



Center for
Research and
Policy
Making

... policy impact since 2004

Annual Report 2017

This document summarizes the activities undertaken by the Centre for Research and Policy Making in the course of implementation of its 2017 work program. It reports on outputs and impact the CRPM work has on policy making in Macedonia and South East Europe.

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I. General Report

1. Academic activity of CRPM members

1.1. Conference participation

Zhidas Daskalovski gave a talk “Options for solving the name issue” at the Government of the Republic of Macedonia ,Round table, Good neighborly relations as the basis for good foreign policy” of the, Skopje, 25 December, 2017.

Zhidas Daskalovski gave a talk “Radicalism and violent extremism in the region: recent trends and best practices in Macedonia” at the Albanian Institute for Security Studies conference ‘Security issues seminars: facing the challenge of radicalism and violent extremism in the Western Balkans’, Tirana, 27th September, 2017.

Zhidas Daskalovski gave a talk “Introduction to Coping with Common Security Challenges from the Migrant and Refuge Crisis” at the Konrad-Adenauer-Stiftung (KAS), Faculty of Security – Skopje, University „St. Kliment Ohridski“ – Bitola, Regional Summer School Security 2017 “Coping with Common Security Challenges from the Migrant and Refuge Crisis – Challenges for the Region and Europe” Ohrid, 29th September–1st October 2017.

Zhidas Daskalovski gave a talk “The Western Balkans and EU Enlargement: Lessons Learned, Ways Forward, Prospects Ahead” at the Faculty of Philosophy, University of Ss. Cyril and Methodius, conference “The Balkans between East and West: Old and/or new security challenges” Ohrid, Macedonia, 5-7 September 2017

Zhidas Daskalovski gave a talk “Security Challenges in Macedonia” Faculty of Security – Skopje, University „St. Kliment Ohridski“ – Bitola and Hanns Seidel Foundation conference “Security Concepts and Policies- new Generation of risks and threats”, Ohrid 5th June, 2017.

Zhidas Daskalovski gave a talk „From Political Crisis to Political Solutions in Macedonia“ at the Embassy of the Republic of Macedonia to the Republic of Croatia, Atlantic Council of Croatia, Center for International Studies from Zagreb, European Movement Croatia roundtable „Contemporary developments in the Republic of Macedonia“, Zagreb, 15 May, 2017

Zhidas Daskalovski gave a talk “How to enhance the EU Enlargement of the Western Balkans” at the Faculty of Philosophy at Sofia University “St. Kliment Ohridski” and Hanns Seidel Foundation conference “Rethinking the European Union”, Sofia 12 May, 2017.

Zhidas Daskalovski gave a talk “Political dialogue in the region: the case of Macedonia” at the School of Democratic Leadership seminar, “Dealing with the Past: Dialogue as a tool for solving conflicts”, Ulcinj, 21. – 23. April 2017.

Zhidas Daskalovski gave a talk “Political dialogue in the region: the case of Macedonia” at the National Endowment for Democracy, Youth Initiative for Human Rights, Political Youth Network

Regional Training “Building capacities of youth branches of political parties through establishing of political dialogue in the Western Balkan region, Ulcinj, 21-23rd April 2017.

Zhidas Daskalovski gave a talk “Political and economic Stability of Each Country in the Region as Precondition for More Efficient Crisis Management and More Successful Coping with Common Security Challenges” at the Konrad-Adenauer-Stiftung (KAS), Faculty of Security – Skopje, University „St. Kliment Ohridski“ – Bitola, Regional Winter School Security 2017 “Cross-border Cooperation in Coping with Common Security Challenges from the Migrant and Refugee Crisis” Krushevo, 20–23rd March 2017.

Zhidas Daskalovski gave a talk “The dynamics of EU enlargement following the referendum in the UK” at the Institute for European Studies and Hanns Seidel Stiftung conference “The European Union and the Western Balkans after the Brexit” Belgrade, 18th January 2017.

Ana Mickovska-Raleva presented her research at the conference "Politics of Education in Societies in Transition" at the University of Birmingham, UK

1.2. Academic publishing

Zhidas Daskalovski “How to enhance the EU Enlargement of the Western Balkans” in Ingrid Shikova et al, (eds.) Papers from the Fourth International Scientific Conference of the European Studies “Rethinking the European Union”, St. Kliment Ohridski University Press, Sofia 2017.

Zhidas Daskalovski “Democratic Consolidation, the crisis of the EU enlargement and the populist threat in the Western Balkans” in Marjan Gjurovski, (ed.) Papers from the Faculty of Security – Skopje, University „St. Kliment Ohridski“ – Bitola and Hanns Seidel Foundation conference “Security Concepts and Policies- new Generation of risks and threats”, University of St. Kliment Ohridski Press, Skopje, 2017

Zhidas Daskalovski “Clashing Historical Narratives and the Macedonian name dispute- Solving the unsolvable” in TRAMES, 2017, 21(71/66), 4, 327–343

Zhidas Daskalovski “Public Holidays and Equality for Muslims in Western Europe”, Journal of Muslim Minority Affairs, 37:3, 2017

Zhidas Daskalovski “State capture: how to save the Macedonian democratic consolidation and EU enlargement” in Perspectives: South-eastern Europe, N3. 2017

Zhidas Daskalovski “The Western Balkans and EU enlargement-lessons learned, ways forward, prospects ahead” in Security Dialogues, Faculty of Philosophy – Skopje, Vol. 8, No. 1-2, 2017

2. CRPM policy research and analysis work

CRPM managed to maintain 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. The CRPM for the fifth time is ranked on the Global Go

To Think Tank Index. The 2017 Report ranks CRPM 43rd on the List of Top 100 Think Tanks in Central and Eastern Europe.

2.1. Macedonian politics

School of Public Policy "Mother Theresa"



Funded by: Council of Europe

First Seminar of the School of Public Policy Mother Teresa March 31-2 April, 2017, held in Hotel Belvi, Ohrid

Topic of the Seminar: Public Policy Multiculturalism and Nation Building- The Case of Macedonia

Description and Aim

This seminar was related to the general topic of the School of Public Policy as it aimed to improve the knowledge of the participants in the field of public policy and in particular in the area of policy making linked with nation building processes. All the participants from the generation 2016/7 were invited. Excluding participants who were for personal reasons in Germany and Austria at that time all the others took role in the seminar. Six experts were invited to give lectures and discuss public policies with the participants. They are professors and practitioners who work in the field and have had hand on experience in policy making in the concerned field. One panel was envisioned to host alumni of the school debating current issues in the area of policy making linked with nation building processes in the Republic of Macedonia. This panel gave insights to the issue from our alumni and aided the process of socialization of all School participants within a common informal network that seeks to improve policy making processes in the Republic of Macedonia.

Overall the specific objectives of the event were to increase the skills of the participants of the policy making process and to get them acquainted with the theoretical and practical options for the currently debated nation building processes in the country. The methodology of the seminar was to have five lectures followed by discussions among participants and professors, as well as one panel that would have a Chatham House style debate among alumni and 2016/7 generation participants. All the lectures were interactive whereby professors openly and actively discussed the important current issues in the country within the theoretical framework of nation building and policy making. Thus, a balance of theoretical and practical considerations of the topic was achieved. A social event -a quiz- was be also held to improve the communication and bonding among participants. The Center for Research and Policy Making (CRPM) was the stakeholder/organizer involved in this seminar. Overall, the web site of the Center communicated this activity to the general public, the alumni and the prospective

students. The internet news in principle serves as a tool for greater visibility of the School's activities. A closed Facebook group also disseminates information on all School activities including on this seminar. A major risk for the Seminar and for the running of the School in general was/is the current political crisis in the Republic of Macedonia. The evaluations of the Seminar were very positive in terms of organization and similarly in terms of content and lectures involved



Second Session of School of Public Policy Mother Teresa , June 30-July 2, 2017, Hotel Belvi, Ohrid

Public Policy Analysis in Theory and Practice

Introduction

This seminar was related to the general topic of the School of Public Policy as it aims to improve the knowledge of the participants in the field of public policy and in particular in the area of policy research and analysis. The seminar took place in Ohrid in the hotel Belvi during the weekend June 30-July 2, 2017. All the participants from the generation 2017/8 were invited to take a role in the seminar. We had five cancellations due to various objective reasons. Experts were invited to give introductory lectures and discuss public policies with the participants. They are professors and practitioners who work in the field and have had hand on experience in public policy analysis in the concerned field. Overall the specific objectives of the event were to increase the skills of the participants of the policy making process and to get acquainted with the theoretical and practical options for undertaking policy research and analysis. This seminar helped our participants to improve their knowledge and techniques in policy research and analysis. It is widely accepted that policy analysis is a technique used in public administration to enable civil servants to examine and evaluate the available options to implement the goals of elected officials. Policy analysis has been defined as the process of "determining which of various policies will achieve a given set of goals in light of the relations between

the policies and the goals. Independent policy analysis can be made by think tanks, universities, professional associations, trade unions and other members of the so-called policy network. Our general aim is to have our participants able to influence the policy making process through solid, evidence based, high quality policy analysis. Hence, the discussions held at this seminar.

The methodology of the seminar was to have five lectures followed by discussions among participants and professors, as well as one panel that would have a Chatham House style role play/policy problem solving simulation among the 2017/8 generation participants. Specific policy research and analysis assignments were given to our participants by the lecturers including the topics of ecological threats to the Treska river, the consequences of the new Language Law, maternity leave and gender equality. We had a discussion of the General Secretary of the Council of Europe report on *State of democracy human rights and the rule of Law: Populism – How strong are Europe’s checks and balances?* Students took assignments for policy research and analysis in 2017/8 on the basis of the Report. The lecturers will serve as mentors to our students who will have the whole 2017/8 cycle to prepare policy briefs. A social event -a quiz- was also held to improve the communication and bonding among participants. The Center for Research and Policy Making (CRPM) was the stakeholder involved in this seminar. Overall, the web site of the Center will communicate to the public the activity to the general public, the alumni and the prospective students. The internet news will serve as a tool for greater visibility of the School's activities. The evaluations of the Seminar were very positive in terms of organization and similarly in terms of content and lectures involved.





Third Session of School of Public Policy Mother Teresa

Skopje in 2017, October 6-8, 2017, Hotel Metropol, Ohrid

Democratic challenges to the Balkan region and Public Policy

Introduction

This seminar was related to the general topic of the School of Public Policy as it aimed to improve the knowledge of the participants in the field of public policy and in particular in the area of policy research and analysis taking into consideration current issues in the neighboring countries. The seminar took place in Ohrid in the hotel Metropol during the weekend 6-8th October, 2017. Additional program was held on the 5th October, 2017 in Skopje in hotel Porta. All the participants from the generation 2017/8 were invited. We had seven absentees due to different reasons, some personal (wedding, pregnancy, sickness, etc.) some related to activities within the electoral campaign ongoing in Macedonia. Local elections are to be held the weekend of 15th of October. Six experts from the region were invited to give lectures and discuss public policies and democratic challenges facing the Western Balkans today with the participants. We had one cancelation from our colleague, the Director of the Kosovo School of Political Studies for health related reasons. A highly qualified colleague of Leonora Kryeziu came instead and did a great job. All the lecturers are professors and practitioners who work in the field and have had hand on experience in public policy analysis in the concerned field. Overall the specific objectives of the event were to increase the skills of the participants of the policy making process and to get acquainted with the theoretical and practical options for undertaking policy research and analysis. This seminar helped our participants to improve their knowledge and techniques in policy research and analysis taking into considerations current issues in the Western Balkan region. It is widely accepted that policy analysis is a technique used in public administration to enable civil servants to examine and evaluate the available options to implement the goals of elected officials. Policy analysis has been defined as the process of "determining which of various policies will achieve a given set of goals in light of the relations between the policies and the goals. Independent policy

analysis can be made by think tanks, universities, professional associations, trade unions and other members of the so-called policy network. Our general aim is to have our participants able to influence the policy making process through solid, evidence based, high quality policy analysis and this seminar has helped us achieve the general goal.

The methodology of the seminar was to have six lectures followed by discussions among participants and professors/lecturers. Specific policy research questions were raised by the lecturers. Participants offered their insights to the solutions to the policy puzzles presented to them. The Center for Research and Policy Making (CRPM) was the stakeholder involved in this seminar. Overall, the web site of the Center communicated the activity to the general public, the alumni and the prospective students. The internet news serves as a tool for greater visibility of the School's activities.





MACEDONIAN OBAMA OR THE PLATFORM FROM TIRANA: How to Get the Votes of the “Others” and What to Do with Them?

Gaining the votes of the “other” community, of “Macedonian and Albanian voters” by the “Albanian and Macedonian” candidates and parties is a mission impossible. With an attractive message and campaign, Imer Selmani in 2009 and SDSM in 2016 managed to get significant votes from the “others”. Selmani has not repeated this electoral success in the later elections, and SDSM is not certain it will either. In short terms, the gains for Selmani and SDSM were huge. Selmani got popularity and if he continued with the message and presentation in the style of his presidential campaign from 2009, his party Nova Demokratija (“New Democracy”) could have counted on a strong result at the following parliamentary elections potentially being in a position to decide on the composition of the Government coalition. *In the short run*, SDSM, with the votes from the Albanians and the increased number of votes from the other minorities, Roma, Turks, Bosnians, got a close result to the winner of the elections in 2016, VMRO-DPMNE. Following the unsuccessful negotiations of the party lead by Nikola Gruevski and DUI, to continue their governing, SDSM made a ruling coalition including DUI and another ethnic Albanian party. Without the Albanian votes, SDSM would have had less MPs, and the coalition negotiations for construction of a new Government after the elections would have been between VMRO-DPMNE and its partners from the several “Albanian” parties.

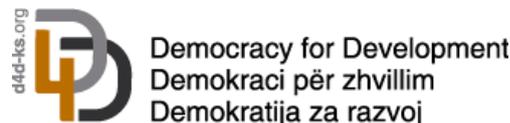
What is important is that Macedonia after Imer Selmani’s success did not focus on building multicultural policies, party programs and campaigns. SDSM’s success showed that the meeting the demands or offering of better status of one minority, could be a tool of electoral success. This success

contributed to radicalization of the situation among both ethnic Albanians and Macedonians, as well as among other minorities. Hence, the Macedonian society needs a political and election system reforms. The events from 2016 and 2017 showed that our society is not matured for parties and candidates offering programs acceptable to all citizens regardless of their ethnicity. In Macedonia, interethnic conflicts are not overcome. We need new tools to immediately prevent ethnic conflicts, starting at the presidential elections in 2019.

3.2. Good governance

Promoting Good Governance and Economic Rights through empowering the Civil Society to Monitor and Tackle the Hidden Economy in Macedonia, Albania and Kosovo

Overall objective of the ongoing project (2016-2017) is to strengthen the capacity of the civil society and the public institutions in developing and promoting public economic policies in the area of hidden economy and corruption in Macedonia, Albania and Kosovo aimed at upholding democracy, economic rights and rule of law and at reducing ethnic, religious and class divisions, poverty and inequality. This project is financed by the Balkan Trust for Democracy (BTD) and Center for Research and Policy Making (CRPM) is the leading partner while the Institute for



Democracy and Mediation (IDM) from Albania and Democracy for Development (D4D) from Kosovo are the local partners of this action.

During the course of 2017, three business surveys have been conducted (in Macedonia, Albania and Kosovo), resulting in one policy brief – ‘Burdened Business is a Hidden Business – Business Perspective of the Hidden Economy in Macedonia, Albania and Kosovo’ and a Monitoring report – ‘Monitoring Hidden Economy in Macedonia, Albania and Kosovo: Trends, policies and Options’ (<http://www.crpm.org.mk/wp-content/uploads/2018/02/Studija-Monitoring-EN.pdf>)

The project concluded with a Policy Forum held on the 6th February in Skopje. The event was opened by the Director of the Public Revenue Office in Macedonia, Ms. Sanja Lukarevska; the Deputy Minister of Social Welfare from Kosovo, Mr. Cerkin Dukoli and Mr. Nikolla Lera, General Director of Macroeconomic and Fiscal Policies and Employment, Ministry of Finance and Economy, Albania. They all stated their support for the project recommendations and expressed openness to incorporate them in the national policy agenda. In addition, some of the leading experts on monitoring hidden economy from the region – Mr. Josip Franic (Croatia), Mr. Todor Yalamov (Bulgaria) and Ms. Blagica Novkovska (Macedonia) participated as key note speakers. The Forum had 85 participants and 24 and 30 participants respectively at the two parallel workshops (W1 on tax evasion and W2 on undeclared work).

The advocacy activities of the project included: **10** infographs (translated in MK, ALB and ENG), **4** media notes, **over 30** social media updates with research findings, recommendations and activity reporting.

Funded by: BTD



Enhancing Civil Society and Promoting Good Governance Principles Through Introducing Quality Management Systems in CSO

Project's overall objective is to contribute towards improvement of the civil society in Macedonia through promotion of the good governance principles which are embedded into tailor-made Quality Management System (QMS). The action will aim to introduce QMS as part of the organizational development, which will standardize management process for strengthening transparency, accountability and efficiency of the civil sector in Macedonia. The project was launched in April 2016, and will end in May 2018.

Based on the need and capacity assessment conducted during the course of 2016 and 2017, when nearly 18 civil society organization were visited and were assessed based on the tool for conducting needs and capacity assessment, the project team has developed a draft version of a model for quality management system for CSOs. Based on the adopted participatory approach, the draft version was then presented to the targeted audience – civil society organizations which submitted comments and proposal on the model. Based on the submitted comments and proposals the project team together with the expert proceed with revision of the drafted version.

During the course of 2017, within the frame of the project were organized several events through which the project pursued achieving its objectives. Thus, on 14/06/2017 in the EU Info Center was organized a conference in the EU Info Center on Introduction of the model of QMS. At the event, guest speakers were Mr. Nikola Bertolini from the EU Delegation, Aleksandar Krzalovski, MCMS and Mrs.

Marija Risteska, executive director of CRPM. Also, Veronika Vodlan shared Slovenian best practices from introduction of QMS. From domestic CSOs, Katerina Koneska from MEGJASHI presented their experiences from the process of standardization. In the second part, participants and the our expert Elizabeta Markovska Spasenovska worked on fine tuning of the model of QMS.



As follow up, two consecutive workshops were organized on which representatives of domestic CSOs had a chance to share their views and experiences from implementing the model, which served as a basis for preparing the Guidelines for implementation of the QMS for CSOs.



Funded by: SDC / Civica Mobilitas

3.3. Labor

Industrial Relations in Central and Eastern Europe: Challenges Ahead of Economic Recovery

During 2017, the project processed with data analysis. One part of the analysis included gathering statistical data on the macroeconomic indicators for Macedonia and comparing them with indicators for EU. In addition, qualitative data from the in-depth interviews, focus groups and foresight workshops were analyzed from several aspects: how social partners deal with the changes in labour market trends and what are their future perspectives, with the aim to maintain and even strengthen the social dialogue. The final study on industrial relations in Macedonia, with recommendations for different stakeholders is available at: <http://www.crpm.org.mk/?p=19243>. In addition two info graphs (Macedonian and English version, available at: <http://www.crpm.org.mk/?p=19398>) and two animated videos (Macedonian and English version, available at: https://www.facebook.com/pg/crpm.org.mk/videos/?ref=page_internal and https://www.facebook.com/pg/crpm.org.mk/photos/?ref=page_internal) were prepared for advocacy purposes.

In order to familiarize the future economists and lawyers with the concepts of industrial relations and challenge them to think about the futures of the social dialogue in the modern economy, the junior and senior CRPM experts developed workshop-style presentations in two universities University Gotse Delchev (law departments in the towns of Shtip and Strumica) and the private University FON, based in Skopje, and its Economy department. Overall, a total of 71 students participated at three workshops.

As a concluding activity, the senior expert (Ms. Ana Mickovska-Raleva) and a representative from the social partners - Ms. Mare Ancheva from the Industrial Trade Union (SIER) participated at the final project workshop in Brussels. Ms. Mickovska-Raleva elaborated the study findings, while Ms. Ancheva discussed the current state of labour relations in the country.



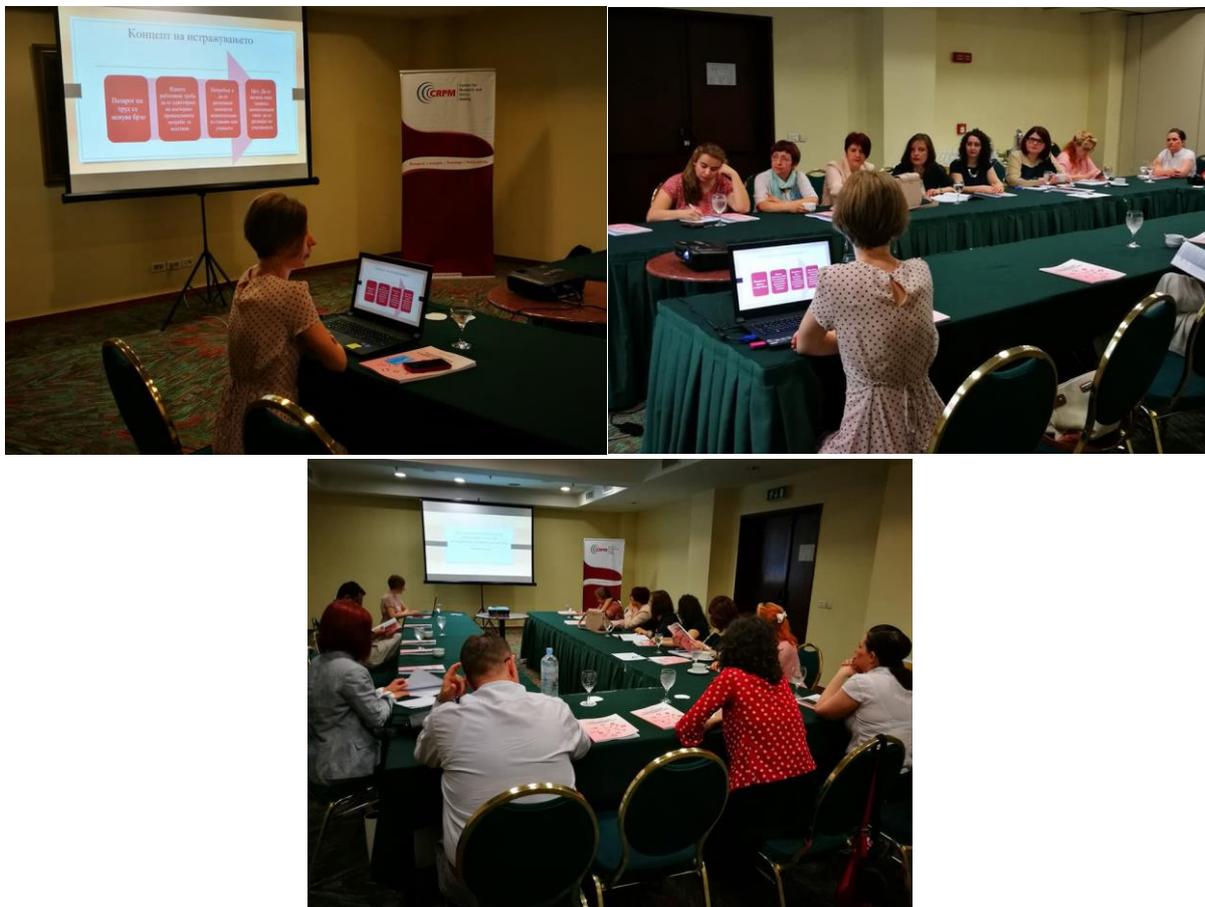
Funded by: European Union

3.4. Education

Teaching Learning to Learn Competence for the knowledge-based society

The project's field research phase was initiated in January 2017, when a total of 114 teachers from 10 primary schools completed a survey on their instructional practices with regards to different situations expected to stimulate the development of the Learning to Learn competence. In addition, 5 teachers were interviewed with the purpose of developing cognitive models of their understanding of the competence. Finally, 5 focus group discussions with ninth-grade students were conducted in 5 schools with different demographic characteristics.

Data have been analyzed and the report was written by the end of 2017. The study will be presented in front of policy makers in June 2018.



Financed by: Global development network

3.5. Gender

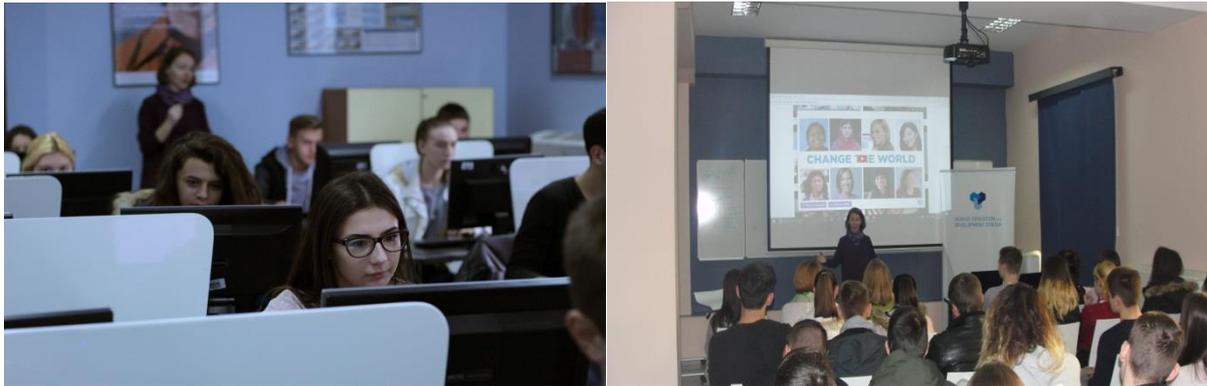
Girls in Technology: Reducing the Gender Gap in Technical Professions

After the very successful project implemented in 2016, in 2017 CRPM continued exploring the issue of gender and technology. The topic was explored qualitatively, including conducting 12 focus groups (one with male and another with female participants) in 6 secondary schools from Skopje. The findings are presented in the policy brief: 'Engineers, programmers, IT specialists: How to overcome the gender stereotypes for technical professions?' (<http://www.crpm.org.mk/wp->

<content/uploads/2017/12/Devojki-vo-tehnologija-FINAL.pdf>), and a short review of the findings was published in the Magazine 'Lice v lice'.

The project concluded with organizing the 'Hour of Code' event at the Seavus Education and Development Center on 7th of December, 2017. 55 students (most of which girls) from 6 secondary schools coded the video-game 'Star Wars' and the three best coders were awarded prizes from Anhoch.

Funded by: City of Skopje



3.6 Sustainable development

Smart start- Sustaining civil society impact through social entrepreneurship and innovations in Bosnia and Herzegovina, Serbia, Montenegro, Macedonia and Turkey



Sustaining civil society impact through social entrepreneurship and innovations in Bosnia and Herzegovina, Serbia, Montenegro, Macedonia and Turkey

Smart Start award ceremony

The event was organized on 22nd of June, 2017 in Hotel Park in Skopje. There were more than 60 attendees at the event and respective media interest. The first part of the event was organized in a form of a debate and advocacy session titled "Profit for non-profits: opportunities for enhancing social entrepreneurship via CSOs" in which participated Marija Risteska, the current minister of labour and social policy Mila Carovska as well as Barbara Sadowska, director of the Polish SE "Barka" and successful European story. Afterwards, all of the selected SEs started presenting their business plan in a 3 min. pitch which was evaluated by a panel via score cards. After all SEs pitched, the CRPM team infused the latest pitch points in the score board and the total ranking was done. An announcement

of the TOP 10 was done simultaneously by announcing the GOOD BRANDS / Mentors who also received plaques for its commitment in the SMART START project. The event was concluded by presenting the SIC awarded project called GARB by the SMART AP team. Since June 2017, all 10 sub grantees started implementing their business plans, whereas CRPM is intensively involved in monitoring their implementation tempo and quality. Moreover, in 2017, CRPM by the help of external expert delivered 5 policy papers and memos which depict the current situation in regards to the enabling environment on social entrepreneurship in Bosnia and Hercegovina, Macedonia, Montenegro, Serbia and Turkey as well as the main challenges and problems that need to be overcome in order to create motivational conditions for establishing and managing social enterprises.



Funding partner: European Union

Regional cooperation and competence development of parliamentarians of South-East Europe on energy efficiency and climate topics

CRPM started implementing this project on December 2017. In the course of this month we developed the working plan and conducted two preparatory meetings with MPs from the Macedonian Parliament in order to acquainted them with the objectives of the project - Enhancing the parliamentary dialogue on a national level of energy efficiency, and energy poverty policies as well as on necessary reforms that will eventually be undertaken after the opening of the EU accession negotiations; Strengthening the cooperation and communication between the legislative and executive authorities about the necessary reforms and steps that need to be taken in order to improve Macedonia's national energy efficiency and climate change mitigation portfolio and Strengthening mutual trust among MPs and NGOs (primarily CRPM) as reliable partners;

Funded by: GIZ – ORF EE



Increasing Awareness and Enhancing Capacities of the National Decision Makers and Improving Regional Parliamentary Cooperation on Biodiversity Related Policies

With this project, CRPM committed to assist in establishing informal Green Parliamentary Group in the Macedonian Parliament. To this end, we conducted two preparatory meetings with MPs from all parliamentarian parties. We also drafted Personal Charter for the MPs with which by signing it they should commit to take into consideration the perspective of green environment and responsible use of natural resources in the future policy making process as well as in the discussions on the draft laws in the respective commissions. However, due to the December developments in the Macedonian Sobranie, the action is on hold and CRPM in cooperation with the leading partner Belgrade Fund for Political Excellence is drafting mitigation plan in order to deliver the main aim of the project.

Funded by: GIZ – ORF Biodiversity (Serbia)



Social contracting in Republic of Macedonia: regulatory impact assessment and cost-benefit analysis

To fully complete the decentralization process of social service provision and enabling inclusion of the private, i.e. civil society, sector in service provision, one needs to redesign the current model. Apart from defining the role of the state and the private, i.e. civil society, sector in social service provision, it is also important to determine the possibilities and advantages of each model. For that purpose the study focuses on two tools, namely Cost-benefit Analysis (CBA) and Cost-effectiveness Analysis (CEA).

Although these models have already been applied in many countries, it is still important to check for their viability in the context of the Macedonian society, management and good governance system.

According to the data generating and arising from this research, we have come to the conclusion that there are three options for the introduction of social contracts, each with its own advantages and disadvantages, possibilities and threats: (1) adoption of a new Law on social protection; (2) amendments to the Law on social protection and introduction of social contracts; and (3) operationalization of the institute administrative contract. Social contracts are considered a progressive system of building long-term public-private partnership and can provide complete implementation of the deinstitutionalization of the social protection system in Macedonia. Social contracts are the primary instrument for achieving pluralism in social service provision via participation of NGOs, private and religious organizations in the capacity of providers; social contracts will provide diversification of services regarding the type and location of provision and at the same time influence the steady regional development and encourage greater equality. A social contracting system can enable long-term and sustainable financing of social services provided by CSOs. This will have effect on innovations and will increase local service provisions where it is required. It can also have influence on the development of social entrepreneurship and reduction of internal migrations. Finally, social contracts and service provision from several providers can stimulate competition and improve the service quality. For the introduction of the social contracting system it is prerequisite to set the costs of social services, determine the criteria and standards for service provision and criteria and standards for social providers' management. Subsequently, it will ensure quality service provision. There is overarching positive and unambiguous understanding for the benefits of the standards which are seen as pre-organized steps the service provider has to take in order for the service to be timely provided and with high quality. Readiness assessment showed high level of feasibility, if suitable financial means are allocated for this purpose.

The cost benefit analyses show that the performances, concerning the quality of foster care, of the private non-institutional forms of protection are significantly better than those of the state. When you compare the quality to the total costs per child, the ratio for the costs is slightly higher compared to the effect it achieves. This is the case with the two covered forms of accommodation, namely residential institutions and small group foster homes. Thus, the effect of cost per unit is significantly lower in the private sector, which is shown in the analysis with lower index of average cost/effectiveness. The second analysis, Cost-benefit Analysis shows the advantage of the model within the wider context of the state. Hence, the losses of the society that arise as a result of the lower quality of life and accommodation exceed several times the greater costs, which should be otherwise allocated for accommodation with better quality in the early age. In the same line of arguing goes, when one takes into consideration that the investment return varies according to the age, i.e. the return percentage is smaller if one starts with the program later and vice versa.

Funded by: UNICEF in cooperation with SOS Children Village

4. CRPM events

World Forum of Democracy

Every year, more than 500 participants from the Schools' annual seminars conclude their programme by attending the World Forum for Democracy in Strasbourg. At the 2017 Forum, entitled 'Is Populism an issue?', special events had been organised specifically for the Schools, in addition to the overall Forum events. Meetings at the European Court of Human Rights, bilateral meetings, networking lunches, a storytelling session and a diploma ceremony chaired by the Secretary General of the Council of Europe gathered the Schools participants. The CRPM School of Public Policy Mother Theresa took active participation in the following discussions within the World Forum for Democracy 2017: From Fake to Fact: How to strengthen ties among Research, Policy, and Society to counter populism? What responses to anti-migrant populist rhetoric and action? Gender Equality and Political Empowerment of Women: A Populist Reaction?



Partner: Council of Europe

Women's rights nights

Women's Rights Nights (WRN) is an event organized since 2010 and so far had 8 editions. Held in Skopje and organized at different locations: MKC, Cinematheque of Macedonia, Cinema Millennium Cultural information center, Museum of City of Skopje and etc. it offers an alternative to traditional celebrations of International Women's Day and through art, cinema, it encourages both women and men to critically reflect upon pertaining gender inequalities, while praising the achievements that have been made to date. Previous editions of WRN confirmed the interest of the citizens of Skopje in new forms of engagement with women's rights and gender equality.

In 2017 CRPM organized the event encompassing the following program: 4 workshops; screening of 5 documentary movies; and 3 debates on topics such as gender and migration, gender and unpaid care work, gender and politics and gender and peace building / reconciliation.

ВЕЧЕРИ НА ЖЕНСКИ ПРАВА
8th of March 2017

Topics of the event:
The role of the women in times of crises
Economic rights of the women through series of events and initiatives

International Women's day will be celebrated through series of events and initiatives under the global motto: "Step It Up for Gender Equality towards a Planet 50-50 by 2030". Women's Rights Nights will be held traditionally, eight times in a row from 3th- 9th March 2017 under the patronage of City of Skopje, in collaboration with UN Women.

Institute for gender studies at Faculty of Philosophy-Skopje and Center for Research and Policy Making. The topics for this year's Nights are: The role of the women in times of crises and economic rights of the women, followed by many activities like art exhibition, film projections, thematic discussions, creative workshops etc.

Additionally, on 8th of March, Republic of Macedonia will be involved in the global campaign "Economic empowerment of the women in the changing world of work", through public events and performances executed by many non-governmental organizations and female human rights activists.

The event represents part of the effort to accomplish the global agenda 2030 and The Sustainable Development Goals.

04.03.2017, Saturday- Women's rights nights
10:30 – 11:30 Yoga Workshop
Center for integral yoga Darna
Location: Youth Cultural Center- Upper lobby
11:30-12:00 Laughter Yoga
Frosina Pandurska-Dramkjanin
Location: Youth Cultural Center- Upper lobby
12:00 – 15:00 Workshop for Storytelling and Script "The cherries are sour for everyone"
Eva Kamchevska
Location: Youth Cultural Center-Upper lobby
12:00 – 15:00 Photography Workshop
Tatjana Rantasha
Location: Youth Cultural Center NGO Center

05.03.2017, Sunday- Women's rights nights
10:30 – 11:30 Yoga Workshop
Center for integral yoga Darna
Location: Youth Cultural Center
12:00 – 15:00 Super Heroine
Strip Workshop Davor Dramkjanin; Zdravko Girov
Location: Youth Cultural Center-Upper lobby
12:00 – 15:00 Fear of Childbirth Workshop
Female Center Astarta
Location: Youth Cultural Center NGO Center

06.03.2017, Monday- Women's rights nights
20:00 – 20:15 Opening Ceremony of Women's rights nights
Location: Youth Cultural Center- Cinema Frosina
20:15 – 21:45 Documentary Screening "Siberian Love"
Director: Olga Delane, Russia (Q&A with the director)
Location: Youth Cultural Center- Cinema Frosina
21:45 – 22:30 Forum Theater
Vladimir Karavev
Location: Youth Cultural Center- Cinema Frosina
22:30 – 00:00 Cocktail
Location: Youth Cultural Center

07.03.2017, Tuesday- Women's rights nights
17:30 – 19:00 Business Cafe
Location: Youth Cultural Center- Cafe
19:00 – 20:15 Untold Stories of the Super Heroines 4
Location: Museum of City of Skopje
20:30 – 22:00 Documentary Screening "Ada for Mayor"
Director: Pau Faus, Spain
Location: Youth Cultural Center- Cinema Frosina
22:00 – 00:00 Cocktail "Spanish Night" supported by Embassy of Spain in Skopje
Location: Youth Cultural Center

08.03.2017, Wednesday- Women's rights nights
19:00 – 20:15 Documentary Screening "Heart of the Woman or 24/1"
Director: Andrejka V. Skarcic (Q&A with the director)
Location: Youth Cultural Center Cinema Frosina

09.03.2017, Thursday- Women's rights nights
18:00 – 20:00 Workshop "Finish the Line: I Will Be Rich Only If ..."
Macedonian Association for Transactional Analysis
Location: Youth Cultural Center- Upper lobby
20:00 – 21:30 Documentary Screening "The Peace Agency"
Director: Sue Useem, USA/Indonesia
Location: Youth Cultural Center- Cinema Frosina
21:30 – 23:00 Debate "The Role of the Women Uniting in Times of Crisis"
Location: Youth Cultural Center- Cinema Frosina

Partner: City of Skopje

RECOM

The acronym RECOM stands for the Regional Commission Tasked with Establishing the Facts about All Victims of War Crimes and Other Serious Human Rights Violations Committed on the Territory of the Former Yugoslavia from 1 January 1991 to 31 December 2001. The task of RECOM is to establish the facts about all the war crimes and other serious war-related human rights violations; to list all war-related victims, and to determine the circumstances of their death; to collect data on places of detention, on persons who were unlawfully detained, subjected to torture and inhuman treatment, and to draw up their comprehensive inventory; to collect data on the fate of the missing, as well as to organize public hearings of victims' testimonies and the testimonies of other persons concerning war-related atrocities. The Regional Commission is to be independent of its founders and funded by donations. CRPM in 2017 organised a round table to alert the Macedonian public about the initiative.

On Thursday, 14th of September, 2017, Prof. Dr. Zhidas Daskalovski CRPM President and public advocate of REKOM Initiative for Macedonia with Ms. Natasa Kandic, Regional Coordinator of the RECOM initiative met the Macedonian Prime Minister Mr. Zoran Zaev and two of his advisors for Foreign Policy, and European Integration, Dane Taleski, PhD, and Bojan Marichikj, respectively, at the government of the Republic of Macedonia. The key point from the meeting is that the Premier of Macedonia gave positive feedback to the initiative stating that REKOM is the basis for the future good cooperation in the region. The Prime Minister confirmed that the government will support the idea that the former Yugoslav countries found a regional commission for the establishment of facts about war crimes and other serious violations of human rights committed in the former Yugoslavia from January 1, 1991 until December 31, 2001. He believes that the Initiative for REKOM fits well the governments' efforts in building friendship and good neighborly relations. The concluding and perhaps

the most important point Mr. Zaev raised was his hope that the initiative will be supported by all the former Yugoslav states.



Partner: European Union

Conference: Social contracting

In July CRPM has presented two of its studies the Regulatory impact assessment of the policy model for social contracting and the Cost-benefit analysis of the social contracting policy model. The conference resulted with a policy initiative to use social contracting as a model for service delivery.



Partner: UNICEF and SOS

5. Outputs/ Results:

5.1. Books

CRPM did not publish books in the course of 2017

5.2. Media

CRPM analysts gave statement to media on various events and policy debates. Their views and opinions were featured in print and electronic media and on relevant social media outlets. In the annual report we are presenting three most important media appearances.

Dr. Marija Risteska gave an interview for the Western Balkan Forum. She stated that the “most important is the attitude of openness and cooperation that should be kept at very high level. And, maturity and curiosity of what others are doing and how can we collaborate and learn from each other. Regional cooperation is key to solving joint problems since almost none of them belongs to one country only.” https://www.youtube.com/watch?v=8SIC1IFDMaE&feature=player_embedded

Zlatko Simonovski in a TV debate on NOVA Tv about the Migration policy has stated that “a new migration wave is anticipated not from Middle East but from north and central Africa. The strategic plan for management of migrations is needed for the country to be ready to tackle potential migration and to be prepared for euro-atlantic integration”
<http://tvnova.mk/vesti/makedonija/simonovski-strategija-za-begalcite-e-potrebna-kako-dokument-vo-sluchaj-povtorno-da-ima-begalski-bran/>

Dr. Zhidas Daskalovski gave an important interview for the Bulletin of Democratic Leadership on the change of government in Macedonia <https://www.youtube.com/watch?v=qXH7konX73M>

5.3. Policy briefs

MACEDONIAN OBAMA OR THE PLATFORM FROM TIRANA: A Guide to the Integrative Power Sharing Model available online:

<http://www.crpm.org.mk/wp-content/uploads/2017/10/kratka-analiza-EN1.pdf>

Regulatory impact assessment of Social Contracting Policy Model available online:

https://www.unicef.org/tfymacedonia/Ria_analizi_Eng_web.pdf

Cost benefit analysis of the Social Contracting Policy Model available online:

[https://www.unicef.org/tfymacedonia/\(web\)_cba.analizi.en.pdf](https://www.unicef.org/tfymacedonia/(web)_cba.analizi.en.pdf)

Monitoring of Hidden Economy in Macedonia, Albania and Kosovo available online:

<http://www.crpm.org.mk/wp-content/uploads/2018/02/Studija-Monitoring-EN.pdf>

The Hidden Tax Heaven – Hidden Economy and Tax Evasion in Macedonia, Albania and Kosovo available online: <http://www.crpm.org.mk/wp-content/uploads/2017/12/22.-PB2-RHEM-17.05.2017-Final.pdf>

The Shadow Worker – Hidden Economy and Undeclared Labor in Macedonia, Albania and Kosovo available online: <http://www.crpm.org.mk/wp-content/uploads/2017/12/24.-PB1-RHEM-12.01.2017-Final.pdf>

ОД ПОДОБРА ПРАВНА РАМКА КОН РАСТЕЧКА КЛАСА НА СОЦИЈАЛНИ ПРЕТПРИЕМАЧИ ВО МАКЕДОНИЈА: <http://www.crpm.org.mk/wp-content/uploads/2018/09/Socijalni-pretpriyatija-MK4-2.pdf>

СОЦИЈАЛНО ПРЕДУЗЕТНИШТВО У СРБИЈИ У ПОРАСТУ – БОЉИ УСЛОВИ ЗА БРЖИ РАЗВОЈ: <http://www.crpm.org.mk/wp-content/uploads/2018/09/Socijalni-pretpriyatija-SRB4-1.pdf>

SOCIJALNO PREDUZETNIŠTVO U CRNOJ GORI - NOVA RJEŠENJA ZA BOLJI REZULTAT: <http://www.crpm.org.mk/wp-content/uploads/2018/09/Socijalni-pretpriyatija-MNE2.pdf>

PAMETAN RAZVOJ KROZ DRUŠTVENO PREDUZETNIŠTVO U BOSNI I HERCEGOVINI: <http://www.crpm.org.mk/wp-content/uploads/2018/09/Socijalni-pretpriyatija-BIH4-1-1.pdf>

TÜRKİYE'DE SOSYAL GİRİŞİMCİLİK İÇİN SÜRDÜRÜLEBİLİR BİR ORTAM YARATMAK: <http://www.crpm.org.mk/wp-content/uploads/2018/09/Socijalni-pretpriyatija-TR4.pdf>

5.4. Policy Studies

Monitoring the Hidden Economy in Macedonia, Albania and Kosovo: Trends, Policies, Options (2016-2017) available online: <http://www.crpm.org.mk/wp-content/uploads/2018/02/Studija-Monitoring-EN.pdf>

5.5. Policy initiatives

In the field of Migration policy CRPM based on the monitoring using the Migrant Integration Policy Index (MIPEX) methodology submitted comments to the National Strategy for integration of migrants and foreigners and the National Action Plan for integration of Migrants and Foreigners 2017-2027.

Based on the research work on social entrepreneurship CRPM provided policy recommendations for introduction of financial measures for social entrepreneurship development. The initiative encompassed policy changes in the VAT tax system, the salary compensation system, the system for safety at work and the employment support program including the active employment measures of the government.

Finally in the course of 2017 CRPM provided comments to the National strategy for education development. The CRPM requested integration of key competences for life-long learning and assessment of the achievement of those and planning of their advancement; introduction of formative assessments (assessment of the learning as a process not the educational results) as compulsory element of the monitoring and evaluation system of student achievements; additional development of the system of support of education frontline workers; engendering of the education programs and

teachers; development of system for pedagogical and methodical preparation of the education practitioners in higher education.

II. Financial report 2017

BALANCE OF REVENUES AND EXPENDITURES FOR PERIOD 01.01.2017-31.12.2017

REVENUES

1. Revenues from fees/	120.00 den.
2. Interest income and exchange rate differences/	7.961 den.
3. Revenues from projects/	10.649.722 den.
4. Revenues from other sources/	30 den.
5. Transferred surplus from last year/	9.335.754 den.

Total revenues/ **20.113.467 den.**

EXPENDITURES

1. Costs of materials consumed	140.436 den.
2. Costs of stationery	87.845 den.
3. Costs of photocopying, printing and graphics	88.367 den.
4. Costs for rent of premises	433.594 den.
5. Works contract services	2.620.058den.
6. Travel expenses and per diem for travel	61.494 den.
7. Funds transfer on organizations	1.696.561 den.
8. Other services	1.292.062 den.
9. Negative exchange rate differences	172.714 den.
10. Bank fees	45.797 den.
11. Other expenses	5.570den.
12. Gross salary	3.774.296 den.
13. Transport and travel expenses	310.771 den.
14. Representation and ads expenses	284. 126 den.

15. Taxes and social security contributions not dependent on the result 7.851 den
16. Extraordinary expenditures 5.654 den.

Total costs / 11.027.196 den

Earmarked funds for year 2018/ 9.086.271 den

Центар за истражување и креирање на политики ЦИКП Скопје

БИЛАНС НА ПРИХОДИ И РАСХОДИ ЗА ПЕРИОД
01.01.2017-31.12.2017

ПРИХОДИ

1. Приходи од членарини	120.00 ден.
2. Приходи од камати и курсни разлики	7.961 ден.
3. Приходи од проекти	10.649.722 ден.
5. Пренесен вишок од минатата година	9.335.754 ден.
6. Вонредни приходи	30 ден.

Вкупни приходи

20.113.467 ден.

РАСХОДИ

1. Трошоци за потрошен материјал	140.436 ден.
2. Трошоци за потрошена енергија	87.845 ден.
3. Трошоци за фотокопирање, печатење и графичка дејност	88.367 ден.
4. Трошоци за закуп на деловен простор и закуп на опрема и сали	433.594 ден.
5. Други услуги	1.292.062 ден.
6. Превозни и транспортни трошоци	310.771 ден.
7. Услуги по договор на дело	2.620.058 ден.
8. Издатоци за реклама и репрезентација	284.126 ден.
9. Патни трошоци и дневници за службени патувања	61.494 ден.
10. Пренос на средства на организации	1.696.561 ден.
11. Негативни курсни разлики	172.714 ден.
12. Банкарски провизии	45.797 ден.
13. Останати расходи	5.570 ден.
14. Бруто плати	3.774.296 ден.
15. Даноци и придонеси кои не зависат од резултатот	7.851 ден.

16. Вонредни расходи

5.654 ден.

Вкупни трошоци

11.027.196ден.

Наменски средства за 2018 година

9.086.271ден.

БИЛАНС НА СОСТОЈБА
31.12.2017

АКТИВА

1. Постојани средства	
- Матријални средства	265.674 ден.
2. Парични средства	
- Денарски сметки	2.106.373 ден.
- Девизни сметки	6.967.337 ден.
3. Други парични средства	12.588 ден.
4. Активни временски разграничувања	
- Други активни временски разграничувања	83.672 ден.

Вкупна актива **9.435.644ден.**

ПАСИВА

1. Извори на деловни средства	
- Деловен фонд	265.674 ден.
2. Краткорочни обврски	
- Краткорочни финансиски обврски	51.935 ден.
- Обврски по основ на даноци	30.268 ден.
- Други краткорочни обврски	1.469 ден.
3. Пасивни временски разграничувања	
- Наменски средства за 2018 година	9.086.298 ден.

Вкупна пасива **9.435.644 ден.**