

ANNUAL REPORT 2010

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2010



CRPM

Center for
Research and
Policy
Making

Dear friends,



For CRPM, 2010 was a year to remember. The bilateral donors were recovering from the financial crises which influenced the late start of the project work. However slow 2010 began, the cooperation with multilateral partners brought success, new beginnings, and plenty of innovations and experiments.

A year of success. In 2010 CRPM received regional recognition as a leading think-tank through several events. First of all, the organization's operations, management, quality standards and communication strategy were featured as best practice among the PASOS network of policy institutes in Central Eastern and South East Europe. CRPM's Ana Mickovska Raleva received a PASOS award for the study "Linking education and research with the labor market". CRPM representative became a member of the PASOS Board of Directors.

A year of new beginnings. The instrument for pre-accession (hereinafter IPA) began operationalizing in 2010 and CRPM is proud to be among the first local organizations to partner up with an EU institution implementing a project, under the first IPA component. Together with the Institute for Public Administration of Ireland we offered technical assistance to the Civil Servants Agency in strengthening the national system for training. In the same time, CRPM through its consulting branch built the capacity of dozen organizations, businesses and municipalities in absorption of EU funds.

A year of new policy products. In 2010 we have produced plenty of research and analysis, but are especially proud of the two Strategies we have written on behalf of the State Electoral Commission and the City of Skopje. Both strategies push our work from being just information gathering and analytical to putting policy advise in action by producing policy documents that are based on evidence.

A year of new media. We embarked in using new media boldly in course of 2010. CRPM used facebook account for event promotion; twitter for sharing our thoughts; and our blog www.policy.mk as a main vehicle for spreading new ideas, stir discussions and sharing project related products. All this was streamlined with our well known web site www.crpm.org.mk . These efforts were also coupled with the production of policy relevant videos on our youtube channel www.youtube.com/CRPMmacedonia

*Yours truly,
Dr. Marija Risteska
CRPM, Executive Director*

With this said we are sooo looking forward to 2011! Our annual programme is available at www.crpm.org.mk.

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CRPM on line

<http://www.crpm.org.mk>

<http://policy.mk>

<http://www.youtube.com/user/CRPMMacedonia>

<http://vimeo.com/crpm>

<http://twitter.com/CRPMmk>

<http://www.facebook.com/crpm.org.mk>



2010 Policy Research and Analysis

Governance assessment in education sector

CRPM through its consulting arm in the course of 2010 piloted the use of the governance assessment methodology developed by the South- East European University in 8 case study municipalities. The research was done in the education sector with regard to social inclusion and poverty reduction. The methodology was developed to serve as a critical accountability mechanism for variety of stakeholders, especially the citizens of the Republic of Macedonia and non-state actors regarding governance as well as to the decision makers to have the necessary information to improve the governance system and as such substantively contribute to the governance reform processes initiated in the country.



Presenting the key findings of the analysis
 Ana Mickovska- Raleva
 Marija Risteska
 Mirjana Kraja- Sejdini

Decentralization in practice

The Center for Research and Policy Making has conducted national survey on decentralization process in Macedonia for 2010. This study results reflect the main progress as well as challenges with decentralization process in Macedonia. The study focuses on the:

- *The status of decentralization*
- *Progress in municipal administration reform*
- *Fiscal Decentralization*
- *Interethnic Relations*
- *Local Economic Development (LED)*
- *Decision making of municipal council*
- *Education reform at local Level*
- *Local Public Services*

The survey was conducted with a questionnaire that encompassed 135 questions targeted to the municipal administration, the political parties represented in the Municipal council, the Mayor and the business community in 65 municipalities.

Access to Information Indicators in Health and Education Service Delivery

CRPM through its consulting arm in the course of 2010 conducted research on behalf of the World Bank and the Global Integrity, a Washington based think tank. The research was targeted to define indicators of access to information in education and health that can be used for analysis across and within countries. Macedonia, and specifically Skopje, was selected for a small pilot-test of these indicators.

The research for this project, involved survey of targeted population and face-to-face interviews with relevant stakeholders, directed to analyze access to information in the education and health sectors at different levels. For this purposes the research team was deployed on the field, led by Dr. Marija Risteska, local Team Leader. The CRPM team consulted with representatives of the central government, as well as representatives from the State education and health inspectorates, civil society groups, the city and individual municipal administration, the school and health facility management, and community members.

Developing Brain Gain Policies in Western Balkans

The CRPM has conducted a research on the case of Macedonia for the purposes of the regional project “Developing Brain Gain Policies in Western Balkans”. Our research was comprised of the following segments: a) analysis the discourse on brain drain / brain gain problematic; b) sixteen in-depth interviews with stakeholders in the field; and c) field research. The discourse analysis was done by reviewing the relevant literature in the field, as well as the legal and strategic documents on migration, labor migration and brain drain in Macedonia.

We have also identified plenty of stake holders in the field, sixteen of which we managed to interview. The stake holders were representatives of the governmental and educational institutions, as well as participants in the civil society.

The findings were used to determine the level of familiarity of the stake holders with existing European and national policies and frameworks, and to gather data for the purposes of rendering a more detailed discourse analysis.

The aim of the field research was to explore the experience, the perception and the preferences of highly skilled emigrants/returnees originating from Macedonia. The results of the research are used in our paper to reflect on the current situation of the processes of brain drain and brain gain; they are also used as important indicators in order to formulate policy recommendations and guidelines for the stake-holders. For the purposes of the field research, we have selected a group of sixteen individuals from Macedonia who have recently studied, completed their studies at postgraduate level, or worked abroad in a position requiring advanced skills abroad. The method we used was conveying in-depth semi-structured interview which focused on assessing the factors that determine the individual decision whether to return in Macedonia or pursue a career abroad and the interviewees’ preferences about the standards they are looking for in order to come back, stay and contribute in the Macedonian economy. Having in mind the delicate position in which some of the interviewees have found themselves, upon their request, they will remain anonymous.

Additionally, we have conveyed a survey in the form of a standardized questionnaire, which was addressed to foreign highly skilled individuals, asking them for their preferences regarding the possibility to come and contribute in the Macedonian economy. This was used in order to see the possibilities and factors for achieving a brain gain effect by attracting highly skilled migrants from abroad, in addition to achieving brain gain as a result of the prospective brain circulation. This questionnaire was answered by 38 highly skilled individuals from three continents

2010 Policy Research and Analysis

Mapping the leaders in Macedonia and Albania: elite potential for promoting positive social change

The research methods are a combination of existing data and new data gathering and analysis. Desk research will provide the basis for identifying the conditions of elite formation, reproduction and circulation in Macedonia and Albania. Also, it will identify the specific individuals who will be approached in the second portion for the in-depth interviews. The telephone survey will be used to gather the impressions and expectations that the public in Macedonia and Albania has of their leaders. The in-depth interviews will be conducted over the course of several months and they will provide the detailed view of the specific characteristics of the members of the elite. They will first provide information that will give further explanation of the elite circulation/reproduction. Also, they will be valuable in isolating specific trends ideas and values that guide the current elites. The three categories of elites who will be included in the interviews are:

1. "Political elite" - MPs, officials from high ranked government officials, ministries and deputy ministers, central committees of political parties, highest ranked members unions, mayors or presidents of local government councils, and other who are directly involved with governing.

2. "Economic elite" – directors and deputy directors, and senior managers of the 100 largest companies according to employees, turnover, and diversified for the different production and service sectors in the countries.

3. "Academic and Cultural elite" – professors at public and private universities, directors of research institutions, directors and editors-in-chief in media such as important newspapers and magazines, television and radio outlets, managers of cultural institutions, directors of scientific institutions, head physicians of large hospitals, and other opinion makers.

During the in-depth interviews attempt will be made to obtain an understanding of the values of new elite. Some of the variables which will be examined include: demographic characteristics, educational background, political characteristics, occupational characteristics, business ownership, family background. For the attitudinal elements these variables will be: religious values, gender, family, diversity, economy, political system, culture. These methods will be applied both in Albania and in Macedonia. The regional component will be the examination of the links and connections between the identified elite leaders and the country of the specific researcher (Kosovo, Serbia, Montenegro).

Visa liberalization research methodology/ Survey on the movement of Citizens

The Macedonian citizens from 19 December 2009 have the opportunity to freely travel in the countries of the Schengen zone as a result of the visa liberalization for Serbia, Montenegro and Macedonia. On that occasion during February 2010 the Center for Research and Policy Making in Skopje conducted survey with stratified representative sample at national level consisted of 1100 respondents in order to determine how many people have used the opportunity to travel freely in the period after 19 December 2009.

In addition, the citizens have been asked how often have they traveled before the visa liberalization as well as with what kind of problems have they been facing with before and after the visa liberalization. This survey was very interesting for the press and the results were reported in the national and local media in Macedonian and Albanian language, as well as in international ones especially in the media of the Balkan countries.

CRPM will conduct survey on this issue again in 2011 and compare the results one year after the visa liberalization process for Macedonia.

Good governance practices are lacking on school level

CRPM assessed the governance practices in the education sector and found out that the decentralization of education the legitimacy and voice of citizens is fostered through the introduction of school based management that is embodied in the School Board in which all relevant stakeholders are represented and through which they participate in school based decision making. The CRPM research however shows that information sharing within the communities/associations of parents is not practiced and therefore needs to be strengthened. This especially is related to the participation and information sharing on the school budget, one important policy making document that is almost unknown to parents and students. In this respect leadership initiative that will set an example of how information should flow from the school to the service users (citizens and/or students) will suffice.

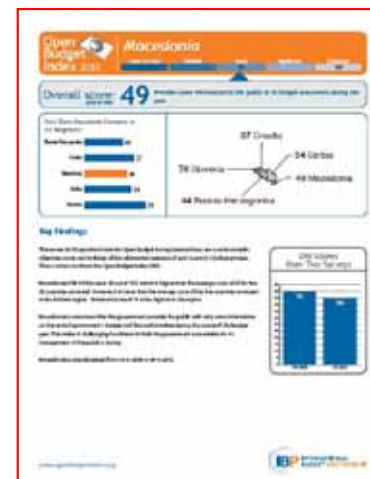
Active engagement of citizens in monitoring of the delivery of education services is also missing. Low participation in citizens monitoring is indicating that citizens do not generate enough information that can be further used to hold government (including the local and school based government) responsible for its actions/governance practices.

The analysis is furthermore showing that transparency is ensured on national level (the Ministry of education and science, the Bureau for Development of Education and the State education inspectorate are providing access to information on all education related policies, curriculum, and reports) and on municipal level (municipal budgets and education programs are published on the municipal web sites), but not so much on school level (the curriculum, school budgets and decisions of the school board are not regularly published on school's bulletin boards). The increase of transparency on school level will alleviate the barriers on access to information that appear on central level among some groups (poor and people from rural communities) that do not have internet access (as the transparency at central level is ensured through internet based information sources). This might affect greater social inclusion.

Decrease of budget transparency in 2010

Open Budget Survey 2010, the only independent, comparative, regular measure of budget transparency and accountability around the world, produced by CRPM for Macedonia found that Macedonia earned a transparency score of 49% out of 100. This score shows decrease budget transparency for 5% compared to OBI 2008 results. The lack of transparency and accountability in Macedonia's budget opens the door to abuse and inappropriate and inefficient use of public money.

Macedonia is not alone in its poor performance. The Open Budget Survey 2010 reveals that 74 of the 94 countries assessed fail to meet basic standards of transparency and accountability with national budgets. Based on documented evidence, the Open Budget Survey 2010 finds that just seven of 94 countries assessed release extensive budget information, and 40 countries release no meaningful budget information. Without this information, it is difficult for the public and oversight institutions to hold government accountable or to have meaningful input into decisions about how to use public resources.



[[Download the report here](#)]

Policy Advice

Lacking infrastructure and policy for attracting brains

The first set of concrete measures that address the concrete brain drain issue and help into its reversion into brain gain need to provide multi-dimensional incentives (financial and legal, in the first place) for potential highly skilled returnees or immigrants from foreign countries, as well as to those who have already returned. The financial set of measures should consist of instruments such as financial aid or supplementary grants for the highly skilled individuals; the legal ones should help in the facilitation of the struggle with bureaucracy during the process of employment and regulation of the legal status, as well as with issuing work permit and other documents for the foreign highly skilled citizens. This would also refer to the procedures for recognition of diplomas obtained, which need further simplification and cost reduction in order to be accessible to the broadest category of people who have returned after obtaining foreign education. Furthermore, a long term investment plan in higher education needs to be designed and implemented. The better working conditions overall and the offer of more attractive job opportunities that would match the offers abroad in terms of salary, working schedule and support in continuous training is a prerequisite for having stellar research industry, but also for attracting returnees and foreigners. The institutions of higher education need to stimulate their research units and agitate the research industry, which is currently in a state of depression.

They also need to establish career and alumni centers, appoint brain gain officers and become facilities through which opportunities for practical work for the students will be offered. As well, the institutions of higher education need to be stimulated to network with institutions worldwide, to introduce international programmes, introduce English and other world languages as languages of teaching and research in as much departments as possible, update academic curricula and reduce the barriers for entrance of outsiders into the narrow academic elite. Focusing on the development of one particular branch or the creation of one particular centre of excellence and creating particular success story as opposed to the holistic approach should be also considered in the initial stages of the process of revamping the research industry.

Finally, a successful brain gain initiative cannot be imagined without strong cooperation between domestic and Diaspora institutions. In this sense, the preparation of an index of highly skilled individuals from the country who work or study abroad, or so called mapping of the scientific Diaspora is an absolutely necessity. The launch of brain gain internet portals and the use of new technologies could stimulate “virtual return” and knowledge sharing, but also to bring the scientific Diaspora into one place and facilitate the process of return of the human capital.

[[Download the study here](#)]

Promotion of the “Historical Dictionary of the Republic of Macedonia” by Dimitar Bechev

On 20 October 2010, the Center for Research and Policy Making organized a promotion of the book “Historical Dictionary of the Republic of Macedonia” , authored by the Bulgarian scholar Dimitar Bechev. Bechev, an Oxford alum and current Head of the Sofia office of the European Council of Foreign Relations. The event was held at the Best-Western Hotel Turist in downtown Skopje. The introductory speech was given by Anastas Vangeli of the CRPM, followed by an expose of the book by the author himself. After the presentation, an intensive Q&A session followed.

The book itself resembles an important piece on contemporary Macedonia. Although the Dictionary belongs to a descriptive genre, Bechev has managed to implement a very solid methodological framework in defining the key concepts and terms. His publication resembles an answer to the concept of one-sided national historiography, not just the Macedonian - but the Bulgarian one as well.

The event gained a lot of media attention. Also, due to the nature of the Macedonian-Bulgarian relations, controversies were inevitable - several Macedonian journalists and public figures adopted a highly negative stance on the event. Yet, the event was supported by renowned historians and political scientists from the country, as several of them had positive comments during the Q&A session



Dimitar Bechev presenting the Historical Dictionary of the Republic of Macedonia

Macedonian public General Attitudes: Ethnocentrist, Patriarchal and Conservative



[Anastas Vangeli and Baskim Bakiu presenting the findings of the survey on General attitudes of macedonian public]

On 24 November 2010, the Center for Research and Policy Making held a public presentation of the findings of the phone survey which was part of the project “Mapping the leaders in Macedonia and Albania: elite potential for promoting positive social change”, supported by the Regional Research Promotion Programme for the Western Balkans. The event was organized in the Club of Journalists in downtown Skopje. The role of presenters was assigned to Bashkim Bakiu and Anastas Vangeli, both part of the CRPM research team that works on the project “Mapping the leaders...”.

The survey itself was carried on a stratified representative sample of 1094 respondents nationwide and included 24 questions relevant to the research. The results will be used primarily to compare the popular opinion to the attitudes of the elite regarding important social issues. The respondents were asked to express the level of accordance with the proposed claims, with possible answers on a five point rating scale.

The questions were grouped in six themes:

- a) interethnic relations / nationalism /multiculturalism;
- b) individual freedoms and liberties;
- c) gender issues;
- d) social welfare;
- e) perception of the elites in the past and in the present; and
- f) perception of the communist past.

The survey provided relevant results on the public perception on topics such as ethnocentrism, patriarchalism, conservatism, gender (in)equality, social welfare and the memory of the Yugoslav past, which attracted the biggest media attention. The presentation was attended by numerous representatives of the press, and was reported in national and local media in Macedonian and Albanian language, as well as in international ones. For the purposes of the public presentation of the results, the CRPM team prepared a report on 32 pages, available on the organization’s blog www.policy.mk.

“The Wikileaks Effects”

On 24 December 2010, the Center for Research and Policy making organized two panels on the broad topic “The Wikileaks Effects”, inspired by one of the biggest upsets in contemporary history, the leaking of war logs and diplomatic cables through the media organization Wikileaks. The event took place in the Club of Journalists in downtown Skopje.

In the first session, titled “Wikileaks, international politics and Macedonia”, moderated by Nedzad Mehmedovic of the CRPM, the attendees had the opportunity to hear the discussions of Biljana Vankovska, a professor at the Faculty of Philosophy in Skopje, Stevo Pendarovski, a professor at the University American College in Skopje and Ivica Bocevski, a former vice prime minister and a renowned political analyst. The discussions in this session revolved around the impact and the prognosis of the future role of Wikileaks on international politics, the political culture of diplomacy, governmental transparency, war crimes, as well as on the potential impact on Macedonian politics.



[First session from the panel discussions event “The Wikileaks Effects ”]



[Second session from the panel discussions event “The Wikileaks Effects ”]

In the second session, titled “Wikileaks, media freedoms and the future of the Internet”, moderated by Anastas Vangeli of the CRPM, the discussants were the following: Marko Trosanovski of the Institute for Democracy “Societas Civilis” Skopje, Misa Popovic of “Free Software Macedonia”, Jasna Koteska, a professor at the Faculty of Philology “Blaze Koneski” in Skopje, Roberto Belicanec of the Media Development Center, Filip Stojanovski of the “Metamorphosis” Foundation and Sead Dzigal of the New Media Center. The discussions covered a variety of topics, from the media representation of Wikileaks and the hacking culture, to the potential regulation of media and especially Internet media, and to comparisons with similar past cases in the world and in Macedonia.

Impact

Improving the budget transparency

In the course of 2010 CRPM promoted the Open Budget Index and Macedonia's score in this global exercise. This year's results showed decrease in country's rating which made the policy study and the OBI exposed to media coverage and discussions by experts and civil servants working on public finance issues. The Ministry of Finance reacted on CRPM's findings. The main result we see in the fact how the MoF responded to the criticism that a pre-budget statement is not published which limits the discussion over the new budget in Parliament. Namely this year the Minister of Finance stated that the budget document will be sent to Parliament earlier in order to facilitate policy debates. This has happened on October 20th 2010.

Long term care

The Ministry of Labor and Social Policy adopted the Strategy for fight against social exclusion in October 2010, which encompasses long term care – an issue for which CRPM advocated in 2009.

The City of Skopje in its 2011 Strategy included introduction of home care services another issue CRPM analyzed in the course of 2007-2008 and advocated for in 2009.

Strategy against proxy and family voting

CRPM managed a Project financed by the European instrument for democracy and human rights which resulted with the adoption of the Strategy against proxy and family voting by the State Electoral Commission (SEC). The SEC's Strategy against proxy and family voting was widely consulted and incorporates the interests of all relevant stakeholders (state and non-state). The strategy is a comprehensive document that encompasses all areas from policy interventions, to awareness raising and working with different stakeholders (political parties, NGOs and the donor community).

My Vote, My Decision
official weblog

ABOUT ANALYSIS BLOG CALENDAR
DONORS CONFERENCE
DONORS&PARTNERS GALLERY PEOPLE
THE NATIONAL STRATEGY VIDEO

VIDEO

Language selection

Blogroll

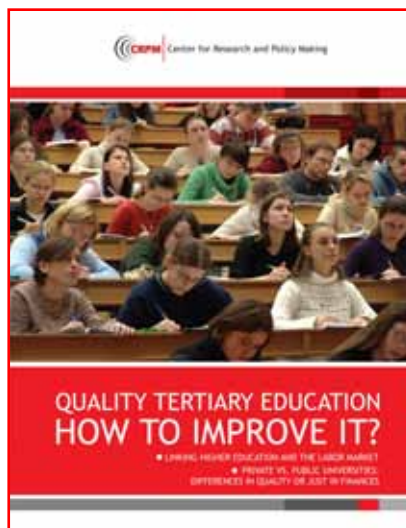
- [CRPM home](#)
- [CRPM on Facebook](#)
- [CRPM on YouTube](#)
- [Policy.mk](#)

[The Documentary and the Strategy against proxy and family voting are available at the project weblog : www.policy.mk/myvote]

Analysis awarded

Last years' study on linking higher education and the labor market was assessed as very successful and highly important by PASOS – association of think tank organizations and was awarded second place in the competition for policy study. The decision has been made on the basis of the quality of the study itself as well as its impact. Specifically, several of the study recommendations have overlapped with the following policy changes:

- The Ministry of Education established the instructions for internship of the students enrolled at Macedonian universities.
- Several faculties/departments have defined the learning outcomes of their academic programs/curricula.
- Contrary to past practices this year the Ministry of Education is planning to undertake an evaluation of the public universities.



[[download the study here](#)]



Funding

CRPM 2010 Funding in US dollars

OSI Think- Tank Fund	RRPP	OSCE	EC	Grupa 484	City of Skopje	OBI	TOTAL for 2010
\$55,000	\$44,000	\$9,000	\$60,000	\$6,500	\$6,500	\$2,000	\$183,000

Financial practices and independence

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.

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 institutions 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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