



# **EURO BALKAN INSTITUTE**

**Annual Report 2003**

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## A word by...

### **Zhivko Gruevski, President of the Board**

The 2003 will be remembered as year of exceptional importance for the Euro-Balkan Institute. While proceeding with in most cases successful work of “old” centers within the Institute, the Euro-Balkan has decided to broaden significantly the scope of its activities and to complement its structural form. In addition to Electronic News Archive, Research and Analyses Department, Research Center in Gender Studies and Center for Public Administration and Public Policy, three new centers have been established in order to streamline the Euro-Balkan’s fields of interests and to give the new impetus for upcoming challenges.

Launching of the **Center for Intercultural Research (CIR)** was aimed at further deepening and facilitating the Institute’s focus of attention on interethnic relations and multicultural issues in the Republic of Macedonia. Therefore, the CIR has continued with “The Intellectuals for the Development of the Republic of Macedonia”, project striving to promote and enhance the permanent dialogue among the Macedonian intellectuals with different ethnic background.

Thanks to the establishment of the **Resource Center for Democracy and Security (RCDS)**, the Euro-Balkan obtained a very up-dated and focused academic and expert library fond with over 3.000 book units plus journals. The RCDS is also the frame which enables the Institute to foster its activities dealing with regional political and security cooperation. The example for such kind of activities is the project on “Cross-Border Confidence-Building Between Macedonia and Albania”.

**Economic Policy Research Center (EPRC)** is the Euro-Balkan’s response to growing need to build the expert capacity to improve the economic freedom and the market economy values in order to support the European integration processes and ongoing economic reforms in the Republic of Macedonia.

The project “**Light**” can be considered as single most important activity the Euro-Balkan Institute started with in 2003. Its main objective is gathering a pool of experts capable of creating the sustainable and consistent policies, through delivering policy recommendations and policy papers submitted on regular basis to the state institutions and the media in the Republic of Macedonia.

We should not forget the **Ohrid Summer University**. While in 2003 the Euro-Balkan Institute organized just one summer school what could be understood as our failure, it nevertheless succeeded in preserving the University’s continuity as informal-alternative regional academic institution.

We can conclude that although Euro-Balkan Institute did not secure fully sustainability in 2003, it proved its ability to identify challenges and respond accordingly to changing circumstances in Macedonia. Thus, it confirmed its role as an indispensable factor within the Macedonian civil society and as an intermediary between various spheres of public life in Macedonia.

## **Euro-Balkan Institute**

Euro-Balkan is a non-governmental, non-partisan and non-profit think-tank institution. Its mission is dissemination, consent and implementation of European Union ideas and policies and promotion of transatlantic cooperation and interdependence.

Euro-Balkan strives at contributing to the sustainable development of the Republic of Macedonia. It advocates regional integration and emanation of an authentic European identity, culture and civic society on the Balkans. Euro-Balkan drafts complex and professional analyses for policy-makers in the spirit of regional cooperation and integration, ever so needed in the region.

### ***The organizational structure of the Euro-Balkan Institute***

- Electronic News Archive
- Research and Analysis Department
- Research Center in Gender Studies
- Centre for Public Administration and Public Policy
- Resource Centre for Democracy and Security
- Center for Intercultural Research
- Economic Policy Research Center
- Ohrid Summer University

### **Electronic News Archive (ENA)**

The only electronic database of printed media in Macedonia, the Electronic News Archive, started its activities in October 1999. By the end of 2003, ENA archived more than 90,000 articles from ten dailies and thirteen weeklies published in Macedonia, in Macedonian, as well as in Albanian language. ENA has also broadened its range of products by introducing regular, bi-weekly periodical analyses on the attitude of the printed media towards the work of the Macedonian government, as well as analyses on the attitude of the press towards some important issues that were in the focus of public debates during 2003 (i.e. the revival of the phone-tapping scandal, the monopolistic position of the telecommunications company etc.). Besides the continuation of the full coverage of printed media news and analyses of the current developments in the Macedonian society, a long-term objective of ENA is to enrich its database with printed media coverage of the crucial events from the period of the dissolution of SFR Yugoslavia and the establishment of the Republic of Macedonia as an independent state.

ENA seeks to obtain full financial sustainability by offering its products and services to all the interested clients on the free market. Until achieving that long-term goal, ENA depends on financial support from different donors. During 2003, ENA continued its activities, work and develop thanks to the donation by the members of the International Media Fund (Swedish Helsinki Committee, OSI Budapest and FOSI Macedonia), in amount of 32,040 USD, which covered its operational costs for one year.

ENA facilitates:

- Research based and investigative journalism
- Social researchers of various kinds: historians, sociologists, political scientists and media specialists to whom the press is the major source of information on contemporary history
- Government institutions
- General public seeking information and civic knowledge

From 2001, ENA is available via Internet.

### **Research and Analyses Department**

The purpose of the Research and Analysis Department of Euro-Balkan is to provide regular information and analyses of the international political, economic and security relations. Particular attention is paid to the international relations of Macedonia, the region of the Balkans and the European integrations. The services of the department are primarily designed to suit the needs of the senior governmental officials, business professionals, the media and the civil sector.

The Research and Analyses Department provides daily information briefing ('Daily news') about the most important events in the world during 24 hours, weekly analyses of international relations and monthly preview of news, selected by different categories (international politics, international economy and finance, defense and security, energy and natural resources, transport and telecommunications, advanced technology and IT, environment). Apart from this regular package of services, the Research and Analyses Department also provides a possibility for professional cooperation with clients, tailored to their requirements.

### **The Research Center in Gender Studies (RCGS)**

The Research Center in Gender Studies introduces, promotes and pursues the gender/women's/feminist studies research, theoretical investigation and education inasmuch as a legitimate academic field in Macedonia. As a result of its constant effort for consistent focusing on that basic mission, RCGS succeed to influence the formal educational system in Macedonia and to incite the establishment of postgraduate courses in gender studies within the university. This achievement was accomplished through its wide network of researchers from various areas, existing within the structure of the Center. Furthermore, the Center has identified the need of acting on a less academic level which will communicate closely with activism. The idea of introducing an informal, alternative education in the field of gender policy, theory and philosophy was realized through our School for Gender and Politics. Huge interest for this school proved that the mission of the Center, beside its academic aspect, directly concerns a broad target group and is based on the real needs of the women's activist initiative. The regional dimension of the mission was accomplished with the first regional Summer School in gender studies for postgraduates and junior faculty fellows from Central and Eastern Europe. Following the same strategic line of constant regional self-positioning, RCGS is working on creating a regional network for developing curriculum on gender studies in the region.

Essential part of the work of the Center is also the promotion and affirmation of women's rights as human rights in Macedonia. Namely, RCGS has its own database concerning the condition of women rights and gender relations in Macedonia, which provides information, very useful in the affirmation and promotion of the work of women groups in Macedonia. The Research Center in Gender Studies also offers space for research and theoretical discourse that introduces and promotes the standpoint and the perspective of theoretical and intellectual, political, social and sexual marginality into the Macedonian theoretical/scientific and public discourse.

### **Center for Public Administration and Public Policy**

The Center for Public Administration and Public Policy (CPAPP) aims at providing support to the process of public administration reform in the Republic of Macedonia and thus at contributing to the development of democratic, effective and citizen's oriented public administration. Among its goals are the development of local capacities to analyze policy options and promotion of policy research, as well.

The mission of the CPAPP is to promote the principles and standards of "good governance" in the work of the central and local government in the Republic of Macedonia. By providing outstanding education, research and outreach in the theory and practice of public administration, management and policy, the CPAPP contributes to the promotion of an open public administration and a better policy making process at central and local level.

CPAPP goals are:

- To provide qualified civil servants with challenging applied and theoretical professional development opportunities in public management and public policy;
- To engage practitioners, experts and academics in systematic research and study, designed to improve the quality of policy-making and delivery of public service in Macedonia;
- To foster the development of civil service human resources by disseminating the practices of good professional public management, public policy and governance;
- To assist the Local Government Reform in Macedonia, by strengthening the capacity to deliver public services efficiently; enhancing the policy making, the financial management and personnel management skills of elected local government officials; and by providing timely an objective policy research and analysis on local issues.

### **Resource Centre for Democracy and Security (RCDS)**

The Resource Centre for Democracy and Security is one of the youngest outfits of the Euro-Balkan Institute, established in July 2003 with an initial grant of the Canadian International Development Agency (CIDA). The general idea is for the CDS to serve as a resource centre and a focal point of the increasingly important security and peace-related projects in the Republic of Macedonia. Currently, the Centre is able to offer a

very up-dated and focused academic and expert library fond (over 3,000 book units plus journals) and other related services (photo-copying, Internet access, etc.). Furthermore, the Centre aims at institutional capacity building, political analysis and consulting, expert formation and civil society empowerment in the context of ongoing democratisation process and security sector transformation. It also conducts its own projects, such as expert assistance in the process of policy-making, assessment related to the national and regional security, supporting applied research, training and implementing pro – active projects aimed at promoting democracy, as well as national and human security.

### **Center for Intercultural Research (CIR)**

CIR is Euro-Balkan's response to the growing need to treat the issues of intercultural relations in Macedonian multiethnic society. The activities of the Center for Intercultural Research are:

- Researches on the multicultural in the Republic of Macedonia
- Researches on the interethnic relations in the Republic of Macedonia
- Researches on the religious communities, promotion of religious tolerance
- Promotion and protection of the cultural identities of different communities in the Republic of Macedonia
- Promotion of dialogue among ethnic and cultural communities
- Seminars for the Diaspora on the cultural heritage of Macedonia
- Consulting
- Training
- Campaigns

### **Economic Policy Research Center (EPRC)**

In the year 2004 the Macedonian society entered its 14th year of transition from central planning to a market economy. A lot of changes have happened during that long transition period, but a lot still awaits to happen.

Taking into consideration that the civil sector is specially designed to play a crucial role in that transitional process by providing knowledge and independent expertise, corresponding to the Macedonian society current needs, in December 2003 the Euro-Balkan Institute established its Economic Policy Research Center (EPRC) to be an independent mouthpiece of the economic freedom and the market economy values in the Republic of Macedonia.

EPRC mission is to foster the economic free market-led reforms in the Republic of Macedonia.

Among the EPRC goals are as follows: to support the European integration process in Macedonia; to advocate the free market-led reforms in Macedonia; to transfer the good European and world-wide practices; to initiate a broad rational public debate on the economic reforms and other public policy related issues; to contribute to the

effective public-private dialogue in Macedonia; and to promote the ideas of economic liberty and the market economy values in Macedonia.

For the next three years period (2004-2006) the EPRC is going to pay special attention to the following priorities:

European economic integration of Macedonia;  
Policies inductive to growth and prosperity: monitoring and advocacy;  
Public procurement and competitive business environment;  
Local decentralization;  
Education, healthcare and pension system reforms;  
Regulation impact analysis

In order to achieve its mission and goals the EPRC will be engaged in the following two main types of activities:

*Capacity building*, which includes:

Building-up a sustainable professional team having the knowledge and capacity to support the economic reforms in Macedonia;  
Creating and maintaining a broad network of Macedonian and foreign experts and organizations in order to take full advantage of their knowledge and capacity.

*Applied research, economic policy analyses and advocacy*, which includes:

Supporting the European integration process and the ongoing economic reforms in Macedonia by conducting comparative analyses and applied policy research;  
Supporting a rational economic debate and the public-private dialogue in the country by providing channels for transferring economic information from the Government to the business community;  
Conducting and disseminating independent policy impact analyses, targeting higher transparency of the decision making process;  
Organizing seminars, conferences and workshops on general or specific economic or other policy related issues.

### **Ohrid Summer University (OSU)**

The Ohrid Summer University (OSU) is a joint project of the Euro-Balkan Institute and the Foundation Open Society Institute - Macedonia in the field of higher education. It is continuation of several Summer Schools organized in the period between 1998 and 2002.

The major objectives of the Ohrid Summer University are twofold. On one hand, it aims at laying the foundations of alternative higher education and establishing efficient academic curriculum, encouraging renewal of the current curriculum and syllabi in the field of social studies and humanities. On the other hand, it aims at stimulating scientific research among young faculty, and thus at accelerating the reforms in higher education. In the long run, this will bring about:

- Improvement in multicultural understanding and development;
- Stimulation of international and regional cooperation, as well as exchange of knowledge, ideas and experience;



- New curriculum design and introduction of modern methods and teaching techniques;
- Provision of support and professional development of young faculty and higher education institutions in the region;
- Stimulation of dialogue in the region in all areas of the society;
- Strengthening the academic and individual free thinking;
- Elimination of the existent stereotypes among the states and nations on the Balkans;
- Strengthening the role of non-government organizations, as well as other organizations and associations, in the realization of educational reforms;
- Prevention of the process of brain drain.

## **Our activities**

### **Research Center in Gender Studies**

#### **Curriculum Development Projects**

##### **National Initiative**

The goal of the project is systematic planning and realization of activities concerning the introduction of gender issues in the mainstream of formal higher education system – work on development of curricula, as well as active involvement in the processes of building politics for the higher education institutions. It will be accomplished through cooperation with the higher education institutions in Macedonia. The RCGS strives at introducing an approach that will provide independent and partner position as well as integration of regional perspective as a methodological and thematic orientation focus and as a geographical/cultural/academic space. The introduction of this multicultural regional context is the answer to the problem of passive “import” of Western theoretic-scientific concepts in the area of gender studies.

By introducing the social, methodological/epistemological – responsibility concerning the issues of gender and culture identity, RCGS opens an entrance of another aim: to promote social responsibility of the University concerning the difference, that is, to promote and act in regards to more visible integration of the values of civic society, multiculturalism and regionalism in the Macedonian academia.

RCGS signed an agreement for Program Cooperation with Ss Cyril and Methodius, according to which a common body – Center of Development and Support of Curricula in the area of Gender Studies – was established, with its seat at the RCGS. Also, a Memorandum for Program Cooperation was signed with University of SEE. The two institutions will cooperate in the area of gender studies curriculum building.

Duration of the project: two years

Coordinator of the Project: Katerina Kolozova

Supported by FIOOM

Budget: 30 000 USD

##### **Regional Initiative**

Strategies for the Gender/Women Studies in Southeastern Europe  
in partnership with  
Women’s Studies Center, Belgrade

This two-year project will intensify and further develop the already existing discussion and exchange experiences on strategies for institutionalization and/or modes of teaching the gender/women's studies in the region of SEE, aimed at identifying the regional needs related to the issues of policy, institutionalization and curriculum development, through establishing a *regional network* of scholars committed to the specific goal of joint, continuous effort towards development of strategies, both in terms of lobbying the way into the institutions, as well as in terms of curriculum development and research in the field of gender/women’s studies. It will promote innovative teaching and evaluation methods as a necessary condition for the reconstruction of academic knowledge starting from a difference affirming

(gender) perspective. The initiative will be articulated in a Regional Network for Gender/Women's Studies in SEE. Production of three textbooks translated in all local languages in the region will be the first common activity of the Network

Main Activities:

- Regional Conference that will establish Southeast European Network for Gender/Women's Studies will take place in Ohrid, February 2004
- Series of meeting of two thematic working groups, during 2004, will take place in Belgrade:
  - *Working body for establishing the contextually specific needs of the gender theory and science in SEE*
  - *Working body for lobbying in the values of gender equality into the policies of the universities in the region*
- Production of three local production textbook, on the following topics:
  - *Gender and Identity*
  - *Politics of Memory*
  - *Feminist Theory*
- Final meeting in Skopje, May 2005

Project coordinator: Dusica Dimitrovska Gajdoska

Supported by: Network Women's Program of OSI

Total Budget: 40 000 USD

### **Awareness Raising and Sensitization Regarding the Gender Issues in High Schools in the Republic of Macedonia**

*April 2003 – April 2004*

The main goal of this project is gender sensitization of the high school professors and high school students and integration of the gender issues in the frames of the high schools' curricula in the Republic of Macedonia, through facultative programs and initiatives. The program includes activities referred to the professors and separate activities adjusted to the students that are realized through series of trainings for gender sensitization of the professors of history, philosophy, psychology, literature and sociology and also through activities intended to the students: debate clubs, workshops and events, in 5 high schools in the Republic of Macedonia.

Project coordinator: Dusica Dimitrovska Gajdoska

Supported by: ISC - Macedonia

Budget: 892 628, 00 MKD

### **Gender Perspective of Trafficking in Human Beings**

*October 2003 – March 2004*

**Ovde slika od broshurkata**

Starting from the principles of gender equality and protection of human rights and freedoms, the objective of the project is to raise the awareness and understanding of trafficking in human beings for sexual exploitation, particularly of women and children, as an issue of gender-based violence and sex-based discrimination, by establishing a general research-theoretical framework of the presented issue that would help the relevant authorities and stakeholders in the fight against trafficking in human beings, as well as help society in general.

In the frames of this project three one day fora were organized, covering three different topics:

Forum I – 15<sup>th</sup> December 2003:

Women's Human Rights and Trafficking in Human Beings: Concerns of Modern Slavery

Forum II – 19<sup>th</sup> January 2004:

Trafficking in Human Beings: Analysis of Definitions

Forum III – 27<sup>th</sup> February 2004:

Possible Strategies for Fighting Trafficking in Women and Sexual Exploitation of Women

After the completion of the project, a brochure and a preliminary report on trafficking in human beings in Macedonia will be issued.

Project coordinator: Bobi Badarevski

Project assistant: Dragana Karovska

Supported by: ISC-Macedonia

Budget: 998 582, 00 MKD

### **School for Gender and Politics**

Informal gender (women's/ feminist) studies intended to bring closer together theory and activism, knowledge and political action and thus critically contribute to the introduction of authentic gender awareness.

The prospective students were invited to apply through a public announcement for the following courses.

#### **I Semester (April-June 2003)**

- **Feminist Literary Theory**  
Lecturer: Miruse Hodza, PhD
- **Gender and Law**  
Lecturer: Dobrinka Taskovska, PhD
- **Human Rights, Women's Rights, Sexual Rights**  
Lecturer: Zarko Trajanoski, MA
- **Gender and Ethnicity**  
Lecturer: Kristina Hadzi-Vasileva, MA

#### **II Semester (October-December 2003)**

- **Shakespeare and Female Character: Subversiveness or Conformism**  
Lecturer: Rajna Koska-Hot, PhD
- **Limits of Sexuality**  
Lecturer: Zarko Trajanoski, MA
- **Multiculturalism, Racism and Gender**  
Lecturer: Kristina Hadzi-Vasileva, MA
- **Mechanisms for Involving Women in Government**  
Lecturer: Natasa Gaber-Damjanovska, PhD
- **The Image of the Balkan Other: Gender and Balkanism**  
Lecturer: Despina Angelovska, MA

The School hosted 57 students (chosen out of 123 applicants)

Project coordinators:

Dusica Dimitrovska Gajdoska

Dragana Karovska

Supported by:

Kvinna till Kvinna 5 108 Euro

Embassy of Netherlands 10 500 Euro

Feminist Review Trust 1 000 £

### **Oral History Projects**

(on-going)

#### ▪ **Research Project in Oral History**

*Women's perspective of the Macedonian crisis*

The subject of the research is the Macedonian crisis seen from the perspective of Albanian and Macedonian women. The intention is to collect small, personal stories, neglected by the official history

Duration of the project: 7 months

Supported by: FOSI-Macedonia

Total budget: 5 000 USD

### **Identities: Journal for Politics, Gender and Culture**

One of the main aims of the project is to contribute to the feminist theoretical and political debate in Macedonia. Each issue of the Journal consists of three parts (Politics/Identities; Gender/Sexualities/Identities; Culture/Identities).

The three parts of the Journal provide space for the following topics:

1. Politics/Identities (Gender identity politics; Gender aspects of [other] identity politics; The main issues and currents of feminist political thought; The influence of various gender aspects of political identity, e.g. Is citizenship *always already* gendered?)
2. Gender/Sexualities/Identities (Sex-gender distinction and the personal identity; Diversifying sexual identities; Sexual identities versus political identities)
3. Culture/Identities (Cultural identity through gender lenses; Multiculturalism and feminism; A feminist approach to cultural politics)

The rest of the Journal offers a significant number of succinct, summarizing reviews of the latest books and journals that appear in the rest of the world (notably in Western Europe and USA). It will also provide space for authors from Macedonia and the region.

'Identities: *Journal for Politics, Gender and Culture*' is published bilingually, Macedonian/English (French or German) in order to communicate regionally and be visible internationally. As of the second issue, the reviews are published bilingually, in Macedonian and Albanian. The idea was to attract various domestic public, since the reviews are meant to address Macedonian scholars, researchers and theoreticians.

Two issues of Identities were published during year 2003

Identities, Vol. 2, no. 1

[Ovde slika na naslovnata](#)

Identities, Vol. 2, no. 2

[Ovde slika na naslovnata](#)

Editor in Chief: Katerina Kolozova  
Executive Editor: Zarko Trajanoski  
Associate Editor: Jasna Koteska  
Editorial Manager: Dusica Dimitrovska Gajdoska

Supported by: Kvinna Till Kvinna

Budget: 12 873 EURO

### **Publication and translation projects**

(in cooperation with Euro-Balkan Press)

#### ▪ **Collection: Research Projects in Gender Studies, Vol. 2/3**

Includes 9 research projects conducted during 2001 and 2002, initiated by the Research Center in Gender Studies

[Ovde slika na naslovnata](#)

1. Projects realized during 2001:
  - Daniela Adamova: *Gender Participation in the Educational Democratic Processes and their Social Competence*
  - Dobrinka Taskovska: *Women's Issues in the Legal Studies Framework and Gender Issues in the Legal in the Republic of Macedonia*
  - Dragana Batic et al: *Resiliency of Women under Risk*
  
2. Projects realized during year 2002:
  - Maja Angelovska-Panova: *The Part of Women in Heretic Surroundings in Byzantine and Western Europe*
  - Bobi Badarevski and Marija Ivanovska: *Methodological Multiculturalism Seen as a Research Strategy of Gender Issues in Macedonia*
  - Sofija Grandakovska: *The Monasticism of Women - Common Denominator of Spiritual Motherhood*

- Lidija Stojanovic-Lafazanovska: *Experience and Narration: the Status and Rights of Women in Mixed Marriages*
- Katerina Mladenovska: *The First Woman in Hellenistic Mythology: The Myth of the First Woman Pandora - One of the Central Stories in Hellenistic Mythology*
- Saso Ognenovski: *Gender Deconstruction in Macedonian Theatrical Concept*

Editor: Katerina Kolozova  
 Euro-Balkan Press, Skopje, 2003  
 Supported by: FOSI-Macedonia  
 Budget (for publication): 2 250 USD

▪ **Anthology of Classical Readings in the Area of Gender Theory**

Includes 15 articles by Judith Butler, Donna Haraway, Julia Kristeva, Luce Irigaray, Sandra Harding, Nancy Hartsock, Eve Kosofsky Sedgwick, Anne Koedt, Floya Anthias and Nira Yuval Davis, translated in Macedonian and commented by a group of scholars affiliated to the RCGS.

**Ovde slika na naslovnata**

Editor: Katerina Kolozova  
 Euro-Balkan Press, Skopje, 2003  
 Supported by: FOSI-Macedonia  
 Budget: 7 120 USD

***Information and Documentation Unit***

In order to fill in the gap between the gender academic theory and activism, the Information and Documentation Unit was founded at the beginning of 2001, with a mission to incite the gender consciousness and sensitiveness, stimulate activities for outgrowing the current gender inequality in the society. Through information, data, literature and education, IDU strive at helping the women, researchers, activists and other potential clients. IDU provides space for information exchange and a direct support and coordination among women groups, organizations and individuals in Macedonia.

Starting from 2003, IDU will continue to operate as a separate center outside Euro-Balkan.

**Women's Election Press-Center**

*July 15, 2002 – March 27, 2003*

The Unit for Documentation and Information, in cooperation with the Women's NGOs in Macedonia (SOZM, ESE, ANTIKO, Derja, Women's Lobby, Regional Women's Lobby – Bitola, etc.) during the Parliamentary Elections 2002 organized the Women's Election Press-Center in order to:

- Broaden the visibility of women during the Elections 2002
- Increase the efficiency of the double-way communication between women's NGOs and the media
- (Gender) Sensitize the media

- Support the non-stereotype, non-chauvinistic and non-discriminatory representation of women in the media

Within the frame of this project, the Press-Center's team performed gender analysis on candidate lists of all of the parties, their manifestos, as well as their election campaigns. The Press-Center's experts also monitored the media. The results of the analyses and of the media monitoring were published in the brochure, ***Elections 2002: Why only 18,3%?*** issued in 1,500 copies, in three languages: Macedonian, Albanian, English.

The Women's Election Press Center as a part of the Info-Center of the NGOs in Macedonia, under the motto, *The Power is in the People*, served as a starting point for all information concerning the election activities and initiatives of the non-government sector. The aim was the realization of free, peaceful, fair and democratic elections in the country.

During the 2002 Elections, the Women's Election Press Center together with the NGO Info-Center worked on, edited and published the special supplement called '*The Power is in the People*'. The supplement was published in the daily newspaper *Utrinski Vesnik*.

Project coordinator: Biljana Bejkova

Supported by:

Swiss Development and Cooperation – 20 000 Euros

FOSI-Macedonia – 5 000 USD

## **Center for Public Administration and Public Policy**

### **Development of Local Training Capacities**

A two year program of the Center for Public Administration and Public Policy, financially supported by the Foundation Open Society Institute - Macedonia (FOSIM) and the OSCE Spillover Monitor Mission to Skopje. In order to implement this program the CPAPP has been in a close cooperation with the Agency for Civil Servants of RM and has made use of the training services of Partners for Local Development Foundation, Romania (FPDL).

The program consists of two types of activities:

- Eight six-day training workshops (training of trainers) in the following modules: Elected Leadership, Managing Conflict and Differences, Participatory Planning, Local Government Management, Public Service Management, Local Government Financial Management and Advanced TOT 1&2 (Training Needs Assessment, Training Impact Evaluation);
- Translation of the training manuals for the abovementioned training modules: Elected Leadership Series; Building Bridges Vol. 1&2; Local Government Management; Total Quality Maintenance in Local Government Operations and Maintenance; and Local Government Financial Management.

Program Overall Goal



Supporting the process of decentralization in the Republic of Macedonia by establishing a firm base for a long term solution to the increased need for training of the elected representatives (councilors) and employees (administration) in the Local Self-Government units.

Program specific objectives

- Enhancing the creation process of local training capacities;
- Creating a domestic trainers group in the specific Local Self-Government fields of interest.

Budget: 180.592 \$

Donors: FOSI - Macedonia, OSI/LGI, OSCE Spillover Monitor Mission to Skopje

### **Training of Local Government Officials in the System of Civil Service in Macedonia**

Since the adoption of the new Macedonian Law on Local Self-government in January 2002, the employees in the units of local self-government have gained the status of civil servants under the Law on Civil Servants. It was essential to get civil servants acquainted with the system of civil service as envisaged under the Law on Civil Servants and to acquire knowledge in issues such as the rights and duties of civil servants, the system of recruitment and selection, promotion, performance assessment, salary system and ethics in the civil service. Training of Local Government Officials in the System of Civil Service in Macedonia is a two-year project (2003-04) that should involve approximately 600 civil servants from the municipalities. Approximately 300 civil servants have already attended the training workshops.

Budget: 40.000 \$ (for two years)

Donors: FOSIM, OSI/LGI

### **Human Resource Management Training**

Due to the postponed training activities for strengthening the capacities of the Civil Servants Agency, the specialized training courses for the Human Resource Departments within the Ministries were conducted in the second half of 2002. Currently we are in a process of selection of foreign experts and defining the time schedule for each training. Some activities within this program remain to be realized in 2003.

Budget: 84.000 \$

Donors: OSI LGI

### **Strengthening of Central Level Policy-making and Implementation Processes**

The reform of policy-making and implementation structures and systems is one of the most difficult elements of the administrative development process in the Republic of

Macedonia. While the efforts to introduce new and changed systems and practices in policy making were recently undertaken, there still are tendencies to retain some of the characteristics of the old and mainly not working system and manifold difficulties in building up traditions for sound policy-making, communication, implementation and monitoring. In addition, the fact that the government and the administration are not always full owners of policy decisions due to the control exercised by international community/donors and that civil society is insufficiently involved in policy-making as a guarantee of civil society influence on decisions, represent further constraints on development of quality policy-making and implementation processes.

The aims of this two-year Project are:

1. To investigate the current conditions regarding the established administrative structures and capacities, i.e.:
  - to examine the role and position of ministries, their subordinated organizations and the core executive unit – the center of government as redefined by the new legal framework;
  - to examine to what extent these administrative structures are based on: (1) functional horizontal and vertical co-ordination systems; (2) a clear definition of responsibility and accountability and (3) whether they provide civil servants with the necessary freedom of action;
  - to examine the level of development of a new – less centralized administrative culture by looking at the policy-making and implementation processes in general and in the framework of specific projects; and
2. To propose recommendations for legal changes of the relevant rules and procedures and undertake quality-oriented activities, such as training, coaching or seminars/work conferences.

Budget: 270.000 \$

Donors: OSI LGI

### **Training of Civil Servants "The System of Public Administration and Civil Service in Republic of Macedonia"**

Organized in cooperation with the Civil Service Agency of RM (CSA).

The original idea for the implementation of these trainings came out of the provisions in the Law on Civil Servants, i.e. the article 84 (OJ RM 59/2000, 112/2000, 34/2001) which foresaw a transitional exam for the civil servants with less than 5 years of working experience as a condition for requiring the status of civil servant for the persons employed in the state administration (civil service) at the moment of adopting the Law on Civil Servants. Although the Constitutional Court of RM with the Decision 132/2002 from 18-th December 2002 abolished this article, we have felt that the need would exist and be topical. Civil servants beside their specific expertise, required for the position they were hired, also need additional knowledge for the effective fulfillment of their specific civil servants tasks no matter of which state institution they originate or their educational background.

The project foresees 10 three-day workshops (each including 30 participants) in the period from April to December 2003. 300 civil servants from the central level of the state bodies as well as the branch offices through out RM should be trained during the project period.

Budget:

Donor: Foundation Open Society Institute - Macedonia, OSI/LGI-Budapest

## **Resource Centre for Democracy and Security**

### **“Cross-Border Confidence-Building Between Macedonia and Albania”**

(Joint project of the Resource Centre for Democracy and Security and the Institute for Democracy and Mediation from Tirana)

*July 2003 – July 2004*

Supported by: US Embassies in Skopje and Tirana

Budget: US\$ 23,246

The main objective of the project is to enhance the process of democratisation and stabilization in the region through steps made towards confidence building and cooperation strengthening between the two countries. The project was targeted at a carefully selected group of personalities representing various spheres of public life in both countries: border security sector, customs, political parties, NGO sector, representatives of local government and businesspersons from the border areas.

#### **Activities:**

*August 2003:* Launching and conducting a survey on bilateral relations between the Republic of Macedonia and the Republic of Albania. 137 respondents from the border area were polled. The questionnaire results helped to identify the problems and areas that could undermine the intensification of cooperation between the two countries.

*September 27-28, 2003:* Regional Conference in Korca organised by the Institute for Democracy and Mediation (Tirana). The results of the questionnaires served as starting point for the discussions held during the regional roundtable that took place on 27-28 September 2003 in Korca, Albania. The roundtable was focused mainly on the ways and mechanisms necessary for improving the cooperation and mutual understanding between the two countries. The structure of guests and participants consisted of eminent representatives from the political and public life of the two countries.

*December 17-18, 2003:* Local Round Tables in Debar, Ohrid and Struga organised by the Centre for Democracy and Security (three analogue round tables held in Albania as well). The main idea was to make a precise identification of the problems the citizens from the two countries living on the border area face with. The round tables were widely covered and commented by the printed and electronic media from Macedonia and Albania.

*April 2004:* Ohrid Regional Conference to be organised by the Centre for Democracy and Security. The suggestions and initiatives put forward on the first national conference held in Albania and on the local round tables in Macedonia and Albania will serve as starting point and food for thought for the second and last national round table to be held in Ohrid in spring 2004, which will complete the project.

## **Center for Intercultural Research**

### **"The Intellectuals for the Development of the Republic of Macedonia"**

This is a continuation of the project that Euro-Balkan Institute started implementing as a series of round-tables that started after the conflict in 2001, which proved as most efficient way for reduction of the tensions and gaps between the different ethnic communities in Macedonia. The end of the conflict did not resolve the problems but only left the opportunity so that they can be solved in a peaceful way. In this regard the need of dialogue and communication was felt as the only way of bringing the different communities closer to the solutions of their mutual problems.

Overall aims of the project:

- Initiating and enabling a permanent dialogue among the Macedonian intellectuals with different ethnic background
- Promotion of the intelligencia into an active factor of the political life, through defining solutions about the global development and a stabile civil society
- Raising awareness and will for a common, tolerant and argued debate about current issues, which impact the global development of the country
- Publishing the conclusions of the debates and delivering them to all political institutions

In 2003 The following round tables were conducted:

- **Foreign Policy of the Republic of Macedonia**  
(October 18, 2003, in Tetovo held in the University of Southwest Europe)
- **Common Jubilations, Historical Dates and Myths**  
(December 6, 2003, in Skopje)

The project will continue in 2004 with the following planned topics of discussion: Differences in the Interpretation of the History; The Institution: President of the Republic of Macedonia; Macedonia about the International Community and the International Community about Macedonia; Education in the Post-conflict Period

**Project Partners:** Forum of the Union of the Albanian Intellectuals in Macedonia and FOSIM

## **OHRID SUMMER SCHOOL**

### **OHRID SUMMER SCHOOL IN HISTORY OF ART: BALKAN CULTURAL IDENTITIES: FROM MULTIPLE ANTIQUITIES TO MULTIPLEX MODERNITY**

*July 13 – August 01, 2003, Ohrid*

Course Director: Elizabeta Dimitrova, PhD  
Academic Coordinator: Bojana Janeva

In the scope of this summer school there were 3 courses offered:

1. “Classical Bearings in the Balkans” – An Archaeological Prospective held by Resource Person: Stasa Babic, PhD
2. The Churches of Byzantine Balkans: Image, Space, and Ritual in the Eyes of the Beholder held by Resource Person: Elizabeta Dimitrova, PhD
3. “Mysteries” and “Shadows” of the Balkan/s. Are there? held by Resource Person: Nebojsa Vilic, PhD

Supported by: FOSI-Macedonia  
Budget: \$ 31. 755

### **“EU ENLARGEMENT AND ITS IMPACT ON THE SOCIAL POLICY AND LABOR MARKETS OF ACCESSION AND NON-ACCESSION COUNTRIES”**

*October 1, 2002 – May 31, 2003*

Project Coordinator: Silvana Mojsovska  
Project team: Verica Janeska, Mirjanka Aleksevaska  
Project Assistant: Bojana Janeva

Euro-Balkan Institute, together with Praxis Center for Policy Studies - Estonia, Center for Economic Development (CED) - Slovakia, Institute for Economic and Social Reform, (INEKO) – Slovakia, is taking part in the project “EU ENLARGEMENT AND ITS IMPACT ON THE SOCIAL POLICY AND LABOR MARKETS OF ACCESSION AND NON-ACCESSION COUNTRIES”, coordinated by the Center for Economic Development-Bulgaria.

The project is a research and advocacy program to develop the national labor market policies and social security systems for mitigating the tensions and social costs related to labor migration and free movement of workers in accession and non-accession countries. Another important goal of the project is to examine the impacts of EU labor migration policy towards accession and non-accession countries and to suggest measures with respect to labor market and social policies to mitigate possible negative effects, transferring knowledge, experience, skills, and lessons learned between NGOs from Bulgaria, Slovakia, Estonia and Macedonia.

Supported by: Freedom House  
Budget: 12. 477 USD

## **PROJECT: "LIGHT" 2003**

The project "Light" is designed as a poll of experts dealing with different policy issues in the Republic of Macedonia. The main purpose of the project is to support the process of creating sustainable, consistent policies, through delivering policy recommendations and creating policy papers in the following four main areas: Foreign and Security Policy, Social and Economic Development, Inter-Ethnic Relations and EU integration. The activities are conducted by respective Advisory Councils in each of the policy areas. The policy papers and recommendations delivered by the advisory councils are regularly submitted to relevant governmental authorities and the media in the Republic of Macedonia.

"Light" Coordinator-in-chief: Snezana Osmanli  
Assistants: Bojana Janeva / Viktorija Gavritova

Foreign and Security Policy Advisory Council:  
Chairwoman: Biljana Vankovska  
Secretary: Dragan Ristovski  
Assistant: Ilija Milchevski

Social and Economic Development Advisory Council:  
Chairman: Ljubomir Kekenovski  
Secretary: Ana Maznev  
Assistant: Dragana Karovska

The Inter-Ethnic Relations Advisory Council:  
Chairwoman: Emilija Simoska  
Secretary: Mitko Panov  
Assistant: Ivan Karovski

EU Integration Processes Advisory Council:  
Chairman/woman: Dobrinka Taskovka and Pande Lazarevski  
Secretary: Eva Bogdanovska  
Assistant: Elisaveta Bejkova

Reports, recommendations and policy papers:

In 2003, the Foreign and Security Policy Advisory Council released nine thematic reports, on the following topics:

- *“The Regional Security Context and the Challenges for Macedonia”*;
- *“The Perspective of NATO Membership of RM through the Adriatic Triangle”*;
- *“Implications of the Iraqi Crises on the Republic of Macedonia”*;
- *“Towards Draft-Strategy Paper for National Security and Defense of RM”*;
- *“Preparing for the Ohrid Conference: Border Security as Related to the Security Sector Reform in Macedonia”*;
- *“Critical Observations on the Document Strategic Defensive Review (Political Frame)”*;
- *“Republic of Macedonia Two Years After the Framework Agreement: Security Aspects”*;
- *“(Un)Coordination in the Security System and the (Un)Success of the Security Sector Reforms in Macedonia”*;
- *“The Challenges of the Disarmament Processes in Macedonia (in cooperation with the Inter-Ethnic Relations Advisory Council)”*.

The Social and Economic Development Advisory Council released eight reports, on the following issues:

- *“The Economic Impact of the Iraqi crisis on the Republic of Macedonia”*;
- *“The Economic Interest of the RM in the Post-Conflict Period in Iraq”*;
- *“The Social Conditions in the Republic of Macedonia-Amending the Law on Employment (the so called Branko’s Law)”*;
- *“The Report of the European Union on the Republic of Macedonia (analysis, proposals and recommendations for intensifying the integration process towards the EU)”*;
- *“Reforms in the Public Administration”*;
- *“Present Conditions and Perspectives of the Construction of Corridors 8 and 10”*;
- *“Causes for the (Un)Successful Privatisation in Macedonia”*;
- *“Identifying the Reasons for the Low Level of Domestic and Foreign Investments in Macedonia”*.

The Inter-Ethnic Relations Advisory Council was focused on the following nine issues:

- *“Youth and violence”*;
- *“Education”*;
- *“Local Self-Government”*;
- *“Media”*;
- *“Armament of the large number of the citizens”*;
- *“Religion”*;
- *“Roster and the demographic index”*;
- *“Nationalities and ethnic symbols”*;

- *“The Challenges of the Disarmament Processes in Macedonia”* (this session was made in association with The Foreign and Security Policy Advisory Council).

The EU Integration Processes Advisory Council produced five recommendation papers on the following issues:

- *“Preparations of the Republic of Macedonia towards the EU Summit to be held in Thessaloniki in June (2003)”*;
- *“The European Commission Report on the Stabilization and Association Process of the Republic of Macedonia of March 2003”*;
- *“The European Commission Draft-Document on the European Integration of the Western Balkan Countries”*;
- *“The Current Preparations of Macedonia for the EU Summit in Thessaloniki”*;  
*“Application of the Republic of Macedonia for association in EU”*.

During 2003, within the “Light” Project two Conferences were organized. The conference “European Integrative Processes in the Republic of Macedonia and the Summit in Thessaloniki” was held on June 18. The conference dealt with the then immediate tasks for the EU-WB Summit, but also with the course of the general reforms in the Republic of Macedonia.

The annual (final) Conference of the project “The Light” - “Macedonia 2003”, was held on February 6, 2004. The Conference was attended by representatives from the Government of the Republic of Macedonia, the Parliament of the Republic of Macedonia, political parties, members of the four Advisory Councils of the “Light” - project and media. At the Conference, the annual policy-papers of each of the Advisory Councils were presented. The policy papers summed up the general results of the activities of the Advisory Councils, by synthesising the regular, monthly reports. The project “Light” continues in 2004.



## **Our People**

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- Institute for Democracy and Mediation from Tirana, Albania
- Civil Servants Agency of RM
- Euro-Balkan Press, Skopje
- Women's NGOs in Macedonia (SOZM, ESE, ANTIKO, Derja, Women's Lobby, Regional Women's Lobby – Bitola, etc.)
- Info-Center of the NGOs in Macedonia
- Dutch Institute for Public Administration (ROI)
- Association of the Units of Local Self-government of Macedonia (ZELS)
- Ministry of Local Self-government
- Government of RM
- Freedom House
- Institute of Economics, The University of St. Cyril and Methodius, Skopje
- Union of Albanian Intellectuals in Macedonia
- Institute for Sociological, Political and Juridical Research, The University of St. Cyril and Methodius, Skopje
- Women's Information and Documentation Center, 'Zenska Infoteka', Zagreb
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- Bureau of Educational and Cultural Affairs of the United States Department of State

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