



CRPM

Center for Research and Policy Making

2009

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ANNUAL REPORT

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2009

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RESEARCH | ANALYSIS | TRAININGS | POLICY ADVICE



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BACKGROUND



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President's Greetings

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In 2009, Macedonia held free and fair presidential and local elections. The ruling VMRO-DPMNE decisively won both contests. Further progress was made in the decentralization and judicial reform and fight against corruption, the freedom of the media being judged quite high by international commentators. The effects of the worldwide economic and financial crisis were not much felt in Macedonia in 2009. The implementation of the Ohrid Framework Agreement progressed smoothly and was not questioned by political forces in the country. European integration was the main driving force behind the governmental reforms. In October of 2009, the European Commission recommended opening of negotiations for membership of Macedonia into the EU. Also this year, following intense reforms and lengthy European Union procedures, the Schengen wall was finally demolished and Macedonians can now freely travel to all EU countries except Great Britain and Ireland. NATO integration of Macedonia has since 2008 been effectively blocked by Greek objections to the name of the county. The prolongation of the drama over the name issue in 2009 has had very negative consequences on Macedonian stability as a rift has occurred in the perceptions of the ethnic Albanians and Macedonians on this question. As you will read in this report, Center for Research and Policy Making (CRPM) worked on all these issues producing various analyses and reports, briefing the policy makers and informing the public. Yet, notwithstanding the importance of these developments Macedonian Europeanization occurs in many sectors and fields that are not so media attractive. We, at CRPM, are at the forefront promoting significant changes of the Macedonian society. Improving the rights of women, the quality of education, the primary care or patients are topics that we worked on in 2009. We also analyzed the impact of the world economic crisis on Macedonia's children, how to introduce gender sensitive budget, and did budget monitoring in the municipality of Veles. CRPM is also a partner of the Institute of Public administration of Ireland in the implementation of the EU project "Technical assistance to the Civil Servants Agency and strengthening the implementation of the National System for Training Coordination." This year we also produced an awareness-raising campaign on the gender-sensitive approach to policy-making. Among other issues in the next six months CRPM, in partnership with UNIFEM, will work on the project "Responding to DRGs - Advocacy for reform of health and community based services to substitute unpaid care-work of women in Macedonia." As you can expect in the upcoming period, we will remain at the forefront and hard at work in promoting democratic reforms and good governance in Macedonia.

Sincerely yours,

Dr. Zhidas Daskalovski

CRPM President



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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 ainstaking 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.

MISSION

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, either political, social or economic.

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.

CENTER FOR RESEARCH AND POLICY MAKING

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.

WE 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.i 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.”ii 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.

WHAT WE DO DAY TO DAY



- We carry out “basic research on policy problems and policy solutions”;
- We gather evidence for responsive policy making and
- We provide “advice on immediate policy concerns that are being considered by government officials”;
- We evaluate government and international donors programs;
- We “serve as facilitators of issue networks and the exchange of ideas”;
- We “open the policy process to other state and non state actors not principally engaged in policy making”
- We help interpret “policies and current events for the electronic and print media.”

Using policy research methodology CRPM gathers evidence and knowledge, analyzes and Offers policy options to the government, local self-government, civil and private sector on all current Macedonian and European developments. CRPM is specialized in monitoring the policy making process and its outputs, providing analysis for issues that needs to be addressed by different stakeholders, thus providing opportunities for informed decision making. The organization is responsive to current developments through permanent monitoring of the emerging issues that should be addressed, providing accurate and comprehensive analysis. As a relatively new organization, CRPM recognized the need of continuous follow up of its progress and staff conducts regular annual internal reflection regarding the successes, challenges and future objectives. The organization has highly skilled and dedicated personnel that has clear description of responsibilities and is capable to undertake and complete activities that move the organization toward the accomplishment of its mission. The skills of the staff contribute to the recognizable expertise that CRPM has among the players in the civil society sector, and the relevant stakeholders within the Local and National Government.

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, defining strategic planning, how strategic plans are made in Macedonia, Regulatory impact Assessment.

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.



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METHODOLOGY

CRPM uses quantitative and qualitative methods; the theory of policy analysis, strategic planning for local development; theory of public value, situation analysis, stakeholder analysis; theory of policy transfer and theory of multiculturalism. The research team collects all available statistical data and reviews the reports and papers written by various institutions and individuals (foreign and domestic). This theoretical and desk top research is in great extend combined with field research of the real-life problems in Macedonia. The research team collects evidence when visiting the localities, institutions, people, groups, and on the basis of its experience and observation analyses the developments that have been identified in the course of the research. The qualitative methods that the research team uses are the following: observation, interview, Focus group surveys. On the other hand we also use quantitative methods, surveys in particular.

The CRPM team as a whole has an expertise in such various disciplines as economics, property legislation, policy analysis, sociology, local government, education health and social protection, budget monitoring, gender studies, European integration, ethnic relations and minority rights and Diaspora politics (including the issue of remittances). Thorough inter-disciplinary field research is thus supported by the latest conceptual thinking. The main resource the organization is the intellectual capital held within CRPM.

A great diversity of methods, problems, and research techniques can be applied. Analyses can be narrative, quantitative, and comparative across nations, across sectors, between single sectors across nations, and so on. As a consequence, no ideal model or theory for studying policy can be identified. What is important to note is that CRPM projects result in policy studies which synthesize the findings of the research and offer practical policy recommendations.

MANAGEMENT STYLE AND ORGANIZATION CULTURE

The management style is participatory. The researchers and analysts are partners in a joint project of Europeanization of Macedonia through better public policy being implemented. All decisions are being discussed and decided through brain storming and everyone's opinion weighs the same. If a deadlock builds up the executive committee or the executive manager make the final decision. The organizational culture is of a think tank that focuses on the results rather than on formal practices and rules. CRPM has a Code of Conduct adopted in 2007 which defines the organizational procedures and hierarchies. The everyday CRPM work is done in a pleasant environment with respect among all of the team members. Our professionalism is reflected in the business communication with our partners, associates and the public.

Furthermore, CRPM has an advisory board that opines on the strategic plans of the organization as well as on specific policy papers and analyses. The organization is open to comments, suggestions and criticisms from the general public or the local policy experts. CRPM aims at growth that is sustainable and real, organizational or individual vanity is not a principle that is useful for such a goal.

BACKGROUND

STAFF

ANALYSTS

Mr. Zhidas Daskalovski, Phd

Ms. Marija Risteska, PhD Candidate

Ms. Sanja Kostovska, MA

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Mr. Zhivko Daskalovski

INTERNS

Mr. Nedzad Mehmedovic

Ms. Frosina Ilievska





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SUMMARY



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IMPLEMENTED PROJECTS

EU project "Introducing gender sensitive approach in the Macedonian policy making"

In the period of January to December 2009 CRPM has been implementing the EU project "Introducing gender sensitive approach in the Macedonian policy making" under which 7 analyses were produced referring to:

- Women's effective property and inheritance rights in the Republic of Macedonia
- Women representation in politics
- Women participation within the public administration
- The youth has a right to sexual education
- Girls in secondary education: How to increase the enrollment?
- The effects that physical infrastructure has on women's productive time in rural areas
- Formal employment and equal employment opportunities

Furthermore, three trainings were organised for NGO representatives, representatives from the local equal opportunities commissions and female parliamentarians with the aim of increasing their capacity and motivating them to further work on the integration of the gender sensitive approach in the policy-making process.

The publication containing the 7 analyses was published and presented at a round table on 16 December 2009.



Schengen White List Project

The Center for Research and Policy Making CRPM conducted a study (part of the PASOS regional project led by the Bulgarian European Institute) of the Macedonian progress in regard to the benchmarks set in the Roadmap for visa liberalization. The project was conducted in the period from July to October 2008. The final product was a thorough analysis, which clearly demonstrated that Macedonia successfully implemented the associated technical requirements.

The CRPM team has placed the public focus on this issue and pointed out the main areas where additional work was expected, in order to secure a positive recommendation by the Commission in 2009. However, CRPM was aware that the debate should not be conducted only inside the country, but also at EU level. Hence, CRPM in partnership with ESI continued to work on this issue until the decision on visa liberalization for Macedonia was reached. As part of the ESI's Schengen White List Project, we have provided an update of the analysis on the Macedonian progress and created a web site containing the stories of the western Balkan citizens who faced difficulties when applying for visas. In addition to this, a lobbying strategy has been built targeting the parties concerned at the EU level and at the level of Member States. CRPM together with ESI successfully managed to promote the Macedonian progress in this area.

Policy analysis to improve secondary and tertiary education in Macedonia

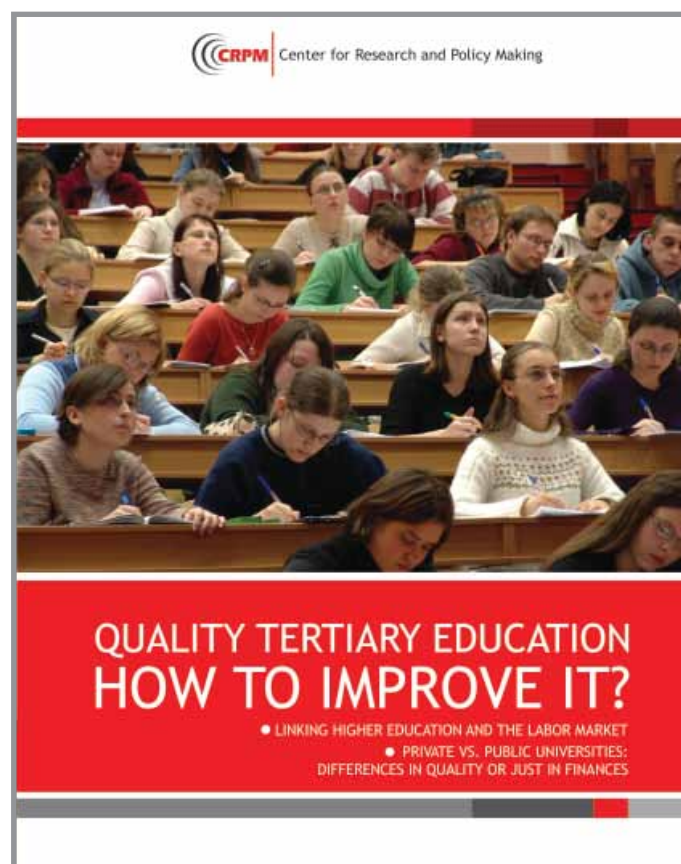
During the course of 2009, with the financial assistance of the Balkan Trust for Democracy, CRPM conducted three analyses on relevant issues concerning the secondary and tertiary education. We present a brief summary of the studies, though the advocacy process concerning the analyses' findings and recommendations is ongoing.

Quality Tertiary Education: How to achieve it?

As the joint European higher education area is being created, higher education institutions are expected to become stronger, in order to be able to compete at the global higher education market. Bearing this in mind, two topics important for improving the overall quality of education were analysed: (1) the links between higher education and the labour market and (2) the similarities and differences between public and private universities, assessed through several quality indicators.

Numerous stakeholders were involved while conducting the analyses including universities (students, university staff), employers, public institutions and other organizations acting as a link between the higher education and the labor market. Among the many interesting findings, the analyses' suggest an existence of gap between the professional profiles offered at the universities and those needed on the labour market. Public universities are facing criticism concerning their slow adjustment towards the labour market, while the private universities are criticised for providing poor quality of knowledge and skills.

The two analyses do not exhaust these topics, especially because of the fact that not all higher education institutions in the country were included in the research. Instead, they seek to provide a source of data and recommendations aimed at generating discussions and proposals for further research and activities, which will improve the quality of higher education. The publication was publically presented on November 25th 2009 to an audience of higher education representatives, students, representatives of international organizations, HR experts and media.



Analysis on interethnic relations in secondary schools

During the second half of 2009, in cooperation with OSCE Education Department, CRPM conducted a survey on the interethnic relations among 4032 students in 40 secondary schools from different parts of Macedonia.

The awareness of ethnic groups for other ethnicities was assessed, along with the most important factors for developing the intercultural feelings. Findings indicate that negative feelings between Macedonian and Albanian students are dominant over the positive feelings, especially in ethnically mixed towns. More frequent contacts are associated with having more positive feelings towards other ethnicities, although living in a multicultural environment does not mean having more frequent contacts with other ethnic communities. Although prejudices are high, students are aware of this and can precisely identify the reasons for this situation. An encouraging fact in this regard is students' readiness to participate in activities with students from other ethnic communities and this is where the further efforts should be directed.

The complete study is expected to be publically presented in January 2010 and the effects will be closely monitored.

How to achieve 100% enrollment in secondary schools?

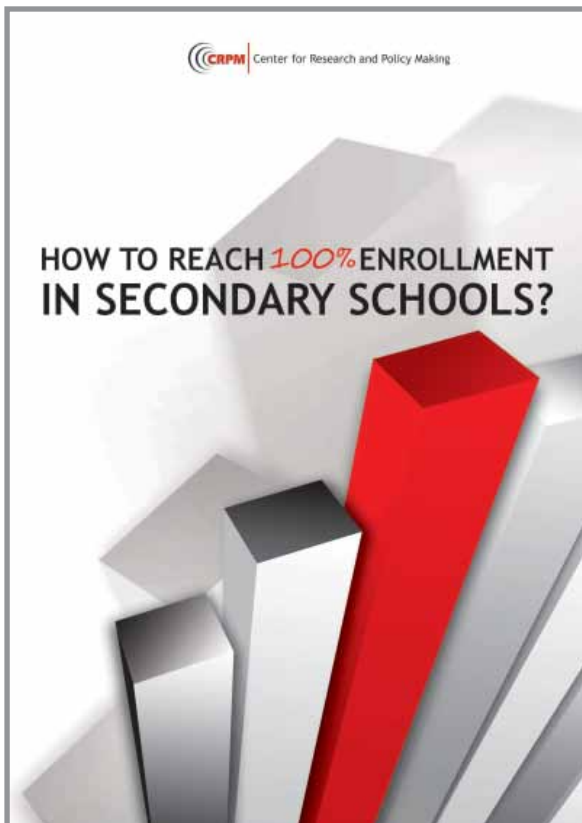
Beginning with academic year 2008/09 enrollment in secondary education became compulsory. Implementation of this policy was accompanied by controversies and oversights. Nevertheless, the final outcome, according to the Ministry of Education and Science (MES) is that 95% of eighth-graders who completed elementary education enrolled in secondary education. CRPM conducted a research, exploring the profile of the 5% of children that did not enroll and analyzing what will happen with the students who only enrolled in order to avoid high penalties, without any plans to continue their education? For this purpose, interviews with representatives of the Ministry of Education, municipalities where low enrollment has been especially evident and secondary schools facing high dropouts were conducted. In addition, families whose children did not enroll into secondary school during the academic 2008/09 were contacted in order to explore the immediate impact of the policy on these families. Finally, the analysis suggests ways of overcoming the policy problems and attaining bigger involvement in the education process.

Open Budget Index 2009

Public budgets are the instruments that governments use to set their priorities. Over the past decade an important global movement has emerged to give citizens and civil society a voice in budget issues. A key part of civil society's budget work is analyzing budget proposals and assessing if they match the proposed policies, what are the planned results and if those would have an impact on the role of men and women in society.

The CRPM in 2009 within its good governance project portfolio implemented the Open Budget Index 2009 project where the transparency of the budgetary process is evaluated on basis of accessibility of the information on budget making and budget execution by ordinary citizens. In this research exercise we consider the various tools of accessing budget data in Macedonia: from using the free access to information procedure; to evaluation whether and to what degree the Macedonian government is following the IMF Code of Good Practices on Fiscal Transparency and the Lima Declaration of Guidelines on Auditing Precepts². In this process we have used secondary data sources (legislation, financial and narrative analytical reports and public expenditure and institutional reviews), as well as primary data (i.e. by applying the International Budget Transparency Index Questionnaire for 2009).

This year for the second time in history, Macedonia is part of a global project measuring the level of transparency of the budgetary making and execution.



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The Open Budget Index (hereinafter: OBI) evaluates publicly available information issued by the central government, and does not cover the availability of information at the sub-national level. The index is focused mostly on what occurs in practice, rather than about the requirements that may be in law.

CRPM as a provider of analytical and research services to partner NGOs

In 2009 CRPM has endorsed itself as a provider of analytical and research services to partner NGOs. Kolicija SEGA, Foundation FOCUS and Macedonian Centre for Civic Education are some of the NGOs who have commissioned CRPM research and analysis in the process of implementation of their projects.

Our staff have been also used as capacity building experts to Roma NGOs, various advocacy groups and grass-root organizations in the area of policy analysis, research and analytical techniques on behalf of the National Democratic Institute, Institute for Sustainable Communities and UNIFEM.

“Responding to DRGs - Advocacy for reform of health and community based services to substitute unpaid care-work of women in Macedonia”

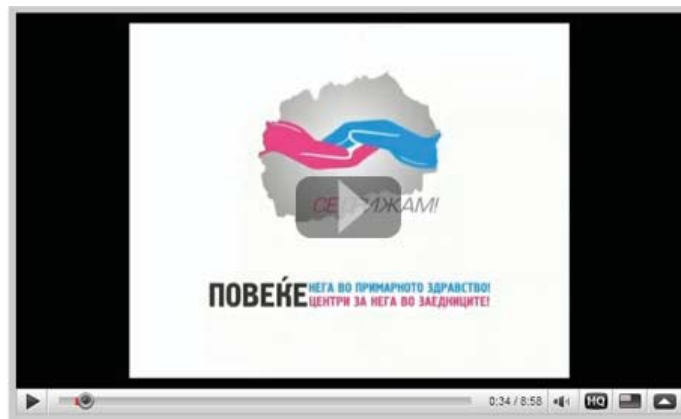
The findings of the UNIFEM supported research project on the implications of the DRG measure on unpaid care work (implemented in 2007-2008) show that DRG measure will inevitably decrease the length of stay in Macedonian hospitals / clinics and that the recovery and therefore care work for the ill will transfer from the public sphere (hospitals) to the private sphere (households). This will eventually create savings for the public health system (CRPM estimates are in amount up to 34% of the Ministry of Health's budget per year) and will increase the unpaid care work performed in Macedonian households.

Evidence gathered by applying several research tools in the course of this project show that women take over the biggest burden of care-work in Macedonia and that ethnicity and habitat are not strong impact factors. Therefore this project aimed at advocating for change in policies that will avert the projected outcomes of the DRG reform. It will not seek for discontinuation of the reform but for changes in the way the primary health services are delivered.

In this respect the project raised awareness of the possible implications of the new DRG system on the unpaid care and gender inequalities through advocacy campaign targeted to a specialized audience (decision makers in the health and social protection sector and municipalities). The advocacy campaign included: printed advocacy materials, and production of a documentary movie. Discussions on the need for ensuring policy

support for the reform in the primary health sector and establishment of community based care services were invigorated through organisation of national round table, regional round tables, press conferences, development and dissemination of a policy brief to a targeted audience.

Main indirect result of the project is seen in the fact that several Skopje municipalities allocated funds for home care services in the 2010 budget (such as the city of Skopje, Karposh, Aerodrom, Gazi Baba, and Chair).



The video documentary from this project is available at this link: www.youtube.com/user/CRPMmacedonia



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IMPACT

Visas

From 19. 12.2009 the Macedonian citizens can travel visa free in the countries of the Schengen zone, plus Switzerland, Norway, Island, Bulgaria and Romania. The new regime does not apply for Great Britain and Ireland, because these two countries are not part of the Schengen acquies (have opted out). CRPM has actively contributed during the last year and a half for promotion of this issue at national and at EU level. Based on the review of the progress made regarding the Roadmap for visa liberalization, CRPM was pointing out the areas that needed additional work to be done, which was part of our strategy at national level on the one hand, whereas on the other hand we have promoted and lobbied the issue at EU level together with our partners (PASOS and ESI).

The state institutions, the EU support, the civil society sector, the citizens of Macedonia, and all friends and supporters of this cause in the EU have their contribution (direct or indirect) in this successful story. CRPM is proud to have it share through its analytical and advocacy contribution.

Gender sensitive approach in the policy making

CRPM continued to work on the introduction of gender sensitive approach in the Macedonian policy making. This is an ambitious goal that has to be tackle on several fronts. Beside the 7 analysis that we have produced where the gender perspective is mainstreamed we have provided training for 3 target groups (NGO, municipalities and women MPs) who are directly involved in the process of policy making. Furthermore, all analysis have passed through a wide consultation process with the relevant stakeholders, which was beneficial for us to upgrade the analyses with additional relevant information on one hand, but on the other hand it was beneficial for the stakeholders to understand the gender mainstreaming which should be part of any public policy. It is too early for a more detail assessment of the results and impact of the project to be provided.

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Family and proxy voting

In the period directly before the local and presidential elections 2009, CRPM actively worked on decrease and ultimately diminishment of the family and proxy voting. Raising awareness campaign was conducted directly on the ground ("door to door") in 4 electoral districts, and indirectly through a media campaign. At the last elections smaller percent of family and proxy voting was noted, compared to the previous years. Nevertheless, this is a major issue that needs continuous and comprehensive strategy to be addressed. CRPM in the period of 2010-2012 (period before the next regular elections) will continue to fight this problem, in cooperation with the relevant state institutions (SEC) and our local partner ANTICO.

Quality Tertiary Education: How to achieve it?

The topic on the links between the higher education and the labor market experienced higher media coverage, and contributed towards the public debate on this issue. It was given a special importance in one Macedonian HR magazine, where several of its findings were presented.

Analysis on interethnic relations in secondary schools

The study results were used in a policy paper on the importance of integrated education prepared by OSCE, which was accepted by the Macedonian Government as an especially important step for building an integrated education platform.

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FUNDING



FUNDING

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RESOURCES AVAILABLE TO CRPM

Annual turnover over the last four years:

- 2004 - 20.000 euro (FOSIM, BTD)
- 2005 - 45.000 euro (OPIC, Freedom House)
- 2006 - 129.000 euro (FOSIM, BTD, OPIC, OSI, LGI, FH)
- 2007- 200.000 euro (OSI, LGI, NORMAK, FES)
- 2008- 166.138 euro (BTD, World Bank, SDC, UNDP, OSCE...)

CRPM 2009 Funding in US dollars

TTF	UNIFEM	CRPM consulting	OSCE	UNDP	CAM	FOKUS	CARDS
54996	17541	10517	7143	1749	840	1936	65810
ESI	BTD	UNICEF	SEGA	MTSP	MCEC	TOTAL	
4286	13150	36488	500	5000	3600	223556	

FINANCIAL MANAGEMENT PRACTICE

CRPM's financial management is based on the principles of transparency, accountability and integrity. We keep detailed documentation on all our expenditures and have integrated accounting of all our projects. Based on donor's requirements we administer projects through separate account and submit financial reports in line with the donor's specifications. The pre-accounting and all payments are administered by our finance officer. The overall financial management of the organization is the responsibility of the President of the organization who supervises the execution of the CRPM budget.

INDEPENDENCE

CRPM is an independent institution. We have no party affiliations. Ideas matter to our team more than party ideologies. Although CRPM staff might be members or sympathizers of political parties CRPM as an institution is not and will not be party affiliated. Sound analysis of socioeconomic issues is our priority even if such an analysis presented in public is not in line with party of government preferences. In the five years of existence we have provided analysis and policy advice to two different national governments in Macedonia. We have not considered heavily on the question "who is in power at the moment" but on what kind of policies the government promotes. Moreover, our experts have promoted CRPM analysis in various media, national and international. We have organized public roundtables in partnership with various intuitions and stakeholders. We are not shy to promote our ideas in different media as long as we can present our research and ideas.

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