.



The Macedonian level of development, democratization, and Europeanization is a result of a “juvenile” administration, bad administrative structures and procedures, no judicable laws and underdeveloped policymaking process.

The policymaking process needs to be strengthened, pluralized and to offer as many policy solutions as possible. At the moment government officials, policy makers and civil society lack knowledge and practical skills in policy analysis, evidence based policy formulation, and monitoring and evaluation. The government initiated recently a training program of its civil service that has limited scope and funding and thus will have limited outreach and impact; civil society is not aware of its power to impact, monitor and evaluate policies and local governments are clueless in relation to community-based policy making and establishing and managing public services that will create public values. Moreover, donors have so far not been active in this field either. All CRPM projects in 2006 aimed at building a strong base of informed civil servants and civil society activists on the issues that have been high on the CRPM research agenda and thereafter to contribute with our research and analysis and with as many policy options as possible to the policy making process in the country at all levels. Our young, motivated, and highly educated team diverted CRPM’s portfolio in many policy areas: education health, social protection, banking, cross border trade, and local economic development. We are proud to present to you the outputs and impact of 19 projects we have implemented and administered with a modest budget of around \$US 250.000 in 2006.

Strategy and Objectives

The activities of the civil sector in Macedonia in the last ten years were built around the goal of conflict prevention, post-conflict reconstruction and stabilization. The CRPM team however, agrees with the finding of ESI (noted in their paper “Assistance, cohesion and the new boundaries of Europe”), that ‘the danger is no longer ethnic hatred, nationalist extremism or military conflict, but a new crisis of economic and social dislocation of Macedonia from the map of Europe’. Therefore, the Center for

Research and Policy Making, does not engage in policy research of political and security related issues but works on contemporary socio economic, health, education, social security, municipal development, governance issues; and advocacy and capacity building for greater participatory and evidence based decision making.

In the next 3 years CRPM plans to become the biggest Macedonian policy institute that will:

- > *offer sound policy analysis with high impact factor on the policy agenda of the Macedonian Government and the local self-governments in various policy areas;*
- > *offer research resources (data bases; books; articles; papers; internet based resources and other logistical support) to individual researchers, professionals, journalist, students and etc.;*
- > *provide capacity building opportunities to policy makers working on government level as well as in civil society;*
- > *provide information base for the EU enlargement debate in Macedonia.*

Networking

The Centre for Research and Policy Making - CRPM cooperates with many partners from Central Europe and the Western Balkan region and is a member of the PASOS network of policy institutes.

*“Assistance,
cohesion
and the new
boundaries
of Europe”*

Staff

Mr. Zhidas Daskalovski, PhD - Program Director
 Mr. Maciej Kaczarowski, MA - Senior Policy Analyst
 Mr. Zoran Nechev, MA - Senior Policy Analyst
 Ms. Marija Risteska, MA - Senior Policy Analyst
 Mr. Ivan Bimbilovski, PhD - Policy analyst and advocacy officer
 Mr. Bashkim Bakiu, BA - Analyst
 Ms. Natalija Spasovska, BA - researcher
 Ivana Sokolovska, BA - researcher
 Ms. Gamze Selim, BA - researcher
 Ms. Sanja Kostovska, BA - Analyst
 Mr. Erol Shakiri, BA - researcher
 Mr. Zharko Cvetkovski - Logistic officer
 Ms. Vinka Radevska - Office Manager

Advisory board

Mr. Knut Arne Aasen, MA, Norway
 Mr. Angel Angelov, PhD, Bulgaria
 Mr. Florian Bieber, PhD, Luxemburg/Serbia
 Mr. Nebojsa Bjelakovic, PhD, Canada
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 Mr. Slobodan Mickovski, PhD, Scotland/UK
 Mr. Premysl Rosulek PhD, Czech Republic
 Ms. Kristina Soukupova, MA, UK/Czech Republic
 Ms. Tanja Tamminen, PhD candidate, MA, Finland
 Ms. Wan-Ching Wang, PhD Candidate, MPA, Belgium
 Mr. Dardan Velija, B.A., Kosovo

What we do day to day

The Centre for Research and Policy Making has technical and human resources, knowledge and experience for conducting quantitative and qualitative research country-wide. CRPM members are specialized in project management and policy research and analysis, training and capacity building, and policy advice. They coordinate the planning of activities and inputs in a flexible and effective manner. Every day the CRPM team works on preparing relevant and timely analyses anchored in political and economic realities, paying particular attention to timely mobilization of resources and monitoring of project progress. Various products are offered to the general public or specific clients: policy analyses, trainings, surveys, and evaluations.

Policy analysis

CRPM works on several research areas focusing on issues such as: Do current policies affect economic growth? What are the policy options to improve them and increase level of democracy and competitiveness of Macedonian economy?

CRPM team engages in finding answers to these questions in all policy areas by employing various research methodologies- qualitative research through interviews of stakeholders, surveys, site visits, focus groups, cost-benefit and SWOT analysis.

Trainings

CRPM provides trainings in policy analysis and policy making, strategic planning, evaluation and monitoring. The training sessions are interactive and consist of many practical examples and case studies. Exemplary sessions of these trainings are the following:

- > Defining public policy, what is policy, what is public policy, what 'should' public policy do, who makes public policies, key stakeholders, steps in policy making (linear- logical model, cycle).
- > Differences between policy analysis and academic research.
- > Defining strategic planning, how strategic plans are made in Macedonia,
- > Regulatory impact assessment (RIA)- general background of RIA, history of RIA, why RIA, how much time and resources to conduct RIA?

Surveying

CRPM has a network of trained and experienced surveyors to conduct field and phone surveys.

The CRPM surveying team provides the following services:

- > Preparation of questionnaire
- > Creating a representative sample for the target group
- > Surveying
- > Entering data in SPSS
- > Quality control
- > Validating data
- > Data processing
- > Data analysis
- > Report writing (narrative, statistical and analytical)

Evaluations

CRPM works on evaluations of completed projects of various clients, prepares evaluations and advice on how to improve workings of different organizations and companies, expert evaluations of democratic processes in Macedonia, and assessment of development policies of international donors. Evaluations are conducted using quantitative and qualitative research methods.

2006 Results

- > 19 projects implemented
- > 6 evaluations;
- > 3 training sessions;
- > 5 regional co-operations;
- > 1 conference

Policy products:

- > 2 policy studies published and advocated
- > 1 occasional paper published
- > 6 policy briefs published and advocated
- > 5 evaluation reports
- > 3 training curriculums developed and trainings delivered to a wide audience of policy makers, NGO activist and journalists;
- > 2 citizen's guides published
- > 9 commentaries on Macedonian current affairs published on the web site

Outreach

- > 5 press conferences organized
- > Re-prints and citation of CRPM findings were published in all printed and electronic media
- > CRPM is invited at various discussion forums
- > The CRPM team informs policy makers on the state of affairs in the areas of its research interest
- > Around 8000 hits on CRPM web site
- > All policy products of CRPM were disseminated electronically to approximately 3000 recipients

Programs

In 2006 the CRPM team provided relevant and timely analyses anchored in political and economic realities in the following policy areas:

Municipal development **Local Economic Dynamics Series –** **Project: Advocacy for sustainable development of Shtip** **and Gostivar**

In 2005 CRPM already conducted a background re- search on the economic issues on local level in two municipalities: Shtip and Gostivar. Through this pro- ject we aimed to advance the findings and recom- mendations of the previous research and assist the two case study municipalities: Shtip and Gostivar in implementation of development plans that address real-life issues related to their economic dynamics. Thus, the main project purpose was to further assist economic development of Shtip and Gostivar munici- pality. In particular, in this project CRPM focused its activities on assisting the companies engaged in tex- tile and apparel production in Shtip and promoting the best potentials for economic growth in the mu- nicipality of Gostivar, namely the utilization of the diaspora potential for investment in the local econ- omy and the improving of the educational back- ground of the population.



Publications

- > **HOW TO MAKE THE ECONOMY OF GOSTIVAR A CHAMPION?**
(July 2006)

- > **MACEDONIAN CLOTHES FOR EUROPE**
(February, 2006)

Staff

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policy analyst

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Mrs. Aleksandra Dimitrovska
Researchers



Quick point

The Shtip clothing industry is struggling to survive the fast changing world trends. The situation is alarming because most of the production is low value added. In order to shift from factor-driven to investment-driven economy the Macedonian state needs to undertake a number of reforms. Gostivar should maximize the utilization of the potential of its emigrants to bring home skills and new technology, capital and know-how and turn Gostivar's economy from a factor-driven to an investment-driven one.

Cross Border Cooperation – Project: A trader's guide for the Kumanovo – Gnjilane – Trgovishte - Preshevo region

How can I establish a trade firm? What can I trade in the region and under what conditions? Where can I find trade partners? What are the documents that accompany the goods during the export/import? Which quality-control measures must I abide by? How should I organize the transport? What means of payment should I employ? Where can I find financial support for my venture? Which taxes and duties am I obliged to pay?

This is only a portion of the questions answered in the Guide for GPKT Trades, which we prepared under patronage of and in a close cooperation with the EastWest Institute.

Its aim is to fill in the existing information gap when it comes to positive trade regulations and procedures, and in so doing - to contribute to the development of cross-border cooperation in the micro-region.



Staff

Mr. Ivan Bimbilovski
Project leader & senior policy analyst

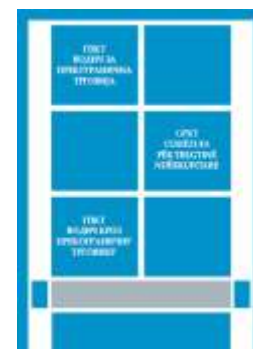
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Mrs. Aleksandra Dimitrovska
Mr. Zharko Cvetkovski
Researchers

Publications

- > ГПКТ ВОДИЧ ЗА ПРЕКУГРАНИЧНА ТРГОВИЈА
(Декември 2006)

Quick point:

In the Kumanovo - Gnjilane - Trgovishte - Preshevo region the most traded goods are clothing and leather products, textiles, mineral water, beer, wood, construction materials, tobacco, and home appliances. The easiest way to do cross border business in the region is to use a freight shipping company.



Macedonia budget project Open and transparent budgeting Project: Citizen's guide to budgets

In developed countries, this deficiency is rectified through the mechanisms of budget process transparency and public accountability. These two mechanisms presuppose active citizenry,

- (1) familiar with the budget process,
- (2) willing to engage therein and
- (3) eager to exert meaningful pressure on the government institutions if something is about to go or has already gone awry. Granted, the first condition is hard to meet, since the budget making and spending is a complex, multifaceted process; neither is it naturally comprehensible to the citizens nor can they be reasonably expected to invest their time and resources to get the hang of it.

To contribute to this objective our team with support of Friedrich Ebert Stiftung (FES) has produced the first Citizen Guide to Budget Monitoring in Macedonia. In the course of its making, we advanced our knowledge of budget processes and acquired profound insights into the way the budget system works. In addition, we were able to identify the zones within the system most susceptible to corruption.



Staff

Mr. Zhidas Daskalovski
Project Leader

Mrs. Ana Nikolovska
Finance Expert

Mrs. Marija Risteska
Public Policy Expert

Publications

- > ВОДИЧ ВО БУЏЕТИ
(2006)
- > UDHËZUES PËR BUXHETET
(2006)



Quick point:

The Macedonian legal system does not give citizens a role in the budgeting process. Monitoring can however be done by interested citizens and civil society. The basic issues to be tackled through budget monitoring are corruption, defining policy priorities, efficient use of budget resources.

Human development

Policy analysis in education

Project: Public or private education (Analyzing accreditation system of Macedonia)

This study analyzes the system of accreditation of new higher education institutions and the problems of creating greater competitiveness in this sector.

Publications

- > PRIVATE OR PUBLIC EDUCATION -
IS THERE FAIR COMPETITION?
(September 2006)
- > ПРИВАТНО ИЛИ ДРЖАВНО ОБРАЗОВАНИЕ -
ПОСТОИ ЛИ ЛОЈАЛНА КОНКУРЕНЦИЈА?
(Септември 2006)
- > SHKOLLIM PRIVAT APO SHTETËRORË -
A EGZISTON KONKURENCË LOJALE?
(Shtatorë viti 2006)



Quick point:

The majority of Macedonians have primary school education or less. Over 80 % of the Macedonian students graduate after their due time. Macedonia's interests are not served by the informal practice not to allow accreditation for those institutions that would like to introduce study programs that are offered by other universities. There is a lack of transparency and public knowledge of the decisions to accredit newly established universities. The lengthy decision procedure does not help either. The public is often confused whether certain higher education institution is accredited or not.

B | T | D
The Balkan Trust for
Democracy

Staff

Mrs. Marija Risteska
Project Leader

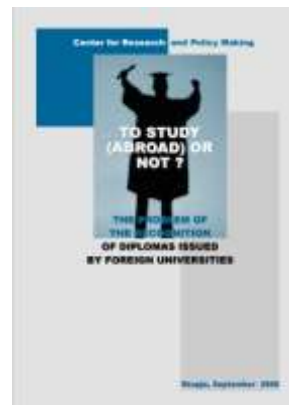
Mrs. Sanja Kostovska
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Mr. Zhidas Daskalovski

Project: To study abroad or not? (Recognition of foreign diplomas in Macedonia)

This study analyzes the problems with recognition of diplomas of Macedonian citizens studying abroad that result in bad life prospects for young Macedonians.

Publications

- > TO STUDY (ABROAD) OR NOT?
(September 2006)
- > ДА СЕ УЧИ (ВО СТРАНСТВО) ИЛИ НЕ?
(Септември 2006)



Quick point:

Although the Macedonian Law of Higher Education is explicitly to deal with recognition of foreign diplomas, in practice the previous system of nostrification predominates. When a diploma is evaluated the criteria for its recognition is the compatibility of the higher educational system in the foreign country to the Macedonian one. The complicated, long and costly bureaucratic procedures, the need to provide a long list of documents, and various administration difficulties hold back many of such students.

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Project: Introducing religious education in public schooling (Lessons learned from 2002)

The project was comprised of an extensive survey conducted on a country-wide sample; a series of interviews with stakeholders and analyzes of the gathered data on set of indicators relevant for the subject matter.

Publications

- > ПРОЕКТ ВЕРОНАУКА 2006:
КАКО ДА СЕ ИЗБЕГНАТ ГРЕШКИТЕ ОД 2002-ТА ?
(Август 2006)
- > ПРОЕКТ МЉСИМ ФЕЈЕ 2006: СИ ТЉ ШМАНГЕН ГАБИМЕТ
ПРЕЈ 2002-СЉ?



Quick point:

Introducing religious education in public schools thought by clergy is not constitutional. If any religious education is to be introduced in the Macedonian public system it would have to be done through a Ministerial Act, in accordance with Article 26, paragraph 1, of the Law on Primary Education.

B | T | D
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Mrs. Gamze Selim
Mr. Zharko Cvetkovski

Policy analysis in health

Project: Rationalization of health services

The health team of the Centre for Research and Policy Making-CRPM has implemented the project Rationalization of hospital services in Macedonia by producing a detailed, ground-up analysis that reveals the reasons for referrals from regional hospitals to the Skopje Clinical Center (the main complex of hospitals in the country). The project is still under implementation; policy study is written and to be published and disseminated in March 2007

Local Government and
Public Service Reform Initiative

Staff

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Publications

- > RATIONALIZATION OF HEALTH CARE SERVICES IN MACEDONIA (February 2007)
- > РЕФОРМИ НА ЗДРАВСТВЕНИОТ СИСТЕМ ВО МАКЕДОНИЈА (Февруари 2007)



Quick point:

There is a decrease of citizen's use of the public primary health services. An increasing number of Macedonian citizens acquire primary health services in the private sector. Too many citizens come to the doctor's office only when they develop a chronic illness. They should and could be treated in the much earlier phase in the primary health care units.

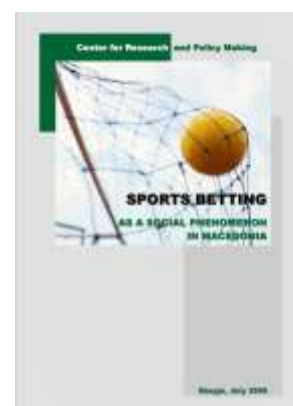
Policy analysis of pertinent Macedonian socio-economic realities that require urgent attention of policy makers

Project: Other things matter too (sport betting phenomena; analysis of the absence of budget airlines in Macedonia)

These two studies focused on a research on two pertaining issues for ordinary Macedonians: the growing number of sport betting houses and rocket-high prices of the air tickets. The analysis offer answers many questions related to the social phenomena of sport betting as well as the absence of budget airlines and offer policy options for their attraction.

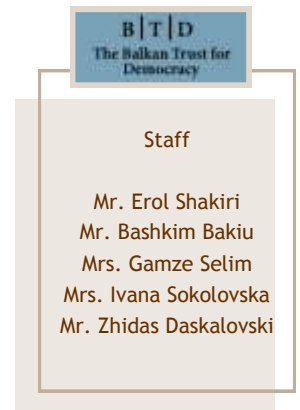
Publications

- > SPORTS BETTING AS A SOCIAL PHENOMENON IN MACEDONIA (July 2006)
- > СПОРТСКОТО ОБЛОЖУВАЊЕ КАКО СОЦИЈАЛЕН ФЕНОМЕН ВО РЕПУБЛИКА МАКЕДОНИЈА (Јули 2006)



Quick point:

The interest for the bookmakers increases every year and the number of people who place bets also rises, 37% of the citizens in Macedonia “place bets” thus taking this phenomenal occurrence to the level of euphoria. The typical profile of a person who bets is a young man, with a degree from high school and low income. There are quite a few air companies, including low-cost carriers, flying to Bulgaria. In Macedonia there are only few airlines that operate to a limited choice of destinations. Not surprisingly Bulgaria is among the countries in Southeastern Europe that has cheaper air tickets than Macedonia. The budget airlines make the difference.



Gender analysis

Project: Global task force for women leaders

The *Global Task Force on Building Women Leaders* was created to produce a case-based cross-cultural, cross-sectoral and cross-continental study on the vitally important subject of discovering the most effective means of fostering women leaders in the 21st century. The results of the study will be used to assist governments, communities, and organizations of all types to address this question in a pragmatic and concrete way. CRPM, as a local partner organization for the *Global Task Force on Building Women Leaders* organized a workshop with Women Leaders from Macedonia. The workshop was held on January 30th, 2006 in Hotel Continental.



January 30th, 2006 in Hotel Continental



Migration analysis

Project: Evaluation and impact assessment of the public awareness campaign – Do not close your eyes to human trafficking

CRPM was commissioned to undertake an evaluation and impact assessment of the IOM's country-wide anti-trafficking information and awareness raising campaign "Don't Close Your Eyes to Human Trafficking" Phase 1 and Phase 2.

The commission comprised an extraordinarily extensive survey and a series of interviews with campaign implementers and various stakeholders. The results thereof may be obtained upon IOM's clearance. Contact: ipaunovic@iomskopje.org.mk



Staff

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Project: Migration flows in Macedonia (within the regional project Migration flows in South Eastern Europe)

CRPM was contracted to undertake a study on the migration flows in Macedonia. Migrations are not a new phenomenon for the Balkan region. Dreaming a better future many young citizens of Macedonia try legal and illegal ways to reach Western Europe and find jobs there. The study focuses on the impact of migrations on the Macedonian economy.

Staff

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Mrs. Marija Risteska

European Integration of Macedonia Analyzing the EU accession debate

This is a project implemented through the PASOS network. In the project policy institutes from Latvia, Czech Republic, Poland, Macedonia and Ukraine participated. CRPM experts wrote a policy paper that describes and analyzes the EU accession debate in Macedonia. The paper was presented on two roadshows in Prague and Warsaw.

Publications

THE MACEDONIAN ACCESSION TO THE EUROPEAN UNION
(December 2006)

Quick point:

Knowing that in the past a decision for accession was often made for geo-strategic reasons, obtaining political support is even more important factor for the Macedonian accession to the EU. Therefore, Macedonia should rely on Poland as a partner that will support its accession to the European Union and should make Poland a true Macedonian lobbyist. Macedonia needs such a partner.



Staff

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Macedonian politics

Regular commenting the developments on the Macedonian political scene

See more *weekly comments* at: www.crpm.org.mk/



Capacity building in policy development

Strategic planning for policy makers in the Government of Macedonia

Training in policy analysis and European affairs for NGOs and journalists



Ohrid, October 26-28, 2006

Our research agenda for 2007

Municipal development

- > local economic dynamics series (Shutka and Struga)
- > cross border cooperation (Delchevo - Blagoevgrad; Kumanovo-Gnjilane-Trgovishte-Preshevo)

Macedonia budget project

- > capacity building of local self-government officials, NGOs and individuals in budgetary process and budget monitoring
- > gender responsive budgeting
- > establishing budget watchdogs

Capacity building in policy development

- > policy making training for government officials
- > policy making training for non-governmental organizations and political parties
- > policy making training for local self-government units

Human development

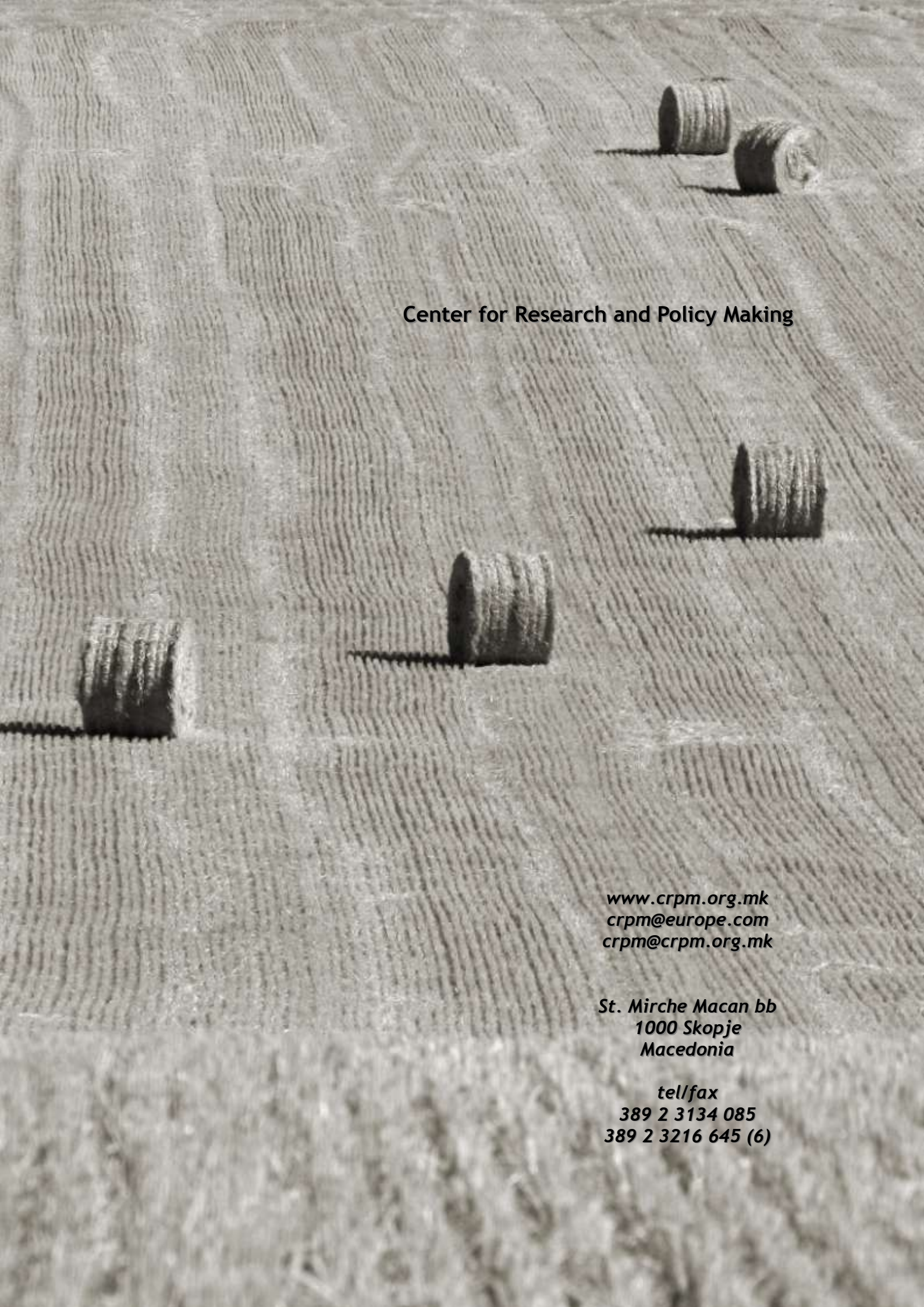
- > policy analysis in education (secondary and tertiary education; life-long learning)
- > policy analysis in pension reform (voluntary pension scheme)
- > policy analysis in urban, agricultural and development of telecommunications

European Integration of Macedonia

- > training in EU institutions, decision making and policies
- > debating the European enlargement towards the Balkans
- > Euroactiv

Financial summary

SOURCES of Funding in 2006		USD (\$)
OSI sources	FOSIM project funding	14.342
	OSI / Think Thank Fund	50.000
	LGI health project	55.995
TOTAL		120.337
Other grants	OPIC institutional and project funding	42.641
	GMF project funding	22.690
	IOM	9.700
	World Bank	15.000
	Marcus Venture	2.500
	East West	9.900
	University William & Mary	1.700
	FH	3.000
	SEE clearing house	3.000
	FES project funding	12.000
TOTAL		121.331
Membership fees		3.200
TOTAL		244.888



Center for Research and Policy Making

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