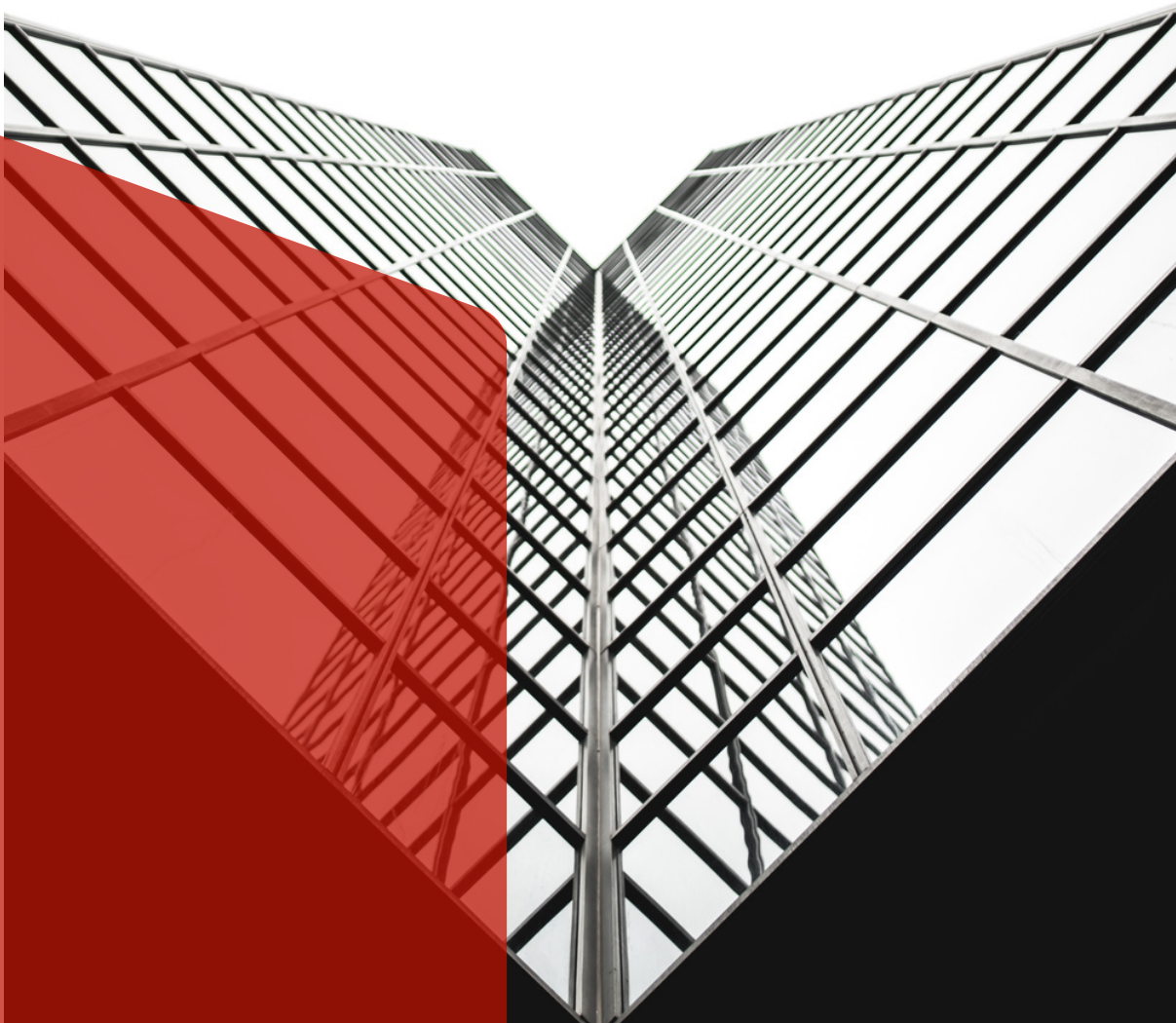


ANNUAL REPORT 2023



2023

CRPM ANNUAL REPORT 2023

This document summarizes the activities undertaken by the **Centre for Research and Policy Making** in the course of implementation of its 2023 work program. It reports on outputs and impact the CRPM work has on policy making in **Macedonia and South East Europe.**



Forward by the Executive Director

Think tanks have three stages of development. The first is the founding phase when you set up methods of work, equip yourself with team and technology, but also make yourself seen and heard. The second is a phase of stabilization and becoming self-sustainable through diversification of funding. CRPM went through these two phases and entered the third phase with 15 employees, secured funding for the next 4 years in amount to c. 8 million Euro and portfolio of projects in 7 countries. In 2023 we set the basis for increasing our productivity, developing communication channels and becoming internationally /globally recognizable.

With a team that combines several skills – storytelling (communicators), networking (collaborators), policy entrepreneurship (strategists) and engineering (doers) in the past year CRPM met all preconditions to move from think to a – do tank.

Our research work is not primary and dominant in the numerous activities we have implemented, but we have promoted new initiatives that often have little to do with research and prioritized efforts to engage with the public, shaped new narratives and explored the boundaries with other fields: the media, politics, academia, advocacy and activism, as well as markets.



CRPM is strong and influential in Macedonia and recognizable in the region, but a think tank in third stage of development needs to internationalize, start working and impacting on globally important topics.

The truly international aspect of our work became not just our strategic orientation, but also reality in 2023. All team members had an opportunity to be active in regional or global networks and use international fora for policy advocacy and promotion of the CRPM work. By working on this objective, we also created opportunities for other partners in our networks to experience internationalization.

In 2023 we have signed contracts with new partners (Vishegrad Fund, Erasmus +) and extended cooperation with others (GIZ, Embassy of Kingdom of Netherlands, CoE and etc.). We were working with consortiums made of 20+ organizations; are responsible for managing 90 grants in CRPM grant facility, organized 2 regional conferences, 2 national conferences, 3 workshops, series of training sessions, supported 20 advocacy campaigns, influenced changes and facilitated cross-party consensus building for adoption of 1 law, and hundreds of budget programs. Also, 2023 was the year when CRPM was nominated for the Global Democracy Innovation Award by the Council of Europe.

We are extremely proud and happy of the achievements and our financial performance, for which the following report is a witness.

Sincerely,

Dr. Marija Risteska

CRPM, Executive Director

We welcome
2024, the year
when we
celebrate our
20th anniversary
of work dedicated
to growth and
impact!

1 High Level Dialogue

Regional Forum on Sustainable Development for the UNECE Region, Geneva Switzerland

With an aim to participate in the civil society stock taking of the 2030 Sustainable Development Agenda implementation in the UNECE region, CRPM Executive Director joined the Regional Forum on Sustainable Development for the UNECE region discussions. Dr. Risteska contributed to joint policy positions delivered as civil society interventions

and presented during the peer-learning tables and side events at the UNECE Regional Forum on Sustainable Development, 29-30 March 2023 held in UN headquarters in Geneva. The joint positions formed the basis of the regional civil society engagement mechanism's policy paper, which was submitted to the High-Level Political Forum 2023, in April.

Second International Forum on Democracy: the Shared Human Values, Beijing China

On the invitation of the Chinese Academy for Social Sciences the CRPM executive director participated in the Second International Forum on Democracy: the Shared Human Values. Dr Risteska was a panel chair of the first conference panel: Democracy and Sustainable Development where together with distinguished speakers who come from China, Senegal, Laos, Israel, Bangladesh, Azerbaijan she spoke about gender equality mechanism in decision making and budgeting.

The paper Dr. Risteska presented gave response to the question why women do not participate in decision making and how we can improve the participation mechanisms in



democratic societies so we can hear the voice of women louder, to reflect their perspectives in the development design and budgets of the future that provide for the development to be both female and male.

“We owe it to the liberal ideology, but also to thinkers like Confucius, who have provided ground for equality between women and men (equal rights regime in political participation, economy and etc.) but not equity as women are not given the opportunity to exercise a significant impact on public policy, neither in practice have equality in

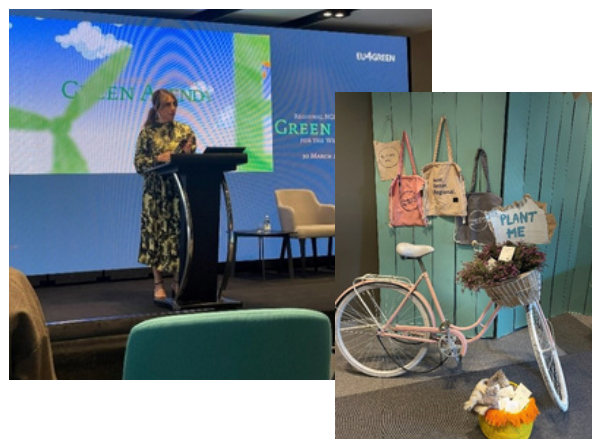
contributing and benefiting from development as gender norms, tradition and customs are pertinent to gender inequality results across the world, in Europe, in Asia, in Africa and in the Americas. We need to make participation mechanisms more productive, to address women's expectations, to respond to their availability, time and interests and to ensure descriptive representation of women in the processes so that other women participating in decision making, voicing their needs and interests find resemblance to the represented”.



RCC Forum on the Green Agenda for the Western Balkans, Belgrade

We were thrilled to participate at the first NGO Forum on the Green Agenda for the Western Balkans, organised on 30th March 2023 by RCC. The event aimed at networking and discussing the first annual GAWB Action Plan implementation report, which assesses the progress in 2022, challenges and opportunities, and provides key priority actions for 2023 for each of the seven Roadmaps. The report has been collaboratively developed by stakeholders in the policy domains pertinent to the implementation of the GAWB Action Plan. This includes consultations with WB economies, EC, Regional coordinators:

Energy Community, Transport Community, International Union for Conservation of Nature, Regional Rural Development Working Group in South-East Europe, and Regional Cooperation Council. In addition, this report benefited from the technical inputs received by the EU4GREEN project, and the OECD team working on Green Economy and Sustainability in South East Europe.



Biljana Matevska who leads CRPM's sustainable development portfolio, contributed to defining the main conclusions of the forum related to the uneven progress of implementation of the Action Plan in the region, as economies are at different stages of the EU accession processes. She pointed out that “regional coordination is required to enhance the Action Plan implementation in synchronized manner, for which it is necessary the GAWB governance model at the regional level to be finalized, key stakeholders' groups to be further included in related policy dialogue, and the work on Green Agenda financing arrangements enhanced.”

Thinking And Working Together: Think-tank Forum Between Spain and Macedonia

In the spring 2023, we took active role in discussing the economic growth pertinent to the current problems such as emigration of the population abroad, losing labour force and low productivity. In the panel titled "Leadership for the future", Dr. Marija Risteska discussed the key policies that need to be undertaken for Macedonian economy to deliver the desired long-term growth rates. Risteska pointed out that "the productivity and labour force gaps cannot be closed only by robotization, digitalization or managing migration of workers; but unlocking the potential of women on the labour market is crucial as majority of them are still inactive or not absorbed in job positions for which they have skills. The future is female"- Risteska concluded.

End Violence Against Women- "Implementing norms, changing attitudes", Skopje

We took part in the final conference of the regional program to end violence against women "Implementing norms, changing attitudes" in Macedonia organized by UN Women and financed by the EU. At the final conference, we talked about the ratification of the Istanbul Convention for the adoption of the Law on Prevention and Protection from Gender-Based Violence and the amendments of the Criminal Code. Our team member



Ljupka Trajanovska led the discussion on the topic "Creating an enabling legislative and political environment in accordance with international standards to eliminate violence against women and all forms of discrimination". While our executive director Marija Risteska, in her presentation as a panelist, emphasized that:

- ✓ *The process of amendments to the Criminal Code helped towards the democratization of the Macedonian society due to the applied approach of the whole of society in the analysis of the gap and identification of entry points for the localization of Istanbul Convention;*
- ✓ *The process enabled the building of a consensus of all political actors in support of the transformation of the system that will give due and timely attention to gender-based violence and an enabling legal, political framework and services for victims of violence;*
- ✓ *Finally, this process is a good example of citizen participation in the process of developing policies and amending legislation.*

Global Open Government Partnership Summit, Tallin, Estonia

In September we contributed on behalf of the Gender Budget Watchdog Network to the Global OGP Summit and specifically to the discussions in the panel *From Inclusion to Impact: Harnessing the power of people to make public budgets more responsive*, organized by the International Budget Partnership and GIFT - Global Initiative for Fiscal Transparency. Dr. Marija Risteska talked about gender equality outcomes resulting from civil-society participation in public budgeting. She said - "participatory budgeting methodologies are important for both budget effectiveness and for promotion of inclusivity. Maximizing women's participation in budgetary processes can be achieved by adjusting elements such as timing, location, and discussion topics."

Marija presented the Gender Budget Watchdog Network employed method that aims to: gather evidence regarding the needs of both women and men and assess whether these needs are adequately addressed by policies and budgets; provide cost-related information concerning the potential consequences if these needs are left unmet; and advocate for the integration of gender-specific requirements into funded priorities.



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Global Trade and Innovation Policy Alliance Summit, Berlin, Germany

As members of GTIPA, CRPM contributes to the annual summit discussion. In 2023 we had a pleasure to launch two indexes at the summit in Berlin: the Trans-Atlantic subnational innovation competitiveness index and the Latin American subnational innovation competitiveness index. Members signed the Declaration for Free and Open AI.

CRPM's Director spoke on the first panel. She said "South-East European countries must focus on developing regional incentives for innovation, investing in education and skills development, and harnessing the potential of women in STEM." Marija laid out a roadmap for transformation, highlighting these essential steps: **Developing genuine national policies supportive to innovation and incentives**, by leveraging the power of public procurement and implementing investment policies that perform well; **Investing in education and skill development**, since the South-East and Central European regions possess excellent technical education institutions and a higher representation of women in STEM, which can help retain young talent and reduce emigration; **Fostering a culture of innovation**, particularly in regions with historical ties to post-Soviet and post-socialist traditions; **Bridging the information gap** - governments should facilitate access to data or collaborate with private enterprises to develop comprehensive datasets. In South-East Europe, safeguarding privacy and client data safety should be a top priority. By implementing these steps, the SEE countries can foster innovation, enhance their workforce, and drive economic growth.



Gender Summit 2023 - The New Gen(D)eration

The Summit was organized by Heinrich-Böll-Stiftung Sarajevo as a forum for exchange of knowledge, ideas, but also means and modes of promoting gender equality through three components covered during the event through keynote speeches, panel discussions, workshops, and lectures. The topics featured in discussions were anti-gender movements, ideologies of violence, and feminist institutions.

On behalf of the GBWN two representatives of our network team - **Marija Risteska** and **Mersiha Jaskić** took part in the Summit. Marija led a session on *Improving Gender Equality in Allocation of Public Financing Through Gender Responsive Budgeting* with the aim of providing a crash course of GRB for beginners.

FSTP Community of Practice meeting organized by TACSO – EU Technical Assistance to Civil Society Organization

CRPM's Program Manager, Aleksandar Cekov, participated in the annual FSTP Community of Practice meeting organized by TACSO – EU Technical Assistance to Civil Society Organizations, held from November 8 to 9, 2023, in Sarajevo, Bosnia and Herzegovina. The meeting aimed to reflect on achievements from the past year and address key issues in civil society. Representatives from CSOs in the region had the opportunity to discuss and share experiences and best practices to enhance their capacities and collectively improve the civil sector.

Mr. Cekov contributed to the second panel, titled "How to build up a simplified reporting procedure to enable sub-grantees to easily share their financial and technical reports." During this session, he shared insights into the Grants Management Platform (GMP), developed within the SMART Balkans project in collaboration with project partners.

The Grants Management Platform serves as a unique database encompassing organizations, legal entities (including media), public calls (both closed and open), and projects. This platform facilitates timely and transparent communication between the SMART Balkans team and interested organizations, allowing for easy monitoring of approved project implementations, - Cekov said. The GMP is accessible through the [project's website](#).

In his presentation, Aleksandar explained the workings of the platform and highlighted its added value for both the project management team and the grantees. The GMP is a paperless document management system, aligning with the organization's commitment to environmental friendliness. Additionally, it enhances the outlook of projects and simplifies the submission of reports, easing the evaluation and monitoring of project progress. The inclusion of universal and specific indicators in the GMP provides a better overview of monitoring and evaluation (M&E) indicators, contributing to the efficiency of result achievements and showcasing the platform's innovativeness and the project management team's general innovative approach.

In addition to sharing practices from CRPM, participants learned about best practices from CSOs in the region regarding reporting and incorporating gender indicators into analysis and project monitoring and evaluation. The knowledge and experiences gained from the meeting are expected to significantly contribute to the improvement of CRPM's organizational capacity.





“United Against Violence – ENOUGH” - Prishtina, Kosovo

On 6th of December 2023, we participated in the Regional Conference “United Against Violence – ENOUGH”, organized by the Office of the President of the Republic of Kosovo and the Ministry of Justice, delved into a crucial matter- economic empowerment for women- survivors of gender-based violence. The discussion focused on challenges and opportunities to economically empower women survivors of gender-based violence.

Our GBV expert Ljupka Trajanovska, together with the panelists, shared experiences and successful practices in improving women’s access to the labor market, economic justice and participation in society’s economic development. They emphasized the importance of implementing policies and concrete measures to improve women’s role and position in the economy.

2 POLICY RESEARCH AND ANALYSIS

In 2023 CRPM worked on three programs: (i) leadership and education for good governance; (ii) sustainable development; and (iii) human development.

Within the first program – leadership and education for good governance our team continued building capacity of civil society through Smart Balkans program and the Civic

Oversight Capacities for Budget Accountability and Transparency (BAT); engaged with the green parliamentary group and networked with the Transport and Energy Community of Europe. Under this portfolio, the flagship leadership program CRPM School of Public Policy [Mother Theresa] within the Network of Schools for Political Studies of Council of Europe facilitated dialogue between Skopje and Sofia providing important impetus for resolving disputes and unlocking Macedonia's EU integration.

Within the second program – sustainable development our team embarked on researching and modelling a private public partnership model for circular economy in the wine region of

Macedonia – Tikvesh. With partners from Vishegrad and Western Balkans explored possibilities for regional supply chain for waste, a marketplace where people sell or buy industrial waste, by-products, secondary raw materials or used materials, as well as develop the informal and formal networks developing regional supply

chains. Finally, under this portfolio we have this year revealed the intricate dynamics of Macedonian economic landscape, shedding light on the often-overlooked care economy.

Within the third program – human development our team continued the efforts under three multi-year programmatic interventions with the gender budget watchdog network, young men's initiative and developing e-registration model for seasonal workers in agriculture. The efforts resulted with concrete results such as draft law on seasonal workers, adoption of changes of the Law on taxes to allow for decrease of VAT tax on menstrual products, adoption of a Methodology for gender integration in regulatory impact assessment of laws.



2. 1. Leadership and Education for Good Governance

In 2023, the School continued with its regular activities. The 2022/3 generation graduated in June and participated at the 2023 World Forum for Democracy / Forum mondial de la Démocratie, actively contributing to important discussions on this very topic. In the fall of 2023, the new cohorts of participants started their activities with weekly lectures and weekend seminars. In addition, to these engagements the School organized two joint seminars in cooperation with the Bulgarian School of Politics Dimitar Panitza and the European Commission Representation in Bulgaria. This, EU Academy for political leaders 2023 was followed by the Regional Academy on Strengthening Regional Cooperation, Stability and Good Neighborly Relations in Time of War organized by both schools in cooperation with the Konrad-Adenauer-Stiftung. Here are some photos from the School activities in 2023.



Capacity development of Informal Green Parliamentary Groups from South-East Europe on EU-compliant energy and transport goals - Green Parliamentary Group

The fruitful cooperation with the members of the Green Parliamentary Group - GPG, resulting with many successful initiatives continued in 2023. We have extended our cooperation with GIZ ORF by signing a supplement to the Grant Agreement to tackle the Green Agenda priorities and integrate gender equality in just transition debates. Within 2023 members of the group asked number of parliamentary questions holding government accountable for not implementing environmental laws, or not adopting Strategies and policy documents that align Macedonian environmental and climate change legal and policy framework with the EU.

Given that the general public is not familiar with the existence and work of the GPG, we brought its members closer to the citizens via the podcasts we recorded and published. So far, five podcasts are available on our YouTube channel [Center for Research and Policy Making - CRPM - YouTube](#).

Traditionally, in September CRPM marks the European Mobility Week. In 2023, CRPM together with eminent representatives from many embassies and ministries in Veles joined the hiking of the Vrshnik hill and promoted urban mobility.



We have also engaged in regional events, together with our SPS GPG partners. In 2023, we have had three Regional Exchange Events providing overview of our work, sharing insights, best practices and ideas for mutual actions.



One of the events aimed at identifying, discussing and agreeing on key elements of the future Joint Action Plan for Green Agenda Joint Actions of the Western Balkans Green Parliamentary Groups (GPGs). After long discussions, we determined four key priorities out of 18 policy recommendations in Climate, Energy and Sustainable Transport belonging to Decarbonization Pillar. It is worth mentioning that on the first day, the Macedonian delegation presented the good examples, practices and what was achieved so far regarding the country's green agenda.



Together with the Transport Community Permanent Secretariat in Belgrade we introduced members of Parliament in the Western Balkan region to the Five-year Rolling Work Plan for Development of the Indicative TEN-T Extension of the comprehensive and core network in the Western Balkans. During the discussion it was emphasized that we urgently, as a region, need to improve the rail network, as it is a transport change maker, modernize the existing and continuously maintain. As the transport has serious contribution to GHG emission and pollution does not recognize borders, the vision is to have cleaner, safer, smarter, greener, resilient, and sustainable transport network in the whole region. To this end, CRPM's advocacy priority becomes the adoption of the new Law on railway system which is crucial for the implementation of several ongoing projects. Linked to this is the Modernization of the rail corridor VIII funded from several International Financial Institutions (EBRD, EIB) as well as IPA as well as the national budget.



Funded by:



Regional School for Political Development



Regional School for Political Development is a new Erasmus+ project of CRPM implemented with the Academy for Political Development from Croatia and the Foundation for Responsible Society BFPE from Serbia. The Regional School will provide a platform for learning, practical work, and cooperation among young leaders from Macedonia, Croatia and Serbia, thus motivating and enabling them for long-term active political involvement and a European approach to common environmental and other public-policy related challenges. We strongly believe that investing in the education of young leaders in green politics can help create a more sustainable future for all.

Young people are often the ones who will experience the long-term consequences of the environmental problems, but they frequently encounter numerous obstacles when attempting to actively engage in decision-making processes that strive for resolving the climate change issues. Some of the key issues include a lack of adequate knowledge, limited experience, a lack of opportunities and networks for effective involvement in relevant initiatives, and decision-making.

Therefore, the primary goal of this project is to provide young leaders with the necessary education, relevant experience, and encouragement to engage in collective initiatives at the local, national, and international levels aimed at addressing environmental problems such as pollution, deforestation, desertification and climate change. Through this project, young people will develop a network of contacts that will be valuable in their work on the development and advocacy of green public policies. They will also be exposed to best practices and connected with experts, non-governmental organizations, and institutions, which will support their future active involvement.

In 2023 we have had several exchange meetings with the partners and experts. In addition, two best practices mapping events were held, first one in Zagreb, the second one in Skopje, where we had an opportunity to discuss the possible approach on delivering the training sessions, topics in the curriculum, call for applications, visibility and communication rules and the mentoring support methodology.

On the official web site of the project [Homepage - Regional School for Political Development](#) the call for applications was opened on 15th of December 2023.



Partners:



SMART Balkans - Civil Society for Shared Society in the Western Balkans



The SMART Balkans project in 2023 entered its second year of project cycle life. The first year of the project implementation was mainly dedicated on developing and adopting strategic documents, development of the Grants Management Platform as crucial element of project implementation that was meant to ease the monitoring and evaluation of the project and to add to the paperless management of the project. Furthermore, year one of the project was also dedicated to project promotion and promotion of the activities related to capacity building of CSOs from the region. These activities contribute to the project's establishment as highly relevant for the civil sector that provides support and contributes to its development.

Grant scheme

One of the project's main components is the grant scheme intended for CSOs and strengthening and/or building their capacities in financial and program management. As explained in the previous annual report, the SMART Balkans envisaged 7 types of grants to consider the different needs of the civil society organization, according to their level of development and their area of work.

On December 30th, 2022, new public calls were published for Macedonia and Serbia for 4 grant types: national interventions, local interventions, creative boxes and media grants. On 30th of June 2023 CRPM published the second public call for core grants in Macedonia and Serbia.

Currently, CRPM within the SMART Balkans grants scheme has awarded total of 64 grants in Macedonia and Serbia of total worth of 18,720,038.72 NOK or approx. EUR 1,835,297.91.

By country and the type of grant we awarded:

Macedonia:

| Macedonia | | | |
|------------------------|------------------|------------------|--------------|
| Type of grant | number of grants | Total amount NOK | |
| Core grants | 8 | NOK | 3,576,120.00 |
| National interventions | 4 | NOK | 1,980,006.00 |
| Media grants | 2 | NOK | 363,119.00 |
| Local initiatives | 10 | NOK | 795,544.00 |
| Creative box | 2 | NOK | 211,354.00 |
| Ad hoc grants | 0 | | |
| TOTAL | | NOK | 6,926,143.00 |

Serbia

| Serbia | | | |
|------------------------|------------------|------------------|---------------|
| | number of grants | Total amount NOK | |
| Core grants | 8 | NOK | 4,773,600.00 |
| National interventions | 11 | NOK | 5,574,765.00 |
| Media grants | 2 | NOK | 284,287.00 |
| Local initiatives | 9 | NOK | 287,907.00 |
| Creative box | 2 | NOK | 204,043.00 |
| Ad hoc grants | 6 | NOK | 294,039.00 |
| TOTAL | | NOK | 11,124,602.00 |

Tutorials

As part of the capacity building activities within the SMART Balkans we have also produced two tutorials. The first tutorial is about how CSOs to increase their transparency and the second one is about the cyber security and how can CSOs protect themselves from cyber-attacks. the videos can be found [here](#).



Study visit

The SMART Balkans project organizes study visits as a conduit for the exchange of best practices and experiences, steering towards the accomplishment of a profound societal impact. These visits are envisaged to serve as a crucial platform to forge strategic partnerships, fostering collaboration not only among civil society organizations (CSOs) but also between CSOs and state institutions, spanning both national and local tiers.

The first study visit, organized by the Center for Research and Policy Making, took place in Skopje, Macedonia, spanning three days from October 17th to October 19th, 2023. Delving into the theme of "Environmental Corruption Risks in the Western Balkans – the case of North Macedonia," the event was tailored to engage representatives from each of the six beneficiary countries dedicated to combating corruption or environmental issues. Within the study visit several key institutions in the country were visited, starting with the Informal Green Parliamentarian Group in the Parliament of the Republic of N. Macedonia, the Council of Inspectors, The State Environmental Inspectorate from the state institution where participants had the chance to learn how the institutional framework in environmental corruption functions. Also, the participants met with representatives from the civil sector to discuss current trends and cases in the area. The study visit holds a laser focus on facilitating the exchange of best practices, with a specific emphasis on the fight against environmental corruption. Beyond knowledge sharing, the overarching goal is to cultivate partnerships that go beyond borders, amplifying societal impact through regional resource pooling and collaborative endeavors.



Funded by: MFA of the Kingdom of Norway



Civic Oversight Capacities for Budget Accountability and Transparency (BAT)

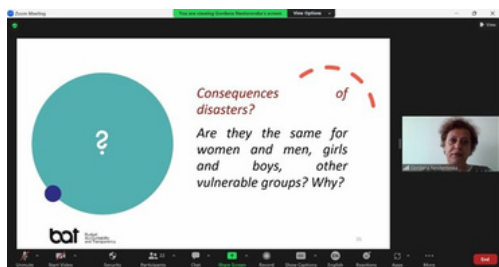
At the beginning of the year, CRPM joined the Civic Oversight Capacities for Budget Accountability and Transparency (BAT) - Civil Society project together with Institute for Democracy and Mediation (IDM) and Faktoje Center, with the support of the European Union. The project strives to improve the governance and oversight of budget planning and implementation by strengthening the capacities of civil society organizations at the local and national levels to effectively participate in budget planning and to monitor and evaluate budget implementation in Albania.

During 2023 we organized kick-off meeting in Ohrid on February 16-17, 2023. During this two-day event, representatives from three partnering civil society organizations overviewed the situation and prepared the Inception report. The focus was put on development of the project's communication strategy, internalization of the BAT Project design, and clarification of the roles of each partner. Furthermore, dedicated time was spent on planning activities and establishing the Monitoring, Evaluation, and Learning (MEL) Framework. Recognizing the dynamic nature of financial management and reporting in the project context, partners also engaged in discussions on these crucial aspects.



After the inception period, we launched one of the first project's activities - the training cycle for CSOs, researchers and investigative journalists on budget transparency and accountability, public procurement, gender budgeting, and budget monitoring and evaluation tools. CRPM experts delivered budget literacy, human rights budgeting, gender budgeting and climate change budgeting training. What is more, CSO representatives were equipped with skills how to monitor budget spending and hold governments accountable. In accordance with the two specific objectives of this training cycle: first, to enable CSOs at the local and national levels to effectively participate in budgetary planning and to monitor and evaluate its implementation and second to improve current government policies and practices on budget planning, implementation, and reporting through greater public oversight, over 50 CSOs were trained online.

More than half of the participants after the training shared that they have expanded their knowledge and understanding of the budget, budget structure and the principles how to improve current government policies and practices on budget planning, implementation, and reporting through greater public oversight. Most of the training participants were representatives from the CSOs and since they collaborate with the local authorities, they will use the obtained knowledge to incorporate gender into the strategic planning of processes, policies and programs. They understand the gender roles and stereotypes; need to use more frequently sex-disaggregated data and take into consideration the needs, priorities and benefits of all marginalized persons, men and women, children and adults in the rural and urban areas.



Development of recycling system for organic waste management in grapes and wine production in Tikvesh region

2023 was a successful and fruitful year, filled with accomplishments in the frame of the project “Development of recycling system for organic waste management in grapes and wine production in Tikvesh region”, financed by GIZ.

The CRPM approach to involve stakeholders and decision makers from the very beginning, when we define the problem, but also devise policy solutions was applied in this project as well. With several field visits and formal meetings with the Minister of LSG and the mayors from Kavadarci, Negotino and Demir Kapija, local stakeholders were informed and consulted on the problem of burning organic waste from the wine industry which contributes to Tikvesh region’s pollution. The local municipalities committed to actively contribute to the development and implementation of measures that will allow for full circularity model of organic waste management driving to positive change in the environment and society.



2. 2. Sustainable Development

Besides working with local policy makers, in the framework of this project, CRPM engaged with national stakeholders by developing a Gap analysis of the legal and policy framework. With the Ministry of Environment, we have launched a policy dialogue that is relevant for the development of the Strategy for circular economy. The identified gaps and the recommendations on how to overcome them, were discussed on the National Working Group meetings (two held in 2023), valuing the inputs of the NWG members. The first NWG kick-off meeting was held on 11th of May, 2023 in the premises of GIZ, to introduce the members with the project in general, as well as to discuss the identified institutional gaps. The second NWG meeting was held on 6th June, 2023 in CRPM premises, where we gathered to discuss the situational analysis and the structural gaps.



With the private partner – Bovin Winery we determined the needs for development of circular economy model, analyzed the current situation along with the quantities and composition of generated bio-waste from vineyards and agriculture in general in the Tikvesh region. The analysis encompasses most of the by-products and waste generated in production including grape pomace, lees, seeds, stalk and dewatered sludge. The available raw materials, the potential for their treatment, recycling and recovery solutions, are basis for development of circular economy business models. In this process samples were gathered and sent for chemical analysis as well as for determining their energy values.



The analysis was done in the newly opened Bio-hack laboratory in Skopje. With capacity building support of UNDP during a two days' workshop on 05-06.05.2023 for creating minimum viable products using biowaste transformation methods, technology that is used, requirements for transformation and samples content; we were able through extraction, granulation, centrifugation, dehydration and conservation to develop two product's from the BOVIN's vineyards' branches: organic pesticide and pellets.



Based on the needs assessment, the chemical analysis, the co-creation process in the bio-hack laboratory CRPM determined four business models (natural fertilizer, seed flour, pellets and briquettes) from BOVIN' organic waste and presented them.

Furthermore, we managed to establish a collaboration with an outstanding innovator, entrepreneur and founder of Makkaus, and secured their commitment to use the branches from Bovin and other vineries from Tikves region to produce briquettes.

In order to close the circularity model, the branches from Bovin that are turned into briquettes by Makkaus, we offered to the municipalities of Kavadarci, Negotino and Demir Kapija to be used for heating public institutions: schools, libraries, municipality etc.

Whether the change from heating with mazut, or wood to using the wine branches made into briquettes for heating, will have an impact on lowering pollution in Tikvesh Region we will discover next year!

Funded by:



Towards Regional Circular Supply Chains: Knowledge exchange from V4 to WB

We started a collaboration with Visegrad (V4) countries (Hungary, Poland and Slovakia) in the field of circular economy too. The project "Towards Regional Circular Supply Chains: Knowledge exchange from V4 to WB" serves as a starting point for cross-regional capacity building in developing circular regions. It aims to support the circular transition in the Western Balkan countries by improving their circular performance. The project began and is still in the stage of mapping cross-border regions and gathering sector-specific information about the main obstacles to implementing the circular economy. The research on the regional level for Western Balkan countries will be identifying the needs, barriers, challenges, opportunities as well as good practices from V4 countries, that can serve as platforms for collaboration, knowledge sharing towards a more circular functioning of businesses in the WB region as well. Therefore, the project aims to help the key actors in the Western Balkan region get familiar with the already existing options of being part of the circular supply chain such as <https://cyrkl.com/en> - a marketplace where people sell or buy industrial waste, by-products, secondary raw materials or used materials, as well as develop the informal and formal networks developing regional supply chains. The main project objectives are to be achieved with regional cooperation, starting by the research of the current situation; regional know-how exchange in the form of a conference to promote a shift towards a more circular economy and the sustainable use of natural resources and raising awareness about the need for a circular supply chain, waste as a potential resource, regenerative production practices in businesses, and supporting (rural) entrepreneurs in creating local employment in sectors as diverse as plastics, bio waste, food, or textiles and with the strong engagement of both public and business sectors.

Funded by:



Untapping Development: Increasing Women's Access to Employment

In collaboration with the Development for Democracy from Kosovo, the Gender Alliance for Development from Albania, the Foundation BFPE from Serbia, and the Institute for Strategic Studies and Prognoses from Montenegro, CRPM researched time use and distribution care responsibilities (unpaid work) between women and men in the household. The project Untapping Development: Increasing Women's Access to Employment funded by the Norwegian Embassy in Kosovo aimed to invigorate discussion on the Care Economy, underscoring the intricate relationship between caregiving responsibilities and women's participation in the labour market throughout the entire region.

The project consortium applied a similar methodology in each country, undertook several research activities, including desk research to collect secondary data, and an online survey for primary data. Two focus group discussions were also organized in each country to verify primary data findings. Based on these efforts, CRPM developed the chapter for Macedonia, featured in the WB flagship report titled 'Underrated Economy: Women Have No Time to Change the Nation; They Are Busy with Housework.' This report unveils the intricate dynamics of our economic landscape, shedding light on the often-overlooked care economy.

At the end of the project, the experts met at the Regional Conference held in Pristina, attracting policymakers and representatives from the civil society sector. The experts showcased their findings, illuminating critical aspects that impact our societies.

Funded by Norwegian Embassy in Kosovo



Increasing Employment Opportunities for Seasonal Workers in the SEE Region

In 2023, CRPM advanced the implementation of the project 'Better employment conditions for seasonal workers in MK' undertaken in collaboration with GIZ GmbH. The overarching goal is to initiate, bolster, and streamline the reform process for the registration of seasonal workers by introducing new legal acts or amending existing ones. This endeavor involves the integration of a software solution designed to simplify the entire procedure.

The collaborative efforts extended to maintaining a strategic partnership with the Ministry of Labour and Social Policy, engaging with decision-makers at the highest levels. Concurrently, the collaboration with experts from the EU-funded Improving the Working Conditions project persisted. Under the coordination of the Ministry, both projects reached a consensus to give their full technical and expert support to the Working Group tasked with drafting legislation concerning the engagement of individuals in temporary and occasional work within specific sectors. This legislation encompasses seasonal work, particularly in the agricultural sector. Throughout the year, the project team actively facilitated the development of the new law through a series of three consecutive three-day isolated sessions. These sessions brought together representatives from key stakeholders, including the Ministry

2.3. Human Development

of Labour and Social Policy, State Labour Inspectorate, Public Revenue Office, Health Insurance Fund, Pension Insurance Fund, Employment Service Agency, Federation of Trade Unions and Employers' Organization. Additionally, the legal experts provided support and were integral participants in these sessions. The collaborative and comprehensive nature of these sessions allowed for a thorough examination of various perspectives and expertise, ensuring a well-rounded and informed approach to the drafting process. A preliminary draft document was generated through the collaborative efforts of the project team during the isolated sessions. Subsequently, the Ministry of Labour and Social Policy took the lead by proceeding with the preparation of the final draft.



Following the completion of the draft, the Ministry of Labour and Social Policy, with the support of CRPM and GIZ GmbH, initiated three public debates in Skopje, Ohrid and Kavadarci. These sessions were designed to present the reform, content of the new law and engage in discussions with reform's primary end users that are employers and workers in agriculture, tourism, catering and construction sector. Moreover, the outreach extended to involve other interested parties, such as economic chambers, trade unions, and employers' organizations. The aim of these public debates was to ensure transparency, gather valuable feedback, and foster a collaborative environment where diverse perspectives could be considered. Based on these debates the final draft of the law was amended.



By the end of the year, we have successfully facilitated the support to the law making process which entered government procedure encompassing inter-institutional consultations and proposal for adoption of the law by the government followed by Parliament adoption, planned for 2024.

Funded by: Implemented by
giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

Young Men's Initiative

Phase I

During 2023 we continued with implementation of the project "Building healthy lifestyle habits of boys in Gostivar and Gjorce Petrov" with the support of the Netherlands Embassy in Skopje. The concept of Young Man Initiative has been successfully implemented in the region and throughout the year we managed to adapt and implement in Macedonia. The project improved understanding and awareness of violence as an expected component of Balkan masculinity by male youth participants, build capacities of youth civil society organizations, and deliver CARE's approach by engaging young men and boys' through YMI methodology (Young men's initiative), as youth led gender-based violence (GBV) prevention model. Within implementing period, we realized the following activities:

- Mapping of local youth civil society organizations - Youth Can from Skopje, Organised Youth Association from Gostivar, that work with young people to implement project activities. Establishing cooperation with professional school services for mobilisation of young high school boys from Gostivar and Gjorce Petrov for their participation in the program.

- During the month of February 2023, a Training of Trainers by CARE experts was held for CRPM and youth staff from partner CSO's. The TOT was dedicated for practical implementation of Program M by 10 peer educators for the proactive approach during the workshops with the boys.



- As well it was adapted local youth clubs in "Be a man" clubs in Skopje and Gostivar, providing a secure environment for fostering dialogue, critical thinking, and awareness among young individuals. These clubs motivated young men to engage in discussions on subjects relevant to their interests during their leisure time.
- Based on the research findings, the CARE's "Manual M" was adapted for Macedonian circumstances and a peer education program launched. In the period from March to May, we piloted the "Manual M" - peer education program through the implementation of 40 workshops in Gostivar and Gjorce Petrov. The workshops were carried out with 40 boys aged 15-19 who are involved in an educational process for preparing young people to recognize and understand risks of their behavior, development of their functional knowledge, attitudes and psychosocial skills for their healthy and safer growth.



At the end of the program an evaluation was done and showed that implementation of the M Program gave positive results in terms of the knowledge, attitudes, skills and positive behavior of the boys. It is evident that the program significantly influenced the participants' attitudes regarding gender roles as well as gender relations. It is also evident that the level of recognition of different forms of violence as well as their knowledge of sexual and reproductive health have been significantly improved.

- Implemented a national youth campaign targeting youth through social media for promotion of non-violent communication, positive masculinity, prevention of peer and gender-based violence etc.



Phase II

Based on excellent results achieved during the first phase of implementation of Young Man Initiative on national level, in October 2023 CRPM began with implementation of the second phase of the project “Young Men Initiative in GBV Prevention in Macedonia”, extending the program to nine municipalities. The second phase involves the following municipalities: Skopje (municipality of Center, Gjorce Petrov and Gazi Baba); Tetovo; Ohrid; Struga; Kavadarci and Negotino. The overall goal of the project is to increase the acceptance of healthy, nonviolent, and gender-equitable lifestyles among youth men and women in Macedonia. Moreover, the project objective is to engage youth to be active participants in addressing gender-based violence by building the capacities of local youth NGOs by mobilizing up to 360 youth.



The project’s initial step was establishing cooperation with nine municipalities where the project activities were presented and signing the Memorandums of Understanding. The second activity included mapping of NGOs that focus on work with youth was made in order to target organizations. In response to a call for applications in November, interested organizations submitted their applications which were undergoing through a comprehensive method of evaluation. Five youth non-governmental organization were selected to implement the Young Men Initiative in their local communities. Youth Can (Gjorce Petrov, Centar and Gazi Baba), Organised Youth Association (Gostivar and Tetovo), Kreaktiv (municipality of Negotino and Kavadarci), AKVA (municipality of Ohrid) and Local Community Development Foundation (municipality of Shtip) were the selected youth non-governmental organizations that will implement the program on a local level.

Funded by:



Kingdom of the Netherlands

Gender Budget Watchdog Network (GBWN)

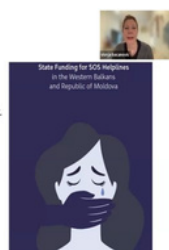
We take pride with the accomplishments in the second phase of the GBWN II 2023! We started the year by networking with the stakeholders in all seven countries where we operate. We organized kick-off meetings with the relevant stakeholders at national level, regional and international level to introduce them to the new initiative and to locate the possible synergies during the project lifecycle.

In 2023 GBWN II maintained its commitment to inform the public and raise awareness about gender responsive budgeting. We have produced and shared six [GBWN Newsletters](#) - Gender Budget Brief, organized two webinars on the following topics: “Regulating Maternity and Paternity Leave – Influence on Costs and Changing Gender Norms” and on “State Funding for SOS Helplines in the Western Balkans and Republic of Moldova”, and produced three [podcasts](#) on the topics of climate justice, why we do gender responsive budgeting and why we need to engage men in gender equality and gender budget work.



GWBN and SOS helplines

- Combating violence against women and girls remains a first priority in achieving gender equality.
- Funding and adequate resources for that, as well as the recognition of Women's Civil Society Organizations (WCOSOs), are or should be at the core of Gender-Responsive Budgeting (GRB).
- Pilot methodology and pilot assessment in 2022
- Initiative to development of methodology for tracking allocations in combating VAW in general



Capacity building for gender responsive budgeting

During 2023, we have developed five (5) Guidebooks: 1 - Guidebook on Gender budget beneficiary assessment; 2 - Guidebook on Gender cost benefit/cost effectiveness assessment; 3 - Guidebook on Gender impact assessment; 4 - Guidebook for gender budget watchdogging in climate change financing; and 5 – Guidebook on High level advocacy and lobbying. All available for CSOs that will engage in the [GBWN e-learning platform](#), which now offers the following courses in 5 languages (English, Albanian, Macedonian, Romanian, Serbian/Montenegrin/Bosnian):

- Course 1 Basic and Advanced GRB tools
- Course 2 Cost benefit/cost Effectiveness Assessment
- Course 3 Gender Budget Analysis
- Course 4 Gender Impact Assessment
- Course 5 Gender Budget Watchdogging in Climate Change Financing
- Course 6 Advocacy and Lobbying on GRB and Climate Change
- Course 7 Gender Responsive Resilience Funding Monitoring

Watchdogging Resilience Funding

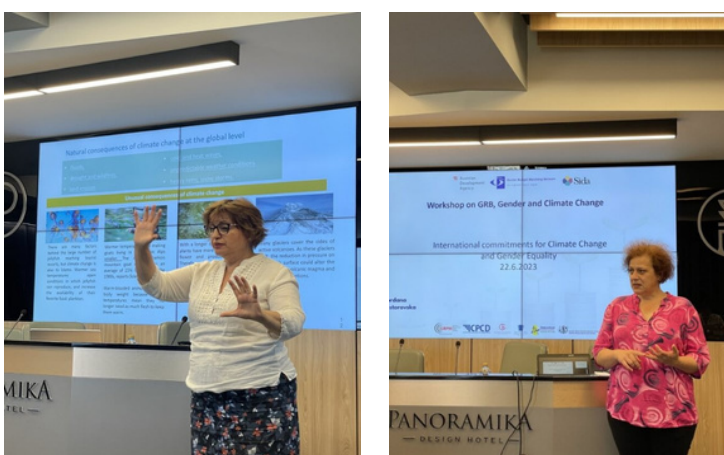
In the course of the year, we delivered capacity building for the network members and the GBWN secretariat. The network members obtained skills to watchdog resilience funding from gender perspective. The training also facilitated networking opportunities and coalition building for advocacy for more gender equal redistribution of resilience funding for women and men's needs. Except with training GBWN supported CSOs financially and with mentoring support. On the call

for applications administered in 2023 we have received 92 concept notes on gender-responsive budgeting and resilience response funding, including gender analysis to inform expenditures, monitoring expenditures using gender impact analysis, or using other GRB tools. The focus was on the following topics: Energy crises, Security crises emerging from the Ukrainian-Russian conflict, Food crises, Emergency and disaster response, Environmental crises and Effects of rising cost of living on gender equality. 27 civil society organizations from Albania, Bosnia and Herzegovina, Kosovo, Moldova, Montenegro, Macedonia, and Serbia are currently implementing policy research and advocacy projects for gender-responsive resilience funding.



Watchdogging climate change financing

We boosted our capacities with the 2-day workshop delivered by experts on gender and environment to discuss the methodologies for monitoring expenditures related to gender and environment/climate change. The objective of the training was to improve network members understanding of climate change policy-issues and identify gender specific issues and budget needs.



Based on the training the GBWN partners decided to develop a research methodology for the gender impact of financing in transport sector which contributes significantly on gas emissions and thus climate change. In 2023 we conducted background research on transport from a gender and climate perspective.

High-level Advocacy and Lobbying

In accordance with our strategy to become visible and active in international fora, the GBWN organized workshop for High level advocacy and lobbying with an objective to improve the understanding of advocacy and lobbying cycle elements, targeting audience and stakeholders mapping, message design, messaging, articulation, work with the media, evaluation and monitoring of conducted advocacy / lobbying initiatives etc. As advocacy efforts so far have been focused on gender equality or climate change, special focus was put on ways how to identify platforms to advocate for discussing the role of women in facing the current challenges posed by climate change. As part of the training, the group went through a thorough mapping of specific issues and actors who can/should be informed, advised and convinced that budget changes must take into consideration the gender element to have a more comprehensive, inclusive and immediate climate action. We developed very ambitious advocacy and lobbying plan for the following period until 2025.

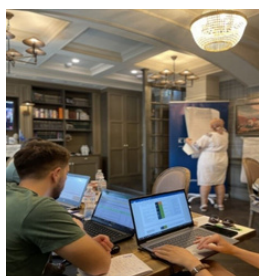


Network development

Our network is continuously evolving and the development I facilitated by contribution of the members in different workshops. In 2023 we organized two workshops one focusing on strengthening the communication of the network and the other on the future development of the network strategy.

Communication strategy

In Moldova we developed GBWN communication strategy collaboratively. The workshop covered a range of topics, including a situational analysis using SWOT analysis, defining the vision, goal, and strategic objectives of the GBWN communication strategy, profiling target audiences, developing effective messages, exploring media channels, tactics for message delivery, creating a communication action plan, and concluding with sessions on monitoring and evaluating the communication strategy.



Network development strategy

As one of the objectives in the project is strengthening the capacities of GBWN and gaining international recognition as a powerful professional network, a workshop on the development of a network strategy took place in 2023 with twenty-nine representatives attending. We made comprehensive analysis of the situation and problems related to GBWN in each participating country, an examination of GBWN objectives, stakeholder analysis, and the formulation of a networking strategy. Brainstorming sessions played a central role in gathering and clarifying ideas, drawing insights from objective analysis, situation analysis, risk analysis, and SWOT analysis. This structured approach ensures that the outcomes of the workshop will be translated into actionable steps within a defined timeframe, marking a crucial step towards achieving the project's objectives.



Funded by:



Through Gender Lenses - Appraising Budgets and Policies; Watchdogging Local Action Plans for Gender Equality Implementation

The European Union funded project “Through Gender Lenses” was in its third year of implementation in 2023. Its focus is on enhancing civil society proactive work through strengthened networking using GRB methods to cooperate with local government and shape local policies and budgets to address the different needs of women and men, especially of most vulnerable and marginalized groups in 17 targeted municipalities: Delchevo, Makedoska Kamenica, Probishtip, Kavadarci, Negotino, Radovish, Gevgelija, Struga, Vevchani, Krushevo, Krivogashtani, Shuto Orizari, Staro Nagorichane, Lipkovo, Brvenica & Tearce. The project is in sync and it further strengthened the capacities of the existing non formal network of Gender Budget Watchdog Network (GBWN) by expanding its membership to CSOs from the target municipalities and representing the interest of the rural women and men, poor women and men, women and men with disabilities, minority women and men (ethnic, religious, sexual) and women and men from vulnerable age groups: young and the elderly citizens.

The focus of the project activities in 2023 centered around promoting and championing the ultimate outcomes on a local level.

Citizens’ participation in decision making

A total of 12 local debates were held in the period January-March 2023, aiming to address gender-related issues in local policies. Prior to the finalization of the GRB reports each of the sub-grantees in collaboration with the project partners-mentors

organized policy debate at local level to build synergies and good cooperation between the local governments, local CSOs and the citizens. In Probishtip, Sveti Nikole, Negotino, Chair, Brvenica, Gevgelija, Struga, Shuto Orizari, Lipkovo, Makedonska Kamenica, Delčevo, Vevcani, and Radovich, civil society organizations, alongside project partners, invigorated discussions on topics such as women's involvement in policy-making, gender-responsive budgeting, challenges faced by small businesses, climate change, educational and cultural programs, and social protection. These debates, attended by local stakeholders including representatives from municipalities, civil society organizations, and citizens, aimed to identify gender inequalities and advocate for gender-sensitive policies and programs tailored to address the specific needs of women and men within each municipality.



The debates served as promotion tools of the policy models and brought up some issues within the community. Each sub-grantee presented the findings of the research conducted during the research period. The policy debates served as a platform for the citizens where they've been given the opportunity to participate in the decision-making process and in monitoring the implementation of these policies. Moreover, this also contributed towards greater transparency of the process of allocating resources for resolving gender-related issues by the local self-government units as a primary concern of GBWN.

Capacity building - Development of GRB Monitoring Reports and Policy/budget Advocacy

In the period June 2022 until March 2023 the 17 CSOs that received financial and mentoring support in the application of gender responsive budgeting work have been preparing GRB reports which respond to the post-Covid 19 needs of the citizens in the 17 municipalities where the project is implemented. For the purpose of capacity building, the project team held an online workshop with all of the sub-grantees to make sure the GRB Reports are synchronized and following the same structure. The workshop was conducted online using ZOOM. Total of 26 participants-representatives from the sub-grantees participated in a two hours workshop. The workshop was divided in two parts theoretical and practical, where the later provided assessment of two previously developed GRB watchdog reports and discussion on their strengths and weaknesses.



In addition, the project provided capacity building for the development of communication and advocacy strategies and specific plans for advocacy of the recommendations of each CSO. Total of 4 advocacy and communication workshops for the needs of the sub-grantees were delivered, resulting with communication and advocacy plan to be adopted and implemented for each of the 17 GRB policy briefs that were produced within the project.

For the needs of the project visibility and through design of promotional products, the Gender Budget Watchdog Network of civil society organizations was promoted as partner of local government units in 17 municipalities.

Gender budget watchdog reports

The supported CSOs prepared gender budget watchdog report in the period March 2022 - April 2023. Each of the GRB reports included budget recommendations/initiatives that responded to the needs of the local citizens, women and men. Further on, a public finance expert was contracted to prepare cost-benefit analysis for each of the developed gender budget appraisals and 17 policy briefs were published as a vehicle for policy and budget advocacy. The topics were diverse: education, social protection, youth and sport, culture, gender equality, local economic development, energy efficiency, infrastructure and environment. Below you can find the list of our sub-grantees:

Center for innovations for community development - CIRZ Tetovo

Municipality: Brvenica
 GRB Report: Gender budget analysis of the program for the activities of the Municipality of Brvenica in the field of local economic development-energy efficiency 2022

Women Action Radovish

Municipality: Radovish
 GRB Report: Gender analysis of the programs of the municipality of Radovish

Apple Tree-Chair

Municipality: Chair
GRB Report: Local economic development in the municipality of Chair from a gender perspective

KHAM Delchevo

Municipality: Delchevo
GRB Report: Monitoring report of the Program for social protection for 2021 for the municipality, the Strategy for Local Economic Development for the municipality and the Action Plan for the implementation of a strategy for gender equality.

Green Institute

Municipality: Struga
GRB Report: Gender-budget analysis of the program for the protection of the environment and nature of the municipality of Struga for 2022

Local Development Agency Struga

Municipality: Vevchani
GRB Report: Gender analysis of the program for social protection of the municipality of Vevchani

Network of women in science

Municipality: Lipkovo
GRB Report: Gender budget analysis of the Program for education and the culture program of the municipality of Lipkovo for 2021/2022

National Council for Gender Equality

Municipality: Shuto Orizari
GRB Report: Gender-budget analysis of the program for primary education of the municipality of Shuto Orizari 2022-2023

Regional Center for Renewable Development - RCOR Gevgelija

Municipality: Gevgelija
GRB Report: Monitoring report of the program for equal opportunities for women and men of the municipality of Gevgelija for 2022

Association for gender equality Vizija-Kavadarci

Municipality: Kavadarci
GRB Report: Monitoring report of the Equal Opportunities Program for the year 2022 of the municipality of Kavadarci

Center for humanitarian relations Krushevo

Municipality: Krushevo
GRB Report: Gender analysis of budget programs and the action plan for gender equality in the municipality of Krushevo for 2022

EKO Vita Negotino

Municipality: Negotino
GRB Report: Budget and users' analysis of Municipality of Negotino

Women organization Veles

Municipality: Staro Nagorichane
GRB Report: Gender-budget analysis of the program for social protection of the municipality of Staro Nagorichane for the year 2022

EGNATIA Tearce

Municipality: Tearce
GRB Report: Gender budget analysis of the social protection program of the municipality of Tearce

LAG Agro Lider

Municipality: Krivogashtani
GRB Report: Analysis of the development program of the municipality of Krivogashtani from a gender perspective

Association HOPE

Municipality: Makedonska Kamenica
GRB Report: Gender analysis of policies and users in the municipality of Makedonska Kamenica - contemporary challenge and a need

Women organization Sveti Nikole

Municipality: Probishtip
GRB Report: Gender budget analysis of the program for social, child and health care and the program for equal opportunities for women and men for 2022 of the municipality of Probishtip

Advocating for gender responsive budgeting

In September-October 2023 total of 16 advocacy meetings were organized in each municipality, except Struga, to present the results from the GRB reports and cost-analysis to the municipal Council members, Mayors, local public administration and local media. Many public statements have been given by the sub-grantees, project team members as well as the coordinators for equal opportunities. More than 40 media events have been organized in the reporting period.

Raising awareness on the importance of Gender equality and Gender responsive budgeting was crucial part of our yearly activities. Considering the growing anti-gender movement mobilizing against the draft Law on gender equality it was necessary to enhance our advocacy and awareness raising activities in the municipalities in the East and South-east of the country. The project for this purpose produced a brief that was sent to all municipal coordinators for equal opportunities and through them disseminated with the Mayors as well as Council members and local public administration.

Campaigns - International Women's Day

On 8th of March, CRPM contributed in planning, organization and attended the annual protest march organized by the National Platform for Gender Equality. The theme of the march was collective neglect of women in the state, merging all the burning topics regarding women's rights- the change of the Labour law, everyday cases of gender-based violence, the collapse of the health care system, economic crisis, digitalisation etc.

Dual earner- dual career – advocacy for introduction of nontransferable parental leave

In March 2023 we organized a Webinar "Regulating maternity and paternity leave – Influence on Costs and Changing Gender Norms" attended by 114 participants from the region. Since 2nd of August 2022, the EU countries apply the Directive (EU) 2019/1158 on work-life balance for parents and carers which stipulates provisions on the maternity, paternity and carer's leave to be regulated. On the other hand, in some of the Western Balkan countries, as well as Moldova, there are ongoing debates on reforming national labor codes that will attempt to align national legislation with the EU one. Thus as part of the gender budget watchdog network, the CSOs that were supported within the Through gender Lenses project raised awareness on the EU Directive on work-life balance for parents and carers and debated costs and benefits including change of gender norms that can result from the alignment of national legislation with the EU directive.



16 Days of Activism Campaign – Invest in Youth to prevent GBV

There is an evident lack of education of youth on the recognition, prevention and reporting of gender-based violence on a national level, especially in the smaller municipalities. The campaign is using the approach of the Young Men Initiative project implemented by the CRPM in order to engage with youth and raise their awareness.



In order to inform the public and raise awareness among the local and national public institutions regarding this issue, joining the global campaign for 16 Days of Activism against GBV under the title “Invest in Youth to Prevent GBV” the project team carried out an advocacy and educational campaign.

All the local debates, webinars, community forums, and campaign events greatly contributed to better information of the citizens on the issues of their great concern through local media and helped build trust between the local stakeholders. In this way the advocacy was conducted through networking with local self-governments.

Funded by:  **Funded by the European Union**  

Introduction of gender in RIA processes

In cooperation with Ministry of Information Society and Administration and the Ministry of Labour and Social Policy and under the guidance of the democratization unit of the OSCE Mission to Skopje, we applied the GRIA analysis to the:

- Law on harassment at the workplace;
- Law on protected whistleblowing and whistle-blowers’ protection.

We implemented the previously developed methodology to ensure gender sensitivity, understanding and full integration of the gender perspective in the two laws. Understanding the gender dimension of the laws also helps us make some of the goals gender responsive and measure their achievement with gender indicators. With RIA from a gender perspective, we predicted the expected impact of the adoption of laws on gender (in)equality and how it will help to achieve the country's gender equality commitments.

Most of the recommendations made for the draft Law on protected whistleblowing and whistle-blowers’ protection were accepted and adopted by the working group and as such the Law was submitted for adoption at the Government. Additionally, the Law on harassment at the workplace is in a working phase and the recommendation made will be considered.

3 EVENTS

Smart Balkans Conferences

Within the SMART Balkans program three conferences were organized by the CRPM Team. Two National Conferences in Belgrade and Skopje and co-organized one regional conference in Podgorica.

National Conference in Skopje

The Second National SMART Balkans conference in Macedonia, held at the Aleksandar Palace Hotel in Skopje on June 8, 2023, focused on "Strengthening Civil Society

Capacities for Crisis Management and Preventing Violent Extremism." With a diverse group of 61 participants (comprising 31 females and 30 males), and additional 33 online attendees, the conference provided an engaging platform for insightful discussions. Esteemed speakers contributed to the dialogue.

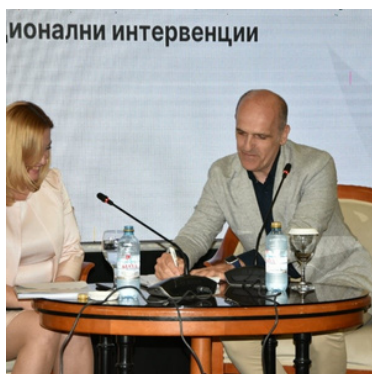
The imperative for such a conference became evident in the face of intricate challenges, exemplified by recent mass shootings in Serbia and fake bomb calls in schools in Macedonia. These incidents underscored the urgent need for collaboration with Civil Society Organizations (CSOs) to address crises effectively. The conference not only served as a platform to tackle institutional gaps in crisis management but also

emphasized the indispensable role of CSOs in fostering resilience against such threats. The dynamic debates and discussions raised awareness about the pressing issues and also spurred concrete actions at both national and local levels. As a crucial catalyst for ongoing dialogue and collaboration, the conference highlighted the collective responsibility of stakeholders in

addressing critical challenges faced by Macedonia, ultimately contributing to a more resilient and secure society.



Recommendations include improving coordination between state institutions and Civil Society Organizations (CSOs), refining the legal and institutional framework of Macedonia's crisis management system, and encouraging proactive roles for CSOs. Strengthening trust and cooperation among stakeholders is vital for an effective and comprehensive approach to crisis management, addressing the specific challenges faced by Macedonia and contributing to a more resilient and secure society.



National Conference in Belgrade

The Second National SMART Balkans conference in Serbia, held on 30/06/2023 in hotel Mona Plaza, centered on "Strengthening Civil Society Capacities for Crisis Management and Preventing Violent Extremism in Serbia" as a topic. It provided a platform for in-depth discussions addressing recent crises, notably mass shootings in Belgrade schools and bomb threats. Moderated by Jelena Glusac, journalist AJB, the conference aimed to assess the Crisis management system in Serbia, emphasizing the role of Civil Society Organizations (CSOs). Key insights from Prof. Vladimir Cvetkovic, Mr. Bojan Elek, Mr. Vlade Radulovic, and Mr. Aleksandar Stojanovic highlighted legal and institutional framework challenges, proposed measures for arms control, school safety, and community resilience. The subsequent panel on "Life after Crisis" moderated by Vanja Djuric explored media's impact on public anxiety, the importance of psychosociological support, and measures against extremism. Ms. Masa Vukcevic, Ms. Minja Bogavac, and Mr. Aleksandar Nikolic emphasized psychological trauma, youth involvement, and school violence prevention. The conference identified institutional capacities and proposed recommendations, emphasizing CSOs' crucial role in crisis management, providing a roadmap for future collaboration and policy enhancements. The conference was attended by 64 in person participants (42 F and 22 M) and 33 online participants





Second Regional Conference SMART BALKANS - Peace and Prosperity in the Western Balkans

The SMART Balkans project focused on fostering peace and prosperity in the Western Balkans, aiming to address regional challenges through collaborative efforts organized regional conference in Skopje featuring three panels: "Peace, stability, and good governance," "Political extremism, ethno-nationalism, terrorism, and organized crime," and "Eliminate violence against women and girls."

The first panel explored the intricate relationship between peace, stability, and economic prosperity. Gentiana Gola discussed democracy's decline, Ana Ilic emphasized the business environment's assessment, and Marjan Petreski highlighted the link between instability, bad governance, and economic stagnation. The discussions stressed the need for multi-stakeholder collaboration to address challenges.

Conclusion and recommendations: The first panel discussions underscored key factors influencing economic prosperity in Macedonia. Recommendations to achieve this goal include strengthening democracy through reforms to enhance electoral systems and media freedom, improving the business environment by simplifying administrative processes, fostering good governance practices to ensure transparency and combat corruption, promoting multi-stakeholder collaboration involving government, civil society, businesses, and academia, investing in education for a skilled workforce, prioritizing peace and stability to attract foreign investments, and addressing citizens' concerns through effective public participation mechanisms. Implementing these recommendations can contribute to North Macedonia's sustainable economic development and societal well-being.

The second panel delved into threats like political extremism, ethno-nationalism, terrorism, and organized crime. It emphasized the region's internal priorities often overlooked in favor of externally imposed security concerns. Professor Goran Janev discussed ethno-nationalism's impact on political stability, emphasizing the importance of embracing diversity for European integration. The panel also addressed political extremism, stressing the need for a holistic approach involving academia, civil society, and responsible journalism.



Conclusion and recommendations: To address the challenges posed by political extremism, ethno-nationalism, terrorism, and organized crime in North Macedonia, it is recommended to adopt a comprehensive strategy. This involves strengthening efforts to counteract the influence of ethno-nationalist ideologies by promoting inclusivity and embracing the multicultural nature of the country. Enhancing collaboration between academia, civil society, and responsible journalism is crucial for fostering awareness and promoting accountability. Additionally, implementing measures to address internal priorities, such as democratic decline and rising political extremism, should be prioritized. Building resilience against external threats requires a coordinated effort that integrates insights from various sectors and acknowledges the significance of societal diversity for the country's European integration journey.

The third panel focused on eliminating violence against women and girls. Experts, including Andrijana Covic, Dragan Bozanic, and Damir Zekovic, highlighted the complex dynamics of femicides and gender-based violence. They emphasized the role of authorities, civil society, and institutions in preventing femicides, addressing the aftermath of conflicts, and improving judicial responses.



Conclusions and recommendations: To combat gender-based violence and eliminate femicides in North Macedonia, it is essential to strengthen collaborative efforts between authorities, civil society, and institutions. This can be achieved by implementing preventative measures, such as monitoring and awareness campaigns, aimed at addressing the root causes of gender-based violence. Additionally, post-conflict initiatives should focus on the normalization of non-violent behaviors, particularly considering the historical context of the region. Improving judicial responses requires a comprehensive approach, including the refinement of legal frameworks and increased sensitivity to cultural norms. Enhancing the role of Civil Society Organizations (CSOs) in advocating for victims and raising awareness is crucial for creating a society free from gender-based violence. This collaborative and multifaceted strategy aims to foster a safer and more inclusive environment for women and girls in North Macedonia.

The conference achieved substantial results, engaging 84 participants on the first day and 64 on the second. Online participation was significant, with 108 and 70 attendees on each respective day. The discussions identified challenges and proposed multi-dimensional solutions, emphasizing collaboration among stakeholders. The conference outcomes underscored the importance of addressing root causes and fostering a resilient society for sustainable peace and prosperity in the Western Balkans.

In terms of outreach and media coverage it is worth noting that the conference had remarkable media coverage by the national broadcasters. 6 national broadcasters from Macedonia were present at the conference, and took statements from the Norwegian Ambassador, Minister of Defense, executive director of CRPM and the Smart Balkans project staff. Media coverage of the Conference was also available in all WB countries.



GBWN Launch and GRB Forum International Conference

The Gender Budget Watchdog Network brought together more than 80 participants from 20 countries at the Gender Responsive Budgeting FORUM - “Going Glocal: Gender Responsive Budgeting in the Western Balkans & Moldova: advancing good governance through empowering CSOs to use GRB tools” to link global expertise and local experience in using lessons learned to inform the development of GRB methodologies for tracking international funding for gender equality. Drawing from local expertise generated in the Western Balkans region and in Moldova the forum served as shared space to exchange global methodologies, discussions, ideas and proposed methods for improving upon gender markers used by international organizations. At the same time the forum inspired application of GRB tools in regional development, resilience and environment protection/climate change financing. Finally, the conference provided lessons learned and best practices for how good governance can be advanced by empowering CSOs to use GRB tools, taking global experiences to inform future local initiatives.

The Forum marked the launch of the second phase of the project Gender Budget Watchdog Network emphasizing our commitment to strengthen it as an active, recognized network that enhances civil society participation in policy and budget processes related to gender-transformative resilience response and climate change. The opening remarks were delivered by the ADA Head of Office, Mr David Muckenhuber, the Swedish Ambassador to Macedonia, Ami Larsson Jain and the GBWN regional director, Marija Risteska.



The GRB forum had all together 7 panel discussions and 2 interactive workshops (1st workshop with 3 parallel working groups on Application of EU and OECD Gender markers and on a second day a workshop in the working group on developing GRB methodologies related to climate change).

The first day of the forum was attended by 82 women and 10 men, all together from 20 countries representing 60+ different international organizations, think tanks and regional and local civil society organizations and presented an opportunity to discuss global methodologies for tracking financing towards gender equality in an international setting. Our panelists and participants evaluated existing gender markers, financial tracking systems, and commitments related to gender-responsive budgeting, through the discussions about the PEFA Gender Framework,

EU Gender Action Plan III, and the Gender Equality Marker (GEM). On the other hand, the working group discussions presented an opportunity for everyone to provide their opinion on the current issues in the field of GRB. Concluding the day with a panel on forging joint strategies for the GRB advocacy agenda, we set the foundation for collaborative efforts in institutionalizing gender-responsive budgeting.



The second day of the forum concluded with a strong impression that it provided a much-needed platform for engaging discussions and exchange of valuable experiences.

- The experiences shared by representatives of local CSOs, and governments emphasized the transformative power that GRB holds for local communities.
- Gender mainstreaming is crucial for realizing equal development opportunities, including support for job creation, competitiveness, economic growth, improved quality of life, and sustainable development.
- We highlighted the connection in addressing the different effects of climate change on women and men so we can contribute to a more just world. Thus, there is a pressing need to integrate gender dynamics into resilience response programs and budgets in the CEI region.

We highly recommend you to [READ THE FULL REPORT](#) from the GRB Forum with the details on each panel, its speakers and main discussion conclusions.

Working Group on Women Economic Empowerment

Creating new opportunities for women in the regional labour market is crucial for sustainable economic development in the Western Balkans. This is more important than ever given the economic impact of the COVID-19 pandemic and the long road ahead to social and economic recovery.

As part of its Balkan Journey, Friends of Europe's Working Group together with the Gender Budget Watchdog Network organized the fourth session of discussions within the working group on women economic empowerment on the topic of gender responsive budgeting aiming to identify the challenges to women achieving greater economic empowerment in the Western Balkans, as well as recommendations for overcoming them.

The working group meeting in Skopje on 29th of September 2023 was co-organized by CRPM and gathered about 40 stakeholders. The first session set the tone by brainstorming around paths and frameworks of gender-sensitive financial tools and mechanisms, focusing on best practices, lessons learned and grievances. The second session focused on developing ideas to enhance cooperation and responsibility -sharing across a diversity of sectors and stakeholders, ultimately in broader pursuance of a sustainable and just transition. Questions of availability of gender – disaggregated data, institutional capacity -building, and financial transparency as essential pathways towards maximum budgetary efficiency and impact were discussed. Finally the members of the working group crafted practical ways of taking the draft recommendations forward, and members will be encouraged to take up specific draft recommendations for their promotion and further development.

The discussion from the Working Group will be summarized in the report launched at Friends of Europe's EU-Western Balkans Summit on the 7th of December in Brussels.



Young Men's Initiative Event

At the end of the first phase of the project "Building healthy lifestyle habits of the boys in Gostivar and Gjorce Petrov", within the frame of Young Man Initiative, we presented the implementation results which have importance for practical implementation of the provisions of the Istanbul Convention of the Council of Europe on preventing and combating violence against women and domestic violence. The program notably influenced participants' gender attitudes, their recognition of various forms of violence, as well as their knowledge concerning sexual and reproductive health. Furthermore, attitudes towards gender and different manifestations of violence were positively affected by the program. Importantly, the program also resulted in favorable changes in behavior, decreased perpetration of violent behavior, and enhanced readiness to prevent violence.

As the Young Man Initiative aroused great interest among boys who were actively involved and had the opportunity to deepen their knowledge on topics including gender relations, health, and violence, CRPM was granted an extension of the program for two more years in more than the pilot two municipalities.



Underrated Economy Conference Kosovo

As partners CRPM co-organized and actively participated in the Regional Conference, "Underrated Economy: Women have no time to change the Nation," held in Prishtina, provided valuable insights into often-overlooked facets of our economy. The event commenced with opening remarks by Rezarta Delibashzade Krasniqi from Democracy for Development (D4D) and Agon Dobruna, Deputy Minister of Finance, Labor, and Transfers of the Republic of Kosovo, setting the stage for the day. Throughout the conference, CRPM's Kristijan Trajkovski as well as the experts from the project consortium presented key findings on the "Underrated Economy," emphasizing critical aspects that impact our societies.

The discussions particularly focused on the Care Economy, highlighting the correlation between caregiving responsibilities and women's participation in the labour market across the region. These insights underscore the need for a nuanced understanding of economic factors influencing women's roles in the workforce, providing a thoughtful conclusion to the report.



World Forum for Democracy

CRPM team, representing the Gender Budget Watchdog Network joined the discussions at the World Forum for Democracy, hosted by the Council of Europe on the theme of “*Democracy = Peace?*”, which took place in Strasbourg from 6 to 8 November 2023. During the second day of the World Forum, Marija Risteska the regional director of GBWN introduced our network at LAB 10: *Transparency and Accountability*, as an initiative that is focused on holding governments accountable for gender-related budget spending. We were pleased that our Network was selected to be presented and had a chance compete for the Democracy Innovation Award. Our efforts are getting recognized globally! On the third day we’re attending closing remarks from the forum rapporteurs, who have emphasized the importance of citizenship education, gender-sensitive history, and youth participation and we heard important messages that resonate with our work as well. The Forum highlighted and encouraged democracy innovations at the grassroots and their transfer on a systemic level in order to strengthen the foundations of democratic societies, as well as actively empowered young people to participate at the forum discussions.



4 PRODUCTS

4.1. BOOKS

As part of our policy coordination work with EBRD and against a backdrop of multiple crises, we have produced Roadmap for a gender-responsive investment climate in North Macedonia to provide an evidence base for and analysis of the factors that influence the investment climate from a gender perspective, as well as to guide where to direct further reforms so that gender equality outcomes are achieved. The study notes that women's

entrepreneurship has become a focal point for North Macedonia since the adoption of the National strategy for the development of women's entrepreneurship and establishment of the National Platform for Women's Entrepreneurship. Despite these policy and institutional advancements, however, female-run businesses are still underrepresented across the economy. They are mostly small and micro enterprises, concentrated in a small area of economic activity, notably trade and services. They face disproportionately bigger challenges in accessing finance and markets than businesses led and/or owned by men.

The EBRD Gender Responsive Investment Climate business Assessment provides policy analysis of government support programmes for women's entrepreneurship and opportunities for scaling up and growing women-led and women-owned enterprises as well as government investment policies. It detects generally lack the vision to unlock the potential of women aowned/-led companies for economic growth. In addition it notes that the integration of North Macedonia into the European Union (EU) will create challenges. Market pressure on enterprises will grow, but so will the opportunities available to those companies that modernise, digitalise and support the green transition of the region. Gender mainstreaming this approach is a necessity.

The Roadmap for Gender Responsive Investment Climate Reform informs policymakers and other stakeholders in North Macedonia of ways to increase female entrepreneurship. For recommendations consult the [document](#).

4.2. Policy Briefs

[Gender budget analysis of Brvenica local economic development program on energy efficiency 2022 - Policy Brief](#)

[Local economic development in the municipality of Chair from a gender perspective – Policy Brief](#)

[Gender Budget Watchdog Policy Brief on the program for social protection and Strategy for Local Economic Development of Delchevo](#)

[Gender Budget Watchdog Policy Brief on Equal Opportunities Program of Gevgelija](#)

[Gender Budget Watchdog Policy Brief on Equal Opportunities Program of Kavadarci](#)

[Gender Budget Watchdog Policy Brief on Local economic development program of Krivogastani](#)

[Gender Budget Watchdog Policy Brief on gender equality program of Krusevo](#)

[Gender Budget Watchdog Policy Brief on Education and Culture Program of Lipkovo](#)

[Gender analysis of policies and users in the municipality of Makedonska Kamenica](#)

[Gender Budget and users' analysis of Municipality of Negotino](#)

[Gender budget analysis of the program for social, child and health care of Probishtip](#)

[Gender analysis of the programs of the municipality of Radovish](#)

[Gender-budget analysis of the program for primary education of the municipality of Shuto Orizari](#)

[Gender-budget analysis of the program for social protection of the municipality of Staro Nagoricane](#)

[Gender-budget analysis of the program for the protection of the environment and nature of the municipality of Struga](#)

[Gender budget analysis of the social protection program of the municipality of Tearce](#)

[Gender budget analysis of the program for social protection of the municipality of Vevcani](#)

4.3. Policy Studies

1. Analysis of Organic Waste Generated from Wine Production and Potential Treatment of the Waste from Vineyards and Wineries in the Tikvesh Region.
2. Gap Analysis of the Legal and Policy Framework - Determining Needs for Development of Circular Economy Model in Tikvesh Region

4.4. Policy Initiatives

Business model - FOR DEVELOPMENT OF CIRCULAR ECONOMY MODEL IN TIKVESH REGION

Initiated change in labour legislation with the aim of formalization of the informal labour by facilitating development of new Law – LAW ON WORK ENGAGEMENT OF PERSONS

4.5. Guides

Throughout the year, as part of the Gender Budget Watchdog Network (GBWN) program, we have developed five guidebooks specifically designed for Civil Society Organizations (CSOs) participating in the GBWN E-learning platform. These guidebooks are now accessible in English, Albanian, Macedonian, Romanian, Serbian/Montenegrin/Bosnian) language:

- [Guidebook on Gender Impact Assessments for Budgets](#)
- [Guidebook for Gender Budget Watchdogging in Climate Change Financing](#)
- [Guidebook on Advocacy and Lobbying for GRB and Climate Change](#)
- [Guidebook on Gender Budget Analysis](#)
- [Guidebook on Gender Cost Benefit/Cost Effectiveness Assessment](#)
- Gender RIA Guidebook [English](#), [Macedonian](#) and [Albanian](#) language

FINANCIAL REPORT

CRPM has had rapid growth in the last three years. Revenue in 2022 has tripled compared to 2021 and has doubled in 2023 compared to 2022. This is due to two large programs granted in 2022 one with ADA/SIDA (2022-2026) and one with Norwegian MFA (2022-2025).

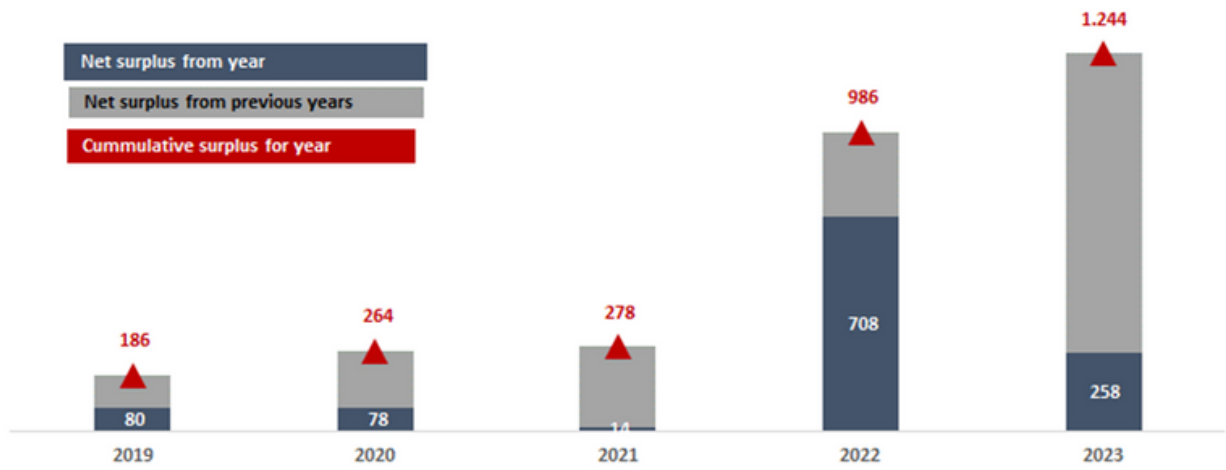
CRPM Financials 2019-2023

in EUR thousands

| | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|------------|------------|------------|-------------|--------------|
| Revenue for year | 465 | 259 | 404 | 1.160 | 2.080 |
| Expenses for year | (385) | (181) | (390) | (452) | (1.822) |
| Net surplus for year | 80 | 78 | 14 | 708 | 258 |
| employee # | 8 | 8 | 8 | 14 | 15 |
| Revenue per Employee | 58 | 32 | 50 | 83 | 139 |
| Expenses per Employee | (48) | (23) | (49) | (32) | (121) |
| Surplus per Employee | 10 | 10 | 2 | 51 | 17 |
| | 2019 | 2020 | 2021 | 2022 | 2023 |
| Net surplus from the year | 80 | 78 | 14 | 708 | 258 |
| Net surplus from previous years | 106 | 186 | 264 | 278 | 986 |
| Net surplus (assets) cumulative | 186 | 264 | 278 | 986 | 1.244 |
| Growth rate | | 42% | 5% | 255% | 26% |
| | 2019 | 2020 | 2021 | 2022 | 2023 |
| Material cost and services | 80 | 18 | 30 | 62 | 104 |
| Expenses for employees | 65 | 72 | 93 | 122 | 205 |
| Capital expenses | 2 | 5 | - | 13 | 7 |
| Other operating expenses | 238 | 85 | 268 | 255 | 1.506 |
| Total expenses | 385 | 181 | 390 | 452 | 1.822 |
| | 2019 | 2020 | 2021 | 2022 | 2023 |
| Average Monthly expenses | 32 | 15 | 32 | 38 | 152 |
| Net surplus (assets) cumulative | 186 | 264 | 278 | 986 | 1.244 |
| Non current assets | 3 | 6 | 4 | 27 | 26 |
| LUNA (Liquid unrestricted net assets) | 182 | 258 | 274 | 959 | 1.217 |
| Months of available Liquidity (MAL) | 6 | 17 | 8 | 25 | 8 |

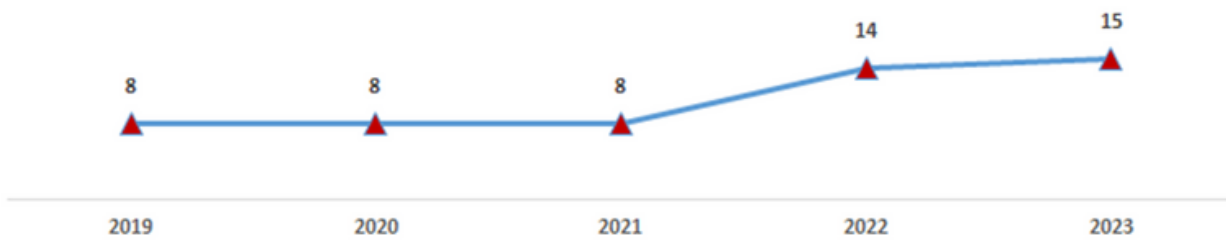
In 2022, the Net surplus from the year was the highest, as this was the year when the two large programs were granted for implementation to CRPM.

CRPM Nets surplus (Net assets) 2019-2023



The development and growth of CRPM was represented by employee growth, and the head count doubled from 8 employees in 2021 to 15 employees in 2023.

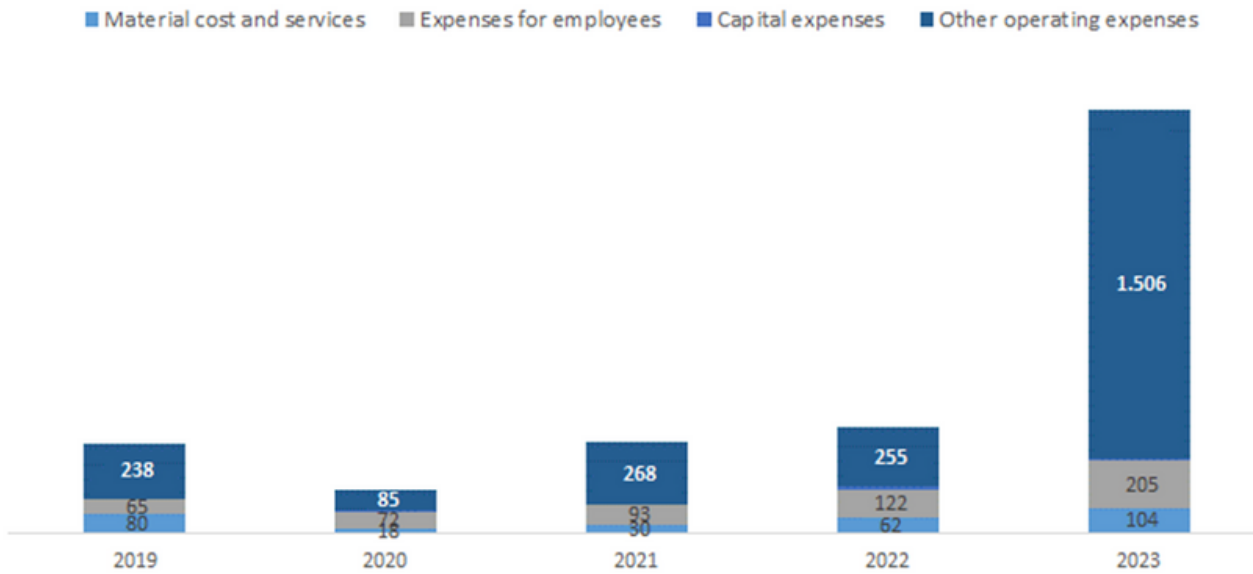
CRPM Employee growth 2019-2023



The development and growth of CRPM was represented by employee growth, and the head count doubled from 8 employees in 2021 to 15 employees in 2023.

Over the years, CRPM fixed office expenses (material cost and expenses) and employees' costs have been kept under control to allow higher value program work delivered for every donor cent spent on fixed costs (people and office), thus increasing the value generated and operational efficiency of CRPM.

CRPM Expenses structure 2019-2023

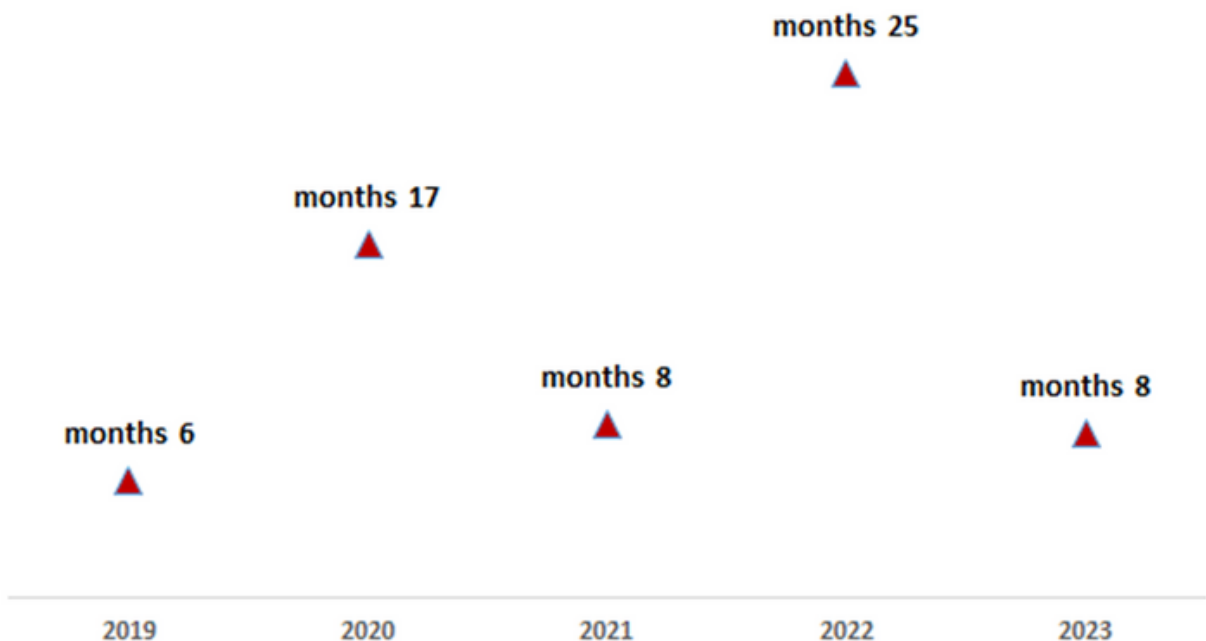


The increase in other operating expenses over the years is due to increased utilization of donor funds. The two programs started in 2022 are also regional, as CRPM is managing other partners in the region.

The liquidity over the years is growing and Months of available liquidity (MAL) is above 8 months for CRPM, which shows strength in timely funds raising for continuous growth and considerable impact on the ground.

Months of Available Liquidity (MAL) to cover expenses

>3 months - sound liquidity



In 2023 revenue and expenses shows high engagement on the ground with surplus of revenue over expenses reaching 1.2 million Euros. The largest grant contributor in 2023 remains to be Norway as the value of this program is biggest and the activities under this program accelerated in 2022. However, CRPM source of funds are diversified and there is presence of variety of other donor funds, including but not limited to Austrian development cooperation, Swedish development cooperation, EU, Council of Europe, German development cooperation, Central European Initiative, Visegrad Fund and other donors. This diversification of funds represents the high interest of the international development community to cooperate with CRPM as a recognized, trustful and efficient partner in implementation of research, capacity building and policy work in the civil society in Western Balkans.

CRPM Sources of funds 2023

in EUR thousands

(61.5 MKD/1 eur)

| <u>Granted donations and other revenue</u> | <u>2.078</u> | <u>100%</u> |
|--|--------------|-------------|
| SIDA | 67,8 | 3,26% |
| ADA | 30,1 | 1,45% |
| USAID | 0,8 | 0,04% |
| EU | 63,7 | 3,07% |
| Council of Europe | 29,5 | 1,42% |
| Norwegian MFA | 1.790,3 | 86,15% |
| Norway | 1,5 | 0,07% |
| GIZ | 11,0 | 0,53% |
| Dutch Embassy | 61,5 | 2,96% |
| Visegrad Fund | 21,3 | 1,03% |
| Others | 0,6 | 0,03% |

From total expenses, Other operating expenses, which are program related, count for 83% while, the rest of 17% count for fixed office costs (rent, utilities, supplies and promotion) and employees' salaries.

The asset and liability funds in 2023 show that CRPM relies mainly on liquid assets (grant donations), while keeping fixed assets and any debt to minimum thus allowing CRPM to be flexible as organization on the market and focus its energy on implementing donor programs and creating impact in the civil society in Western Balkan.

CRPM Financials 2023

Statement of Revenue and Expenses

in EUR thousands

(61.5 MKD/1 eur)

| | <u>2023</u> |
|--|------------------------------|
| Granted donations and other revenue | <u>2.078,1</u> |
| Financial Revenues | <u>1,8</u> |
| Transferred surpluses from previous years | <u>985,9</u> |
| Total revenues | <u><u>3.065,8</u></u> |
| Material cost and services | <u>103,9</u> |
| Expenses for employees | <u>205,2</u> |
| Capital expenses | <u>7,0</u> |
| Other operating expenses | <u>1.506,1</u> |
| Total Expenses | <u><u>1.822,3</u></u> |
| Surpluses of revenue over expenses before tax | <u>1.243,5</u> |
| Income Tax | <u>-</u> |
| Surpluses of revenue over expenses after tax | <u><u>1.243,5</u></u> |

Balance Sheet

As of 31 December

in EUR thousands

(61.5 MKD/1 eur)

| | <u>2023</u> |
|--|-----------------------|
| ASSETS | |
| Cash and cash equivalents | 1.243,0 |
| Accounts receivables | 0,4 |
| Prepayments | 1,3 |
| Total Current Assets | <u>1.244,6</u> |
| Property plant and equipment (net) | 25,8 |
| Non-material assets (software, license, patents) | 0,3 |
| | - |
| Total Non-Current Assets | <u>26,1</u> |
| | - |
| TOTAL ASSETS | <u>1.270,7</u> |
| LIABILITIES AND OPERATING FUNDS | |
| Accounts Payables | 0,8 |
| Tax payables | 0,1 |
| Salary payables | 0,2 |
| Other current liabilities | - |
| Total Current liabilities | <u>1,1</u> |
| Operating Fund | 26,1 |
| Surplus of revenue over expenses after taxation | 1.243,5 |
| Total Operating Fund | <u>1.269,6</u> |
| | - |
| TOTAL LIABILITIES AND FUNDS | <u>1.270,7</u> |