

CENTRE FOR RESEARCH AND POLICY MAKING

Annual Report 2014

Celebrating 10 years of policy impact

Marija Risteska

6/1/2015



... policy impact since 2004

Center for
Research and
Policy
Making

This document summarizes the activities implemented and results achieved in the course of 2014 by the CRPM team

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1.1. CRPM policy research and analysis work

CRPM managed to maintain and increased the reputation of being a leading Macedonian think tank offering original, excellent quality studies and briefs. The organization developed different products such as policy studies, policy briefs that are following the internationally accepted standards, but CRPM focused on the context and environment in Macedonia. In the course of 2014 we have worked on the following studies:

Macedonian politics

People and Memories Talk - Regional Edition

The project “People and Memories Talk – Regional Edition” consists in the collection of unique destinies and histories of victims from Bosnia and Herzegovina, Croatia, Kosovo, Serbia and Macedonia, in the format of narrative documentary films for serial broadcasting on television channels across the region.

Funded by: SDC

Milton Friedman Day

The project Milton Friedman Legacy for Freedom Day was implemented by the Center for Research and Policy Making in July 2014. This project which is implementing third year in a row was supported by the Friedman Foundation for Educational Choice <http://www.edchoice.org/>.

Friedman Legacy Day is one way of remembering Milton Friedman and the impact he and his ideas have had in the world. The Friedman Legacy Day was organized on 31 July, the date on what would have been Milton’s 102st birthday. The project team organized two events in Skopje and Bitola attended by students and guests interested in the Friedman Legacy. Several guest speakers and professors talked about the “Legacy of Milton Friedman in the politics”, “Monetary policy”, “Educational choice” and “Individual freedom”.

Topics and guest speakers in Bitola were:

“The legacy of Milton Friedman – an introduction” - Ass. Prof. Diogen Hadzi – Kosta Milevski, FAMIS, Bitola

“Individual freedom” – Nikola G. Petrovski, President of Students for Liberty, Macedonia

“Monetary Policy and the Legacy of Milton Friedman”- M-r Ana Dajovska, G.O. GET INOVACIJA, Bitola

Topics and guest speakers in Skopje were:

“The legacy of Milton Friedman – an introduction” – Jelena Petrovic, Democracy and Human Rights in South-East Europe (ERMA)

“Individual freedom” – Aleksandar Poposki, Pacific Institute for Research, USA

“The legacy of Milton Friedman for economics and politics” - Ass. Prof. Katerina Shapkova, Faculty of Law, Skopje

Funded by: Milton Friedman Foundation

Strengthening the RECOM Process

The overall objective of the project is to enhance respect for, and compliance with, human rights in post-Yugoslav states, through strengthening the RECOM process aimed at reaching a regional consensus about the past that is based on facts, and at advancing the process of reconciliation between different communities, groups and institutions, including civil society organisations, religious communities and political decision makers, which represent conflicting interests and views on issues related to wars in the Western Balkans in the 1990s.

Funded by: European instrument for democracy and human rights regional program

Regional Academy for Democracy - Shaping the European Future of the Balkans - Building a New Political Culture and Political Elite

The project reflects our effort to elevate our existing cooperation into an advanced Regional Academy for Democracy, with the most prominent leaders from each country taking part a series of capacity building events that reflect regional priorities in the areas still crucial for these relatively new and still fragile democracies.

The overall objective of the action is to contribute to regional cooperation in the Western Balkans in the fields of democracy, human rights, justice and institution building, through building the capacities of next-generation political leadership and their mutual understanding and cooperation.

The key stakeholders on the governmental and intergovernmental levels are national institutions (governments, parliaments, local self-governments) and regional bodies (primarily the EU-sponsored Regional Cooperation Council). A second set of stakeholders concerns political parties, while a third group consist of experts, academics, and leading civil society leaders whose work is geared towards policy-makers in the field of human rights, democracy, and justice.

Funded by: European instrument for democracy and human rights regional program and Vishegrad +

Human development and gender

Gender, Care and Labor Force Participation-Mixed Methods Study

This mixed methods work will study women's use of time, labor force participation, family and household responsibilities, and demand for care services. This study will have two parts:

- a) A supply assessment of care services
- b) Household and demand assessment including: Focus group discussions (FGDs) with women from a variety of perspectives (details below) and questionnaires completed by focus group respondents

The supply assessment will be a census-type study of the sites the focus group discussions target. It will investigate the types of child and elder care services available to households, both public and private, and explore their quality, cost, and accessibility, as well as the social perception and normative views around care and the use of the different available alternatives. The demand assessment will include both focus groups and individual questionnaires. The focus groups will include an exploration of time use and will also examine care needs of families with children, elderly, or sick household members, and barriers to access child or elder care. It will follow, when possible, the dynamics of care demand and supply at the household level, having women and their labor force engagement as the center. The focus groups will be mainly qualitative, but the complementary individual questionnaires will yield quantitative data on key issues.

Funded by: World Bank

EU and international affairs

Promoting Good Governance and Economic Rights through Empowering Macedonian Civil Society to Monitor and Tackle the Hidden Economy in the Macedonia

Tackling the hidden economy in the FYR of Macedonia will address better current governance concerns in the country, and will take into consideration the top worries in society - employment and incomes. The proposed action on promoting good governance and economic rights through monitoring and tackling the hidden economy in the FYR of Macedonia is based on the principles of public-private partnership, CSOs collaboration and exchange of best practices. The methodology of the proposed project rests on the previous experience of the co-applicants, and in particular the *Hidden Economy Monitoring System (HEMS)*, which the Center for the Study of Democracy (CSD) has been applying in Bulgaria since December 2003.

The strategy of the project sets as its *overall objective* the strengthening of the capacity of the civil society and the public institutions to develop and promote public economic policies in the area of hidden economy and corruption in FYR of Macedonia aimed at upholding democracy, economic rights and rule of law and at reducing ethnic, religious and class divisions, poverty and inequality.

Funded by: European Union Instrument for Democracy and Human Rights and BTB

Exchange of EU best practices in the area of anticorruption monitoring on local level

The overall objective of the action is to foster anticorruption and good governance practices at local level that will enable sustainable environment for social, economic and environmental development.

Hence, increasing the capacities for anticorruption monitoring at local level among the citizens and the civil sector in particular is envisioned to be one of the main preconditions for achieving the general objective.

The activities are inspired from the Croatian experience in strengthening civil society to be active watchdog of the transparency and accountability principles of the local government and the notion that active and aware citizens are the basis for transparent and corruption-free government. For this purpose, the project consortium consists of 8 CSOs, each working in and representing one of the regions in the country. In addition, it includes other relevant stakeholders, such as the Unit of Local Self-governments and the national anticorruption bodies, which are of crucial importance when it comes to implementing more efficient transparency and accountability policies in the country.

Funded by: European Union IPA Component 1

Advocacy for Open Government: civil society agenda-setting and monitoring of country action plans

The objective is to increase transparency and integrity in government, enhance public participation and accountability, and generate more effective policymaking, eg. Public service delivery, and empower CSOs to monitor open government. The project will develop and apply a common methodology to advocate for, and monitor, standards in open government, good governance and rule of law in six countries in the Western Balkans (WB). The project will widen public debate about the efficiency and transparency of government, and train CSOs to monitor the impact of stated policies, including implementation of MDGs and post-2015 plans for MDGs in good governance, and advocate for reforms and effective implementation. The project will develop commitments for governments to make under the Open Government Partnership (OGP) Initiative, and in parallel prepare the ground for completion of chapters in line with the acquis for EU accession.

Funded by: DG Enlargement Civil Society facility and the Foreign Commonwealth Office

Good governance and budget monitoring

Courts as Policy-Makers?: Examining the Role of Constitutional Courts as Agents of Change in the Western Balkans

The study focuses on constitutional courts in Macedonia, Kosovo, Albania and Bosnia and Herzegovina. However, in order to be able to narrow down the scope of the study, the actual analysis will focus on specific case law concerning difficult constitutional and political issues. In that sense, we deploy what might be termed a multi-level case study approach, where at one level, courts as institutions are treated as cases to be studied, while at another level, specific decisions of those courts are treated as case studies as well. The „most difficult case“ design will be employed when selecting specific constitutional court decisions in each of the countries covered by the project. In other words, the underlying hypothesis that constitutional courts have made a positive contribution to political and social change and overall transition to democracy will be tested on cases that are „the most challenging and least favorable to it.“ Up to six cases (constitutional court decisions) that have marked the four states' respective transitions to democracy (dealing broadly with power-sharing, ethnic/minority rights, federalism/organization of government, or issues pertaining to division of powers) will be thoroughly examined. In particular, it will be examined how the specific cases have been initiated, deliberated, decided and what the follow-up was (in terms of acceptance and implementation of the decisions in question). The specific court-rulings will be selected based on the preliminary research in the preparatory phase of the study, during the first month upon the start of the project.

Funded by: Regional Research Promotion Program

Promoting social accountability on local level

UNDP supports the development of innovative technological solutions for citizen's participation and strengthening of their role as monitors of the work of the local government which may lead to promotion of integrity, improvement of quality of service delivery and decreasing corruption. To this end, in the framework of this project an innovative software application for social accountability will be developed and piloted in five municipalities: Tetovo, Bosilovo, Ilinden, Debar and Centar. The aim is to strengthen the interaction between the public institutions and citizens and promote good governance, policies and enhance quality of service delivery.

In parallel to the introduction of the software application the project will include an internship program for about 30 students or early graduates who will be trained in good governance with specific focus on transparency, accountability and participation. The interns will have an opportunity to work with the local self-government administration and assist the interaction between public institutions and citizens on good governance issues.

Funded by: UNDP

Sustainable development

Strengthening the role of NGOs in the public dialogue on climate protection in South East Europe

The main goal of the project is to build the capacities of non-governmental organisations in the 7 South East European target countries for participation in public policy dialogue on climate mitigation focusing particularly on energy efficiency as a tool for climate mitigation. The project will make use of this experience by training local NGOs on energy efficiency and climate mitigation aspects, facilitating contacts among themselves and offering networking opportunities with national policy

makers. The project follows thus an innovative approach as it does not only focus on training or policy advice but rather on facilitating the necessary structure in each country so that a public dialogue and a continuous involvement of NGOs in policy discussions develop.

The project will build on a previous initiative called Public Dialogue Initiative (PDI, full name Public Dialogue on the Sustainable Use of Energy in South East Europe, www.publicdialogue-energy.com) which was on-going from 2010 until 2013. This initiative was highly successful with more than 50 thematic events across the 7 SEE countries covering energy efficiency policy implementation, climate change, policy process mechanisms and gathered hundreds of participants from all relevant sectors of society (NGOs, business sector, public sector, media). While the PDI has initiated dialogue processes, it showed that especially environmental NGOs still have only limited access and little success in getting involved into such discussions.

Funded by: DBU, GIZ and KAS

Initiative to Enhance Public Dialogue on Sustainable Use of Energy

The project aims to create the ground and conditions for effective use of energy at local level through increased understanding and cooperation among local government units, business community, public and other relevant stakeholders. As well as to raise awareness and understanding on Energy Efficiency and climate change issues by promoting best practices and initiatives for action at local level with the involvement of all relevant stakeholders. The expected outputs of the project are:

1. Increased capacities of 4 municipalities (Korca, Pogradec, Bitola, Kicevo) and other local stakeholders on EE issues and across borders
2. Development of Platforms for Actions among local stakeholders and across borders
3. Established a long-term dialogue among all local stakeholders on EE issues and its implementation at local level
4. Increased awareness of all local stakeholders on EE issues and its implementation

Funded by: European Union IPA Cross Border Program between Macedonia and Albania and the Government of Republic of Macedonia

2. CRPM events

Conference: SKOPJE FORUM ON THE FUTURE OF LIBERAL DEMOCRACY, EUROPE AND THE BALKANS

The Skopje Forum is designed to bring together leading intellectuals, academics and opinion makers from the Balkan region with their counterparts from Europe, to discuss the state of affairs and the future of the development of liberal democracy, capitalism and Europe as a whole. The opening of the conference took place on June the 6th 2014 in the Conference Hall of Porta Makedonija/Gate Macedonia. On the opening Gerald Klaus, Chair of the European Stability Initiative gave a keynote

speech. Video of the speech can be found on the following link: http://www.crpm.org.mk/?gab_gallery=crpm-skopje-forum-2014-gerald-knaus-presentation-porta
The rest of the conference was consisted of four panel discussions held on 7th and 8th June in Hotel Continental.

- The future of EU, democracy and Europe
- The future of liberalism and market economy
- The future of the Balkans
- Europe and the rising regional and global powers, Turkey and China

Some of the issues that were examined at the Skopje Forum focused on the debate around the recent economic and financial crisis a predicament, which touches the very democratic foundations of the European project and which cuts deep into its social and political dimensions. The discussion gave reflection on the key features of the 21st century global politics landscape the growing role of emerging powers – both on a global and regional level.

Speakers at the panel discussions were Prof. **Marija Risteska** Director, Center for Research and Policy Making; Prof. **Dejan Jovic**, Chief Analyst and Special Coordinator at Office of the President of Croatia; Prof. **Biljana Vankovska**, Faculty of Philosophy, University of Cyril and Methodius, Skopje, Macedonia; **Leon Malazogu**, Director, Democracy for Development, Pristina, Kosovo; Prof. **Spyros Sofos**, Center for Middle Eastern Studies, of Lund University, Sweden; Mr. **Goran Buldioski**, Director of Open Society Think Tank Fund'; Dr. **Dušan Reljić**, Head of Office, SWP Brussels; Dr. Vladimir Gligorov, staff Economist at the Vienna Institute for International Economic Studies; Dr. **Hans Jurgen Zahorka**, chief editor of European Union Foreign Affairs Journal; Dr. **Piotr Switalski**, Director for Policy Planning at the Council of Europe; **Igor Jovanovski**, philosopher and activist from Macedonia; **Srecko Horvat**, philosopher and activist from Croatia; Prof. **Renata Salecl**, senior researcher at the Institute of Criminology, Faculty of Law at the University of Ljubljana, Slovenia; Prof. **Slavisa Tasic**, University of Mary in Bismarck, ND, USA; Prof. **Ognjan Minchev**, University of Kliment Ohridski, Sofia; Prof. **Zhidas Daskalovski**, Director of the School of Public Policy Mother Teresa; Dr. **Misa Djurkovic**, Institute of European Studies, Belgrade, Serbia; **Metodi Hadzhi Janev**, Vice Dean for Education and Scientific Research, Military Academy "General Mihailo Apostolski"-Skopje; Prof. **Inan Ruma**, Faculty of Economics and Administrative Sciences, Bilgi University, Istanbul, Turkey, **Anastas Vangeli, PhD** candidate at the Graduate School for Social Research, Warsaw, Poland.

Full biography of the participants and the agenda of the event can be found at: <http://www.crpm.org.mk/wp-content/uploads/2014/06/AgendaOPTIMUM.pdf>



Hidden Economy Conference & Training



An Initial Conference as a part of the EU funded Project “Promoting Good Governance and Economic Rights through Empowering Macedonian Civil Society to Monitor and Tackle Hidden Economy” was held on 05.06.2014 in the conference hall of Vodenica Mulino in Skopje. The event was organized in cooperation with our partners from the Center for the Study of Democracy (CSD) and was on the topic of: “Tackling the hidden economy: Strengthening the Public – Private Dialogue.”

The first session of the conference was opened by CRPM’s Executive Director, Marija Risteska, followed by the Director of the Economic program at CSD, Ruslan Stefanov, and the Head of Operations at the EU Delegation in Skopje, Jaromir Lavicek. Representatives from labor organizations, academia and public institutions also presented their views on the current status and future actions to be taken regarding the hidden economy in Macedonia.

The second session enveloped training on empowering civil society organizations in Hidden Economy Monitoring and Policy Advocacy. Discussions were spurred by the excellent mix of representatives from public institutions, CSOs and business associations, all of which offered interesting insights into the different hidden economy factors specific to the Macedonian context.

At the same time, through this event, CRPM and CSD have laid the ground for establishing the future Hidden Economy Task Force. This Task Force will be comprised of CSOs, representatives of public institutions, and business associations and will be a collaborative entity that will recommend innovative methods in tackling the hidden economy in Macedonia.

For more photos from the event please check the following links:

First session:

<https://www.facebook.com/media/set/?set=a.853483454681230.1073741850.114500931912823&type=1>

Second session:

<https://www.facebook.com/media/set/?set=a.853690084660567.1073741851.114500931912823&type=1>



Study visit to Zagreb

In the period between 10.02.2014 – 13.02.2014, one of the main project activities, the Study visit to Zagreb was realized. CRPM Project Team, local CSO researchers, representatives of State Institutions and ZELS represented the Macedonian delegation, which was hosted by the Croatian project partner, the NGO "Gong".

The objective of the study visit was exchange of experience with the Croatian partner, aiming to develop and define the methodology for the Macedonian LOTOS research which will be conducted in 26 municipalities throughout Macedonia. The study visit was comprised of a one-day workshop, during which the research LOTUS methodology and the challenges were presented. Furthermore, the representatives from Macedonia visited the Municipality of Samobor, a city which showed best results and progress between two LOTUS research cycles; had a meeting with the Commission for Resolution of Conflicts of Interest, as well as individual meetings with representative of the Association of Cities and relevant CSOs.

The final day was scheduled for a visit of the Croatian Parliament (Sabor), where activities for combating corruption at national level were presented. This meeting was hosted by the former Croatian Prime Minister, Mrs. Jadranka Kosor, during whose mandate considerable results in this area were achieved.

The project team of CRPM, together with the local CSO partners, as well as the partners from the State Institutions and ZELS assessed the study visit as successful and very useful, pointing out that the gained experience will be of great importance in developing and defining of the methodology for the research, as well as for the implementation of the project activities in general.

Funded by: European Union

Second Public Consultative Meeting

In the framework of the project Advocacy for Open Government, CRPM in cooperation with the Ministry of Information Society and Administration (MIOA) organized the second consultative meeting for the preparation of the national action plan for OGP.

The meeting was structured in seven groups representing each priority of the next action plan:

- Participatory decision-making
- Open data
- Freedom of information
- Prevention and ending corruption as well as promoting principles of good governance
- Efficient management of financial resources (financial transparency)
- Openness at local level
- Improved services and protection of citizens – users of services and rights

The combination of representatives of the civil society and civil servants ensured that the recommendations were responsive to the needs of the citizens and also compatible with the capacities of the institutions to implement them.

The novelty for this action plan will be the willingness to include CSOs and think-tanks as implementing parties for some of the measures of the action plan – especially those that include analysis, awareness raising, and increasing the number of organizations participating in consultative sessions on local and national level.

More info and pictures from the event can be found at:

<http://www.crpm.org.mk/wp-content/uploads/2014/04/Together-for-OGP.pdf>

Public debate: “Reforms Related to Open Government Partnership and Their Relevance to EU Integration of Macedonia”



The public debate on “**Reforms Related to Open Government Partnership and Their Relevance to EU Integration of Macedonia**” was held on 6th June 2014 in Skopje. It provoked interesting discussions on how Macedonia has implemented the commitments in the first action plan on OGP. The three esteemed speakers have certainly contributed to enhancing the attendance at the event. The speakers were Dr. **Hans-Jurgen Zahorka**, Chief Editor at the European Union Foreign Affairs Journal (EUFAJ) and former MEP; Dr. **Vladimir Gligorov**, Professor at Vienna Institute for International Economic Studies; and Dr. **Spyros Sofos**, Professor at University of Lund in the Department for Politics and International Relations in the Middle East; while the discussion was moderated by Dr. **Marija Risteska**, Executive Director at CRPM. Each of the speakers focused on various aspects of what an open government represents.

During the second part of the debate a short analysis was presented by Ms. **Qendresa Sulejmani**, on the achievements and challenges of the first National Action Plan for OGP (2012-2014) and the expectations for the next one (2014-2016).

More info and pictures from the event can be found at:
<http://www.crpm.org.mk/?p=13188>

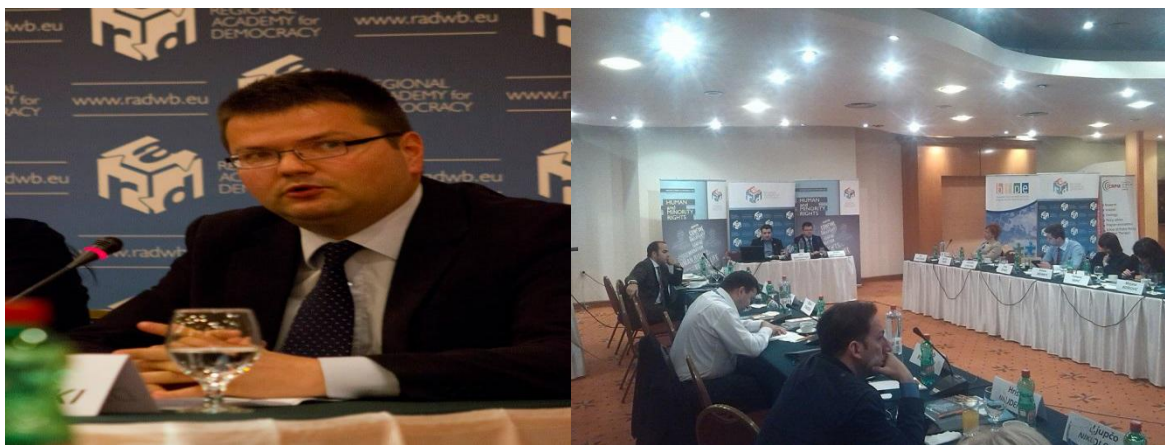
Seminar: Second RAD seminar 2014: “Social and Labor Rights in Times of Prolonged Economic Crisis”



The Regional Academy for Democracy continued with its activities in 2014. The second RAD seminar on “Social and Labor Rights in Times of Prolonged Economic Crisis” was organized by the Center for Research and Policy Making. The seminar was held in Skopje from 8-11 May 2014. The main topics were the causes of the economic slump; has capitalism been compromised for good; which are the ways forward and last but not the least how to help those living on the margins. The four day seminar was consisted of presentations, discussions and workshops where the experiences of different stake-holders were shared in order to deal with the consequences of the prolonged economic crisis.

The project Regional Academy for Democracy is a unique initiative in political capacity building in the Western Balkans, supported by the European Union, Balkan Trust for Democracy and International Visegrad Fund. The project Regional Academy for Democracy is implemented by seven civil society organizations, members of the Network of Schools of Political Studies operating under the auspices of the Council of Europe.

For more info go to: <http://www.radwb.eu/>



Kick off meeting for the project: “Courts as Policy-Makers?: Examining the Role of Constitutional Courts as Agents of Change in the Western Balkans”

Center for Social Research Analitika, as local coordination unit for Bosnia and Herzegovina within the Regional Research Promotion Programme (RRPP), hosted the kick-off meeting for the project “Courts as Policy-Makers?: Examining the Role of Constitutional Courts as Agents of Change in the Western Balkans.” The project, funded by the [Regional Research Promotion Programme in the Western Balkans \(RRPP\)](#), will be implemented in cooperation with [CRPM – Center for Research and Policy Making](#) from Macedonia, [Belgrade Centre for Human Rights](#), and [Group for Legal and Political Studies](#) from Kosovo.



National conference on Integrity, Transparency and Accountability at the local level and promotion of social accountability tools at local level

State Commission for Prevention of Corruption and local office of United Nations Development Programme (UNDP) in cooperation with the Center for Research and Policy Making as well as Association of the Units of Local Self-Government (ZELS) organized workshop titled “National Workshop on Integrity, Transparency and Accountability at the local level” held in Skopje, in the hotel Aleksandar Palace on 5 November, 2014.

Workshop of the PfP Consortium Study Group “Regional Stability in South East Europe”



CRPM member Nedžad Mehmedović attended the workshop “Bosnia-Herzegovina and Beyond: The Role of Civil Society in Supporting Democratization and Euro-Atlantic Integration in South East Europe” held from 25-27 September 2014 in Sarajevo, Bosnia and Herzegovina.

He was a guest speaker at the panel “The Regional Dimension of the Role of Civil Society Organizations”.

Training on energy efficiency and rational use of the energy for municipal officials



Around 30 participants from Bitola and Kičevo had undergone training about the energy efficiency and rational use of the energy in the frames of the Initiative to Enhance Public Dialogue on Sustainable Use of Energy project. The attendees came from different profiles of the community life

from these two local units: professors in high schools, representatives of local communities, media reporters, regional NGO activists, businessmen and the members of the local school parental councils. The training was held in a relaxed mountain atmosphere at the House of Arts in Kičevo. The two day session comprehended several topics such as basic pillars of energy efficiency and its relation to climate change, energy certification of buildings, new technologies for heating and cooling, financial opportunities for crediting as well as the current stands and effects of energy poverty. The trainings in moments looked as a workshop due to the active involvement of the participants asking different questions and raising dilemmas about the possibilities to improve the energy characteristics in their homes as well as in the companies where they operate especially during the discussions on energy controls. An additional benefit of the training is the establishing of closer relations between the regional NGO's who attended this event and the draft of potential project ideas that could be implemented in the region of Bitola and Kičevo. Initiative to Enhance Public Dialogue on Sustainable Use of Energy project is funded by the European Union in the frames of the IPA Cross Border Program on Macedonia and Albania. The next activity is a regional workshop which will take link the parties concerned from these two countries in order to exchange ideas and views to intensify mutual cooperation and improve energy portfolios of both of the countries.



LOTOS methodology workshop



In the period between 14. -16.04.2014. workshop on Methodology of the Research LOTOS took place in Skopje. The workshop was attended by LOTOS researchers from the partner CSOs from Macedonia, as well as by other national stakeholders, such as by representatives of the State Commission for Anticorruption, Ministry of Local Self-Government and ZELS. The workshop was led

by the CRPM LOTOS-team, and by the Croatian expert from the partner CSO GONG. The workshop resulted with fine-tuned research indicators and tools and paved the way for the start of the research in May 2014.

3. Outputs / Results:

Books

Rader of best practices in monitoring hidden economy http://www.crpm.org.mk/wp-content/uploads/2014/06/zbirka_trudovi.pdf

Videos

Centre for Research and Policy Making anniversary video <https://youtu.be/YZEpYT0U0gQ>
Key note speech Skopje Forum 2014 <https://youtu.be/tfQfb5Eqth8>

CRPM School of Public Policy Mother Theresa Generation 2014 video
<https://youtu.be/i35x8JsGR0I>

Policy briefs

Policy brief: "HIT AND MISS – THE DYNAMICS OF UNDECLARED LABOR IN MACEDONIA"
published in http://www.crpm.org.mk/wp-content/uploads/2015/01/PolicyBrief31_ENG.pdf

Policy brief: "HUNTING THE SHADOWS – TAX EVASION DYNAMICS IN MACEDONIA" published
in: http://www.crpm.org.mk/wp-content/uploads/2015/03/PolicyBrief33_ENG.pdf

Policy brief: GOVERNMENT IS HELD ACCOUNTABLE WHEN EVERYONE IS HOLDING GOVERNMENT ACCOUNTABLE published in <http://www.crpm.org.mk/wp-content/uploads/2014/12/Policy-Brief-N.32.pdf>

Policy brief: "THE ECONOMICS OF BLURS AND SHADOWS – THE HIDDEN ECONOMY IN MACEDONIA" published in <http://www.crpm.org.mk/wp-content/uploads/2014/12/Policy-Brief-N.30ENG1.pdf>

Policy brief: "OPEN GOVERNMENT PARTNERSHIP CALLS FOR PARTICIPATION" published in
<http://www.crpm.org.mk/wp-content/uploads/2014/12/Policy-Brief-N.29.pdf>

Policy brief: "WHAT OGP DOES FOR TRANSPARENCY?" published in
<http://www.crpm.org.mk/wp-content/uploads/2014/12/Policy-Brief-N.28.pdf>

7. Financial report

	ID Number	5880378			
	The Name of the Subject	CRPM			
	The Seat of the Subject	Bld. Avnoj 114/2 Skopje			
	Revenues and Expenditures in the year- Balance Sheet of Revenues and Expenditures in the period 01.01 till 31.12 2014				
				in MKD denar	
				Amount	Amount
Number	Account group or account number	Position	AOP Code	current year	year before
1	2	3	4	5	5
		I Expenses, 40) Material Expenes, Services and Ammortization (202 untill 209)	201	5,790,501	3,622,242
1	400	Spent Materials	202	248,239	1,148,001
2	401	Spent Energy	203	101,035	146,806
3	402	Production Services Used from Others	204	2,717,595	604,159
4	403	Non-Productive Services Used from Others	205	1,462,196	902,543
5	405	Expenses for Representation	206	183,982	29,852
6	406	Ammortization	207		
7	407	The Value of the Purchased Goods and Services	208		
8		Rent	209	1,077,454	747,527
8	408	Other Material Expenses	210		43,354
		41 Other Expenses (211 till 217)	211	5,274,377	4,184,766
9	410	Provision by the Clearing House	212	97728	64686
10	412	Interest on Credits and Loans	213	3	
11	413	Insurance Premiums	214		
12	414	Travel Per Diem	215	38215	19264
13	415	Hired Services	216		
14	416	Negative Exchange Rate Variations	217	51953	21841
		Membership fees	218	49347	2100
15	418	Other Expenses	219	4054303	3886375
16	420	Expenses for International Cooperation	220		
17	430	Transferred Means to Other Legal Subjects	221	982828	190500
17a	44	42) Capital and Other Assets (223+224+225)	222	35386	72990
		43) Aid, Donatinn and othe Expenses (227+228+229)	226		
		44) Wages and Contributions	230	4336651	1285850
21	460d	a) net wages	231	4030615	871266
22	461d	b) contributions	232	306063	414584
25	470	taxes and contributions not dependent on results	233		266601
		extraordinary expenses	234		
		Total Expenses (201+210+218+219+220+221+225+230)	235	15436915	9432449
26		Income suficit- before tax income (250 minus 235) if 250>235	236	12053877	10914694
27	810 and 811	Taxes and contributions and other expenes due to income	237		
28		Realized Net Suficit- gains (236 minus 237)	238	12053877	10914649
		Total (235+236) or (235+237) if 237 is bigger than 236=247	239	27490792	20347143
		72) Income from Sales of Goods, Products and Services (237+238)	240		
29	720	Income from sales of Goods and Products	241		
30	725	Income from Services	242		
31	730	Foreign Exchange Rate Gains	243	349006	
32	74	Income from membership fees, gifts and donations and income from other sources	244	16034102	12902086
33	750	Income from Rent and Leasing	245		
		own income	246		401600
34	760	Other Income	247	190631	70842
34a	770	Transferred Surplus from the Previous Year	248	10914694	6972615
35	780	Irregular Income	249	2359	
		Total Income	250	27490792	20347143
36	890	Outstanding Expenses (235 minus 250)	251		
37		Total (250+251)	252	27490792	20347143
	Person Responsible for the Preparing the Balance Sheet				
	Signature Suzana Filipovska				