



CRPM

Center for Research and Policy Making



www.crpm.org.mk



Research | Analysis | Trainings | Policy advice



ABOUT US

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.

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. 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.” 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.

The organization has had more than 60 research projects implemented, out of which 24 were regional projects; and organized 4 international academic conferences. CRPM has a teaching arm that delivers training in 12 policy areas and a School of Public Policy “Mother Theresa” which belongs to the network of schools in political science of Council of Europe. Our partners and clients are: the EU, World Bank, UNDP, UNICEF, UN Women, IOM, OSCE, OSI, ESI, FES, KAS, the Institute for Public Administration from Dublin; the Macedonian, Swiss and Norwegian government, and others. With staff that holds (two) PhD, (four) M.A and (four) B.A diplomas from well recognized schools such as the CEU, Oxford, Cambridge, KULeuven, and the University of Trento, CRPM is highly qualified for implementation of this project. CRPM experts have produced numerous internationally well-known policy studies and reports including the Freedom House/Nations in Transit, Open Budget Index, Global Integrity Report, Bertelsmann Transformation Index, UNDP People Centred Analysis, UN Human Development Report.

CRPM is an independent institution. We have no party affiliations. Sound analysis of socio-economic issues is our priority even if such an analysis presented in public is not in line with party of government preferences. In the seven years of existence we have provided analysis and policy advice to two different national governments in Macedonia. CRPM is a part of the PASOS network of think tanks from Central and Eastern Europe, having a CRPM staff serving as a member of the Governing Board of this network. We are member of the Europe's World (Think Tank Europe) Network of think tanks and are represented at the LSE's Standing Group on South East Europe. CRPM is the initiator and founder of the Macedonian Think Tank Network, and is a member of the Global Development Network.

CRPM's method in policy work and capacity building for effective policy analysis and advocacy differs from other approaches because its focus on field research enables it to generate highly contextualized, historically situated and grounded analysis, capturing dynamics which remain opaque under statistical, theoretical or broader comparative approaches. CRPM maintains that the main goal of policy research and analysis is designing solutions for real-world problems. Unlike traditional academia which focuses on building knowledge within a group of peers, policy science must address real-world problems, and therefore provide recommendations and a framework for their application within the targeted society. Civil society organizations are therefore the perfect intermediary actor between citizens, expert societies and the government to facilitate dialogue through which devising policy solutions to real-life policy problems that will create public value for citizens is possible.

The problem-solution relationship is at the heart of the CRPM method of managing policy processes, which means that any analysis and advocacy undertaken must be driven and targeted on the search and advocacy for a practical, implementable and comprehensive outcome. The CRPM method is highly participatory and engages the non-state actors in dialogue with the state-actors from the very beginning of the policy process (definition of a policy problem) through policy analysis, advocacy, implementation and oversight. This has proved to be effective for development of trustworthy partnership relationship between CSOs and Government. Finally, the CRPM approach aims at development of policies that are valued by citizens (create public value) and this in turn enhances the citizens' trust in Government and the CSOs that work on their development as well as advocate for their adoption.



WHAT WE DO

Policy analysis

CRPM works on "determining which of various alternative policies will most achieve a given set of goals in light of the relations between the policies and the goals" in each of the following policy areas: Macedonian politics; sustainable development; migration; good governance; human development; European integration and international relations. We provide analysis and descriptions to explain current policies and their development; but also provide analysis of policy's future perspective—i.e., formulating new policies or measures (instruments).

Research

CRPM team engages in finding answers to various problems, issues by employing various research methodologies- qualitative research through interviews of stakeholders, observation, and focus groups; quantitative research through surveys, costing, household and time use surveys, site visits, cost-benefit and SWOT analysis.

Trainings

CRPM provides trainings in policy analysis and policy making, strategic planning, evaluation and monitoring, budgeting and public finance management, fundraising for EU funds, good governance, introduction of gender sensitive approach in decision making, regulatory impact assessment (RIA), EU integration, lobbying, legal recourse, public participation, and place branding.

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 agencies.

WHAT WE DO

Executive education

CRPM Executive Education program is tailor made for Directors and Managers from private companies, public enterprises, public services, non-for-profit organizations and interest groups. The main approach to learning within the CRPM Executive Education Program is the case study method pioneered at Harvard, where cases are based on a real-life situation that stimulates participants to think through problem-solving methods and possible solutions to actual situations in their company, enterprise, service, NGO or interest group. In addition to in-class activities, our programs offer participants the chance to reflect on their own personal and professional experiences by breaking into smaller work and discussion groups where each participant has the opportunity to present his or her own case study to peers. These settings offer participants the chance to collaborate on a deeper level of problem analysis, sharing their own experiences in an effort to understand how to improve individual performance, choice and outcomes.

School of Public Policy Mother Theresa

Since 2010 CRPM in partnership with the Council of Europe, is organizer of the School for Public Policy Mother Theresa. The school is designed for Macedonia's future leaders who accept Council of Europe's principles and are committed to work to create multicultural and liberal Macedonia. The participants are members of political parties, civil organizations, journalists, businessmen, and academics. The school Mother Theresa is part from the network of schools which are organized in sixteen countries. Every generation of participants attend practical lectures of at least three three-day seminars. The school also organizes other activities such as workshops, discussions and lectures given by prominent officials.



SUPPORTERS AND PARTNERS

We depend on the financial support of different institutions to carry out our projects. Once ready all our analyses and papers are offered on our web site. Seeking to develop a common vocabulary, CRPM promotes discussion and debate among the policy community. CRPM's efforts depend on the contributions of governments, corporations and private individuals to fund its activities. In order to continue doing policy analysis and strengthen our assistance to Macedonian policy makers on various complicated issues facing this country we will need continuous financial support from existent and new supporters. Therefore, we hope that in the future our list of partners and supporters will grow.

CRPM networking

CRPM continuously works on the development and strengthening of Macedonian policy community. In this respect we are founders of the Macedonian think tank network that provides echo to the independent policy alternatives we propose. Also we are founder and leading organization of the Macedonian Budget Watchdog Network that monitors the spending of the public money on national and local level. CRPM cooperates with many partners from Central Europe and the Western Balkan region and is a member of the PASOS network of policy institutes.

Supporters and partners

Open Society Institute, The Balkan Trust for Democracy, The Olof Palme International Center, Foundation Open Society Institute Macedonia, Freedom House, The Global Task Force on Building Women Leaders, European Stability Initiative, Local Government and Public Service Initiative, Libertas, Southeast European Politics, Europe's World, Policy Association for an Open Society, East West Institute, The World Bank, DiFi Norway, GIZ, United Nation Development Fund for Women, Friedrich Ebert Stiftung, Konrad Adenauer Stiftung, Swiss Development Cooperation, The International Budget Project, Institute for Sustainable Communities, USAID, UNDP, European Agency for Reconstruction, European Commission, UNICEF, Ministry of Health of Republic of Macedonia, Ministry of Labor and Social Policy of Republic of Macedonia, Ministry of Education and Science of Republic of Macedonia, Municipality of Gostivar, Municipality of Delcevo, Municipality of Shtip, Albanian Institute for International Studies, EDAM, IOM, ISP, Providus, Forum za etnicke odnose, Kosovo youth network, Evropska inicijativa Nis, Institute for European Policy, Group 484, Oxford Policy Management, D4D, ReInvest, IDM, IPA, Institute for Public Administration Dublin, BFPE, DOOR, CED, European Institute, European Movement Serbia and Albania, CEMI, CEDEM, InTER, Institute for Statistics and Prognosis, The Global Integrity, The Bratelsman Foundation



RESEARCH AREAS

- Sustainable development
- Macedonian politics and EU integration
- Human development
- Good Governance and budget monitoring
- Migrations

SUSTAINABLE DEVELOPMENT

Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs. CRPM aims at research and advocacy that will help Macedonia develop, taking into account that the Government's overarching economic goal should be to grow an inclusive, innovative economy for the benefit of all citizens. The achievement of sustainable economic development requires a new and different approach to policy making and its implementation. CRPM believes that the Government should be looking for greater integration and co-ordination of policy making and its implementation across the public sector, and across social, economic and environmental policy portfolios. We would like to see a greater partnership between the central government, the municipalities, the private sector and the foreign investors. In order to achieve this, we have worked on the following issues:

- Assessing the specifics of the local economic dynamics of municipalities
- Advocating for review of energy efficiency policies
- Developing guide for cross-border trade
- Analysing the gender balance in the agricultural sector in Macedonia
- Reviewing the family business relevant issues

MACEDONIAN POLITICS AND EU INTEGRATION

Macedonian citizens see the future of the country as being a member of the EU forcing the government to seriously work in meeting the requirements set by the European Commission. In this respect there are two risks: (i) much of the current policies are transferred from EU legislation without necessary adaptation to Macedonian circumstances; and (ii) the reforms are designed, adopted and implemented without much consultation with stakeholders. Therefore, independent non-state actors with expertise in policy analysis are highly needed to invigorate policy debates, influence the policy agenda, offer policy options adequate to Macedonian circumstances based on evidence, open the policy making process to stakeholders and monitor the implementation of the policies evaluating the degree of public value they generate. 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. So far, we have shed light on the following issues:

- Assessment of the Ohrid Framework Agreement from various angles
- Reviewing the process of creating electoral policy
- Advocating and developing strategy against proxy and family voting
- Exploring the potential of elites for promoting positive social change
- Analysis of the visa liberalisation policies applied to Macedonia
- Critically review of the process of compiling the EU Progress Report on Macedonia

HUMAN DEVELOPMENT

Since 1989 and the beginning of democratic and economic transition, the quality of life of many Macedonian citizens has decreased. Concerned with establishing a better quality of life through respect of the human rights and adjusting the policies which stand in the way of achieving this, we recognize that development must place people at the center of its concerns. Hence, building up human capabilities and using those capabilities fully has been at the heart of this research area which places a specific focus on the aspects of: investment in the education, health and skills of people; developing a well-structured social expenditures by the government; empowerment of people, particularly women.

With the aim to tackle these general aspects of human development, the CRPM, by conducting provocative evidence-based analysis, has given its contribution towards achieving the following objectives:

- **Establishing a more efficient health sector that would appropriately address both, the needs of the citizens and the health institutions**
- **Vouching for improved implementation of the gender mainstreaming policies**
- **Developing a Strategy for Gender Equality for the City of Skopje**
- **Overcoming the deficiencies of the pension insurance system in order to provide services to better suit both the needs of the citizens and the employers**
- **Improving the quality and efficiency of the higher education system and adjusting it to better fit the needs of the current market economy**
- **Providing a model of recognition of higher education degrees earned abroad**
- **Recommending policies for increasing the secondary school enrolment**
- **Analysing the effectiveness of the quality assurance system in primary education**
- **Exploring the effects of the global financial crisis on children**

GOOD GOVERNANCE AND BUDGET MONITORING

The issue of good governance has only from recently been recognised as important in Macedonia. However, we at CRPM have been working on this topic since our founding, understanding it as a concept of paramount importance for involving citizens more actively in the decision-making activities in their community and hence developing policies which reflect the citizens' needs and create public value.

In this regard, our team has contributed towards improving the governance through providing:

- Analysis of the transparency in the delivery of health and education services
- Review of the good governance principles in the education sector, with a focus on the aspect of social inclusion
- Exploring the implementation of different good governance principles in public companies in the City of Skopje

At the same time, recognising the importance of the budget transparency, as an especially important good governance mechanism, CRPM has worked on:

- Forming a network of 'Budget Watchdogs' organizations with the aim to monitor the public spending in several sectors
- Developing a 'Citizen's Guide to Budgets' that stimulates participatory budgeting
- Participating in the Open Budget Index (OBI) initiative, as a national partner, through producing an index of the transparency of the budgetary process

MIGRATIONS

Migration as a policy area has a complex dimension and Macedonia faces many challenges to tackle this issue. Analysis of the wider context and in-depth research of different migration patterns is essential in the process of policy making, for effective regulation and migration management. The policy makers need the input of research institutions, such as CRPM, and practitioners to develop comprehensive understanding of this multi-dimensional phenomenon. During the past few years, CRPM has developed an expertise for:

- Researching and analysing the brain drain/gain phenomenon
- Exploring the relationship between migration and economic development
- Analysing the effect of visa liberalisation on the migration patterns
- Examining the factors responsible for labour migration
- Studying illegal migration and border management





MORE ABOUT CRPM

CRPM Mission

CRPM Vision

CRPM MISSION

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, either political, social or economic.

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.

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.

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