

# **CRPM Work Program**

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**2011**

**December 2010, Skopje**

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# 1. CRPM Background

## 1.1. Introduction

Founded in 2004 under the Macedonian law as a “civic association” (or an NGO) the Center for Research and Policy Making- CRPM engages in policy analysis, seeking to open the policy making process to citizens, improve laws., assess institutional capacities for their implementation as well as monitor and evaluate how much these policies are creating public value or are directed towards the “Europeanization” of Macedonia. We also deliver trainings, make evaluations of donor programs in Macedonia and the region and conduct surveys of public opinion. The CRPM regularly organizes forums, roundtables, and debates offering to policy makers “just-in-time” policy recommendations that are product of comprehensive policy research, well argued and focused on Government actions on policy issues subject to the CRPM’s research interest. The research activities and analysis of CRPM’s team are followed with advocacy efforts that are fully aligned with the communication and advocacy strategy of the organization. Some of our policy proposals are being accepted by the government, while others, although there is an intense public discussion, are not. By many indicators such as policy impact or media appearances and commentaries, today CRPM is the leading Macedonian think tank. Where we stand today, however, is a result of a permanent and painstaking effort resulting in continuous growth. This part of the document tells the success story of this organization providing you with the idea of what CRPM was, is, and ultimately wants to become.

## 1.2. CRPM Mission

### 1.2.1. Core Purpose:

CRPM is an organization that has a mission to promote good governance and development in Macedonia on the basis of relevant, evidence based policy research, capacity building and trainings, evaluations, analyses and surveys, without regard to and independently of the particular interests of any group of the society, political, social or economic.

### 1.2.2. CRPM Core Values

CRPM’s core values, the essential and enduring tenets, are: being a pioneer in detecting important deficiencies in the functioning of the society and the public policies, providing cutting edge policy analysis, hard work and individual productivity, working on elevation of the Macedonian culture and national status in the world.

### **1.3. CRPM Vision**

CRPM's envisioned future is to become the biggest most influential Balkan think tank offering sound analysis and advice and influencing the policy agenda of Macedonia and the Southeast European region in various areas, offering abundance of research resources (data bases; books; articles; papers; internet based resources and other logistical support) to individual researchers, professionals, journalist, students, civil society organizations and interested parties. No important national or regional policy issues will be discussed without CRPM experts taking part in the debate offering analysis on the issue. CRPM will be sought to provide policy advice by governments, civil society organizations and private companies. We believe that CRPM research work carried on with patience and persistence will bring new life to public policy, good governance will be advanced, knowledge increased, and human life improved. We will be respected and admired by our peers and academics. Our analyses and policy solutions will be actively sought by governments and companies. Management gurus will use CRPM as an example of excellent management and progressive thinking. The best up-and-coming people in the academic world will seek to cooperate with our think tank. Employed staff will give unsolicited feedback that they love what they are doing. They will willingly work hard because they will feel that our think tank contributes to their and the society's life in a positive way.

### **1.4. CRPM as a Think Tank**

Ever since its founding CRPM was not a "typical" NGO. CRPM is a think tank, an organization, which generates policy-oriented research, analysis and advice on domestic and international issues that enables policymakers and the public to make informed decisions about public policy issues.<sup>i</sup> We "play a mediating function between the government & the public, transform ideas and problems into policy issues, identify, articulate, and evaluate current or emerging issues, problems or proposals, and provide a constructive forum & facilitate the process of exchange of ideas."<sup>iii</sup> In CRPM we put the emphasis they place on research and analysis. Similarly to think tanks around the world CRPM functions like a research department at a university promoting a greater understanding of important social, economic, and political issues confronting society. Unlike universities, however, "the seminars and workshops they[CRPM] offer and the studies produced are generally intended for policymakers, not students."<sup>iii</sup>

### **1.5. Implementation of CRPM's Strategic Plan 2009-2011**

Since its inception the Center for Research and Policy Making (CRPM) works on contemporary socio economic, health, education, social security, municipal development, governance issues and advocacy for greater participatory and evidence based decision making in Macedonia. In the last five years CRPM has developed a reputation of being a

high quality think tank publishing analyses on important societal issues offering solid policy advice based upon our research.

This year our activities are directed towards realization of two main objectives outlined in the CRPM's Strategic Plan 2009-2011: (i) to emerge as a regional think tank leader; and (ii) to establish a School of public policy/governance.

The first objective is planned to be achieved in the course of the year by partnering up with several regional think tanks on joint projects. The main vehicle for this are two projects that commenced in 2010 and continue in 2011: the Regional research project on change of political elites within which we establish operational partnership with IDM from Albania, CEMI from Montenegro, and Foreign policy club from Kosovo; and the project on Brain Gain policies that is implemented in partnership with: European movement Albania, the Centre for Interdisciplinary Postgraduate Studies (ACIPS) from Bosnia, Centre for Democracy and Human Rights from Montenegro and Group 484 Serbia.

In 2011 CRPM plans to strengthen its visibility as leading think tank in the Western Balkan region by hosting several events and initiating discussions on topics relevant to primarily Macedonia, but also related to the region's politics, reform processes and development. Namely, in the forthcoming period, in September in particular, CRPM will organize a conference on the 20 years of Macedonian independence that will be combined with a session on Macedonia and the neighboring countries. Also another conference that will be held in June on the 10 years of the Ohrid Framework Agreement will bring up the issue on post conflict management in ex-Yugoslavia.

The second objective is planned to be achieved with the establishment of the School of Public Policy "Mother Theresa". The School is to be organized by the leading Macedonian think tank, Center for Research and Policy Making ([www.crpm.org.mk](http://www.crpm.org.mk)) and is part of sixteen schools of political studies organized in cooperation with the Council of Europe. The School of Public Policy "Mother Theresa" advocates good governance and responsible policy making based on the rule of law and liberal impartiality, and tolerance. Our goal is to create a learning environment where mutual understanding prevails among people from across the political spectrum, to teach them to work together for the common good while preserving their ideological differences and political competitiveness, and to lay the foundations for a constructive political dialogue today and in the future. Our aim is not only to give people an opportunity to study liberal values and democracy, but also provide an opportunity for students to meet other students – to promote dialogue and a better understanding between politically active and democratically oriented people from different Macedonian backgrounds.

In the same time in 2011 CRPM plans to continue its activities in the field of policy research and analysis, and advocacy of policy solutions. Here is the program in detail.

## 2. The 2011 Program

### 2.1. Macedonian Politics

#### 2.1.1. Comparative Study of the change of political elites in Macedonia and Albania

The analysis will provide a description of the characteristics, life paths, values and attitudes, of the most powerful individuals in Macedonia and Albania. It will explain the outcomes of the transition period and more importantly it will frame the contexts for the future development of these two countries. In addition, the analysis will compare elites and citizens' perspectives on values concerning individual rights, gender, diversity, economy, political system. For comprising purposes, the analysis will also offer a focused examination of the elites in the region (Kosovo, Serbia, Montenegro).

**Team:** *Zhidas Daskalovski, Anastas Vangeli, Marija Risteska, Bashkim Bakiu*

#### 2.1.2. School of public policy Mother Theresa

The School is to be organized by the leading Macedonian think tank, Center for Research and Policy Making ([www.crpm.org.mk](http://www.crpm.org.mk)) and is part of sixteen schools of political studies organized in cooperation with the Council of Europe. Organizing the School of Public Policy "Mother Theresa" CRPM has committed itself to the following objectives:

- to provide training and development in democratic practice and the core principles of good governance to mid-level political leaders and decision-makers in the country at all levels (national, regional and local) and in all fields - lawyers, judges, media professionals, businessmen/women, NGO leaders, policy-makers and officials;
- to encourage the development of responsible and ethical leadership among mid-level political and civic leaders;
- to provide opportunities for political and civic leaders from across the spectrum of public life to come together to discuss a wide range of current political, social and economic issues;
- to encourage a transparent decision-making and legislative process which takes into account different public interests and opinions;
- to enhance the skills of mid-level political and civic leaders to participate in public dialogue and media debate by fostering appreciation of the values of participation, inclusion and the free exchange of ideas.

**Team:** *Zhidas Daskalovski, Nedzat Mehmedovic, Mile Aleksoski*

### **2.1.3. Conference - 10 years from the Ohrid framework agreement: Blue print for successful conflict management or mission incomplete?**

In June the CRPM team will use the institutional funding to organize a conference on which the challenges and successes of the Ohrid Framework agreement will be discussed. One of the panels will be dedicated to post-conflict management in ex-Yugoslavia in order to identify and analyze the possible causalities.

**Team:** *Zhidas Daskalovski, Anastas Vangeli, Bashkim Bakiu*

### **2.1.4. Conference – 20 years after independence: Macedonia and its neighbors**

In September 2011 the CRPM will use the institutional funding to organize a conference on which the opened issues between Macedonia and its neighbors will be discussed from since the proclamation of independence.

**Team:** *Zhidas Daskalovski, Anastas Vangeli, Bashkim Bakiu*

## **2.2. Good governance**

### **2.2.1. Implementation of the City of Skopje's Gender equality strategy**

CRPM will in 2011 contribute with different activities: from capacity building, to discussions and information gathering to the implementation of the City of Skopje's Gender equality strategy that is a product of a 2010 CRPM project implemented in cooperation with the Sector for public works, social, and health protection.

**Team:** *Marija Risteska, Frosina Ilievska, Riste Zmejkovski*

### **2.2.2. OBI 2011**

In 2011 CRPM will continue being the Macedonian partner in the International Budget Partnership for the research and production of the global index of budget transparency the open Budget Index- OBI.

**Team:** *Marija Risteska, Frosina Ilievska*

### **2.2.3. Creating public value – Improving governance practices of local public services**

Based on the baseline research conducted in eight municipalities on governance practices in education policy area, the CRPM plans to develop a Manual for good governance in education sector (end users would be schools and municipalities). The team will also develop training curriculum for education officials on municipal level.

**Team:** *Marija Risteska, Frosina Ilievska*

## **2.3. Human development**

### **2.3.1. Introducing home care services on municipal level**

Following the publishing of an analysis and a documentary film on the repercussions of the Diagnosis Related Group reform on the care of recently discharged from hospitals but not recovered persons, we were approached by UNFPA (UN Fund for Population) to produce a needs assessment for introduction of home care services in the city of Skopje. In 2011 we will also seek other opportunities to work on issues related to long term care in partnership with nursing homes from Macedonia and Slovenia.

**Team:** *Marija Risteska, Frosina Ilievska, Riste Zmejkovski*

### **2.3.2. Base-line assessment on rural women**

Rural development is on the agenda of the Government since the adoption of the Law for agriculture and rural development<sup>1</sup>. In Macedonia rural areas encompass 50% of the territory, where 40% of the women live. It is believed that women in rural areas are mostly “unemployed housewives, who take care of the house, the cattle and the fields”<sup>2</sup>; they “don’t own land, property, and businesses, and lack access to favorable loans”<sup>3</sup>. There is limited scope of available data, however significant gender gaps in regard to women’s inclusion in economic life of the society are evident. Women account for 65.0% of economically inactive population, while the portion of inactive men is 35.0% and this trend has been ongoing for several years.<sup>4</sup> Gender disparities suggest that that young women, women from rural areas and women from ethnic communities make the biggest

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<sup>1</sup> In 2008 the Macedonian Parliament adopted the Law on Rural Development. In the same year the Government adopted a Decree which offered operationalization of the rural development policy. This policy document mainstreams gender ( in Article 4, p.3/a ) by regulating that 20 points will be awarded to applications for increasing competitiveness in which the leader is a woman; and in accordance to Article 4, p.3/b 15 points are awarded to women entrepreneurs.. This resulted with 18-20% of the recipients of financial schemes through which the rural development was applied were women for 2009.

<sup>2</sup> Women still without fundamental rights in the rural areas of Macedonia. 21. 06. 2003. Radio Free Europe.  
<http://www.makdenes.org/programs/aktuelnosti/ma/2003/05/3169D7DA-19C2-4679-BACA-01277C23BA5C.ASP>

<sup>3</sup> International Day of the Rural Women. Ljupka Kamceva. Kanal 5 News. 15. 10. 2007.  
<http://www.kanal5.com.mk/ShowNews.aspx?ItemID=25548&mid=1500&tabId=1&tabindex=0>

<sup>4</sup> Source: *State Statistical Office*, News Release, 19.03.2010 , Year XLVIII /No: 2.1.10.07,  
<http://www.stat.gov.mk/pdf/2010/2.1.10.07.pdf>



share of economically inactive female population. However, sound data analysis and research studies to explore these findings further and to provide more insight into other aspects such as the participation of rural women in decision making, household planning and in economic activities have not been conducted. CRPM in 2011 will provide comprehensive information on the factors and drivers of social exclusion of rural women and will produce quantitative and qualitative data for formulating sound policy that will recognize the needs of socially excluded rural women.

**Team:** *Marija Risteska, Ana Mickovska- Raleva, Frosina Ilievska, Riste Zmejkovski*

### **2.3.3. Developing policies for gifted and talented students**

The schooling system is typically constructed to fit the average student (in terms of curricula, teaching methods etc.) and hence not always suited for the under or over achievers. While the former are usually provided more attention, the overachieving (gifted and talented) students are believed to be able to take care of themselves. However, without appropriate support and guidance these students frequently do not achieve up to their potentials. Since they are supposed to become the future factor of development of the society, a greater care should be taken for developing their potentials.

The study is going to look into the existing and feasible policies for supporting these students through analysis of national and school level practices. It is also going to examine the treatment gifted and talented students receive from the school staff as well as their overall progress through the schooling system. The methodology is going to include interviews with state officials, school administration, parents, students and teachers.

**Team:** *Ana Mickovska Raleva, Frosina Ilievska*

### **2.3.4. Breaking down barriers to labor market integration of minority women**

In 2011 the CRPM teams up with its partners: OZO Sveti Nikole, Center for democracy and development, Association of citizens: Research, Learn and Triumph on this project that generally aims to break the barriers for labor market integration of ethnic minority women. The specific objectives of the project are: (i) to raise awareness; (ii) to provide recommendations on how to respond to this problem systematically and through institutional mechanisms and policies; and (iii) to enhance the employment potentials of minority women.

**Team:** *Tanja Stoimenovska, Lidija Velichkovska*

## **2.4. Sustainable development**

### **2.4.1. Decentralization study**

In 2010 CRPM has produced a comprehensive research on the status of the decentralization in Macedonia. In 2011 we plan to analyze the data and publish a comprehensive study that detects progress, but in the same time discusses the current challenges for the decentralization process. It will also identify champions of reforms and those that are lagging behind. The study will provide policy advice to central government how to stir the decentralization process in the future and will point out case studies from which experiences the rest of the municipalities can draw lessons and reform accordingly.

**Team:** *Zhidas Daskalovski, Marija Risteska, Bashkim Bakiu*

## **2.5. Migrations**

### **2.5.1. Brain Gain Macedonia**

Building upon our work in the field of brain gain, we intend to take a more concrete step towards alleviating the adverse effects of the migration of highly skilled individuals from Macedonia and instigate a process of their return or their contribution in the Macedonian economy. We plan to do so by establishing a network between educational institutions and the civil society. The focal point of such cooperation will take the form of a web portal titled "Brain Gain Macedonia", which will serve as a meeting point between domestic employers in the need of highly skilled individuals on one side, and the highly skilled migrants on the other. We also plan to devise a brain gain support forum that would manage the process of return migration of the highly skilled, and provide guidance and assistance for better re-integration in the Macedonian society, but also for overcoming the possible burdens of bureaucratic nature.

**Team:** *Anastas Vangeli, Nedzat Mehmedovic*

### **2.5.2. Advocating for “Brain Gain” Policies aimed at Reintegration of High-skilled Returnees in the Western Balkans**

Through the project Developing “Brain Gain” Policies in the Western Balkans researchers realized that WB governments started to develop strategic framework for developing cooperation with scientific diaspora and for attracting them to return, but in practice there are many obstacles for their reintegration that have not been considered in the strategies. The first obstacle that high-skilled returnees face when they return home is “Kafkaesque procedures for recognition of foreign diplomas”. In order to validate a diploma earned abroad WB universities often ask the candidates to rewrite their theses, or take additional exams. If the academic standards at the local department are different than those at the graduate school one studied abroad, there is a risk that diploma might be downgraded. A special problem is the recognition of diplomas of multidisciplinary or interdisciplinary studies. The second recognized problem of high-skilled returnees is that the inability of the official institutions to properly recognize certain specialties also

corresponds with the reality of the labor market in the WB, where certain qualifications, such as advanced science, interdisciplinary social science or advanced research are simply not demanded and there is no room for people of such background to develop their careers. The third recognized problem of high-skilled returnees is that students or young working people that are sent abroad for completing their education, completing advanced programs and training and obtaining important experience, knowledge and skills, are put on inadequate positions upon returning home, for which they are either too qualified or not qualified at all. Therefore, we would like to conduct research to identify the scope of the problem and measures for its overcoming. The research will be conducted through two phases: 1) analysis of secondary data in order to identify legal and administrative obstacles for reintegration of high-skilled returnees, and 2) field research in order to identify potential of high-skilled returnees and obstacles that they have been facing after their return in home country. Research findings will be used for creating policy papers and policy briefs – advocating tools for removing obstacles for successful reintegration of high-skilled returnees. Advocating will be organized through 5 national advocacy campaigns and a regional conference.

**Team:** *Anastas Vangeli*

## ***2.6. EU and international affairs***

### **2.6.1. The impact of visa liberalization study**

In the last 3 years CRPM monitored the visa facilitation process in Macedonia and contributed with independent analysis that informed the EU decision to lift visas for Macedonian citizens. In the beginning of 2010 CRPM made a base line study on the impact of visa liberalization which will be conducted again in the beginning of 2011. An analytical piece – policy brief on detected changes will be produced in the course of 2011.

**Team:** *Marija Risteska, Nedzat Mehmedovic, Bashkim Bakiu*

### **2.6.2. PASOS Visa liberalization in the caucuses Project**

The goal of the project is to create a tipping-point for the achievement of visa-free relations between the Eastern Partnership countries and EU member-states, and in the process to upgrade the legal and policy processes in the EaP countries and promote closer integration and people-to-people exchange and contacts between the Eastern Partnership countries and EU member-states.

**Team:** *Marija Risteska*

### **3. Institutional development**

During 2011 CRPM will be concentrated on:

- (i) development institutional capacity to attract funding from businesses; and
- (ii) selling consulting services through which operational funding will be generated to substitute for the institutional support provided through the Think tank fund.

These two efforts will be coupled with training for development of CRPM strategy to handle challenges after the Think tank fund support finishes. For development of this particular capacity in addition to the capacity to attract funding from businesses CRPM will seek for support from the Think tank fund.

In terms of capacity building of staff, CRPM plans to train Anastas Vangeli in project management, build the analytical capacity of Nedzat Mehmedovic and the research capacity of Frosina Ilievska in the course of 2011.

The senior staff will be also encouraged to participate at academic conferences, and publish papers in academic journals in order to build basis for competitive proposals to be submitted to some academic competitions such as the ASO, FP7 and SCOPES.

## 4. Financial plan for 2011

Programs / activities	Sources	USD	GRANTED or PLEDGED
1.Macedonian politics		\$68,108	
1.1. Elites	RRPP	\$13,108	Granted
1.2. SPP	CoE	\$35,000	Granted
1.3. 10 years OFA	OSI Think-Thank Fund	\$8,000	Granted
1.4. 20 years Independence	OSI Think-Thank Fund	\$12,000	Granted
2. Good governance		\$15,000	
2.1. Gender eq. SK	City of Skopje	\$5,000	Pledged
2.2. OBI 2011	IBP	\$5,000	Pledged
2.3. Creating public value	OSI Think-Thank Fund	\$5,000	Granted
3. Human development		\$339,160	
3.1. Home care	City of SK / UNFPA	\$20,000	Pledged
3.2. Long term care	EC- Progress	\$130,551	Pledged
3.3. Rural women	UNIFEM	\$20,000	Granted
3.4. Gifted and talented children	BTD	\$ 25,000	Pledged
3.5. Minority women	EC - IPA 4	\$143,609	Pledged
4. Sustainable development		\$5,000	
4.1. Decentralization study	OSI Think-Thank Fund (committed from 2010)	\$5,000	Granted
5. Migrations		\$10,000	
5.1. Brain Gain MK	OSI Think-Thank Fund	\$5,000	Granted
5.2. Advocacy for brain gain	EFB/BTD	\$5,000	Pledged
6. EU and International		\$18,500	
6.1. Visa liberalization impact	OSI Think-Thank Fund	\$2,500	Granted
6.2. PASOS Visa liberalization	LGI	\$16,000	Granted
<b>SOURCES (Expected)</b>		<b>\$455,768</b>	
<b>Institutional and Capacity building</b>	OSI Think-Thank Fund	<b>\$17,500</b>	Granted
<b>TOTAL USD :</b>		<b>473,268</b>	

<sup>i</sup> See MacGann & Weaver, *Think tanks & civil societies: catalysts for ideas and actions*, Transaction publishers,2000, p.1

<sup>ii</sup> MacGann & Weaver, " Think tanks & civil societies: catalysts for ideas and actions", Transaction publishers,2000, p.3

<sup>iii</sup> Donald E. Abelson, *Do Think Tanks Matter? Assessing the Impact of Public Policy Institutes*, McGill-Queen's University Press: Montreal, 2002, p.19.