



EURO BALKAN INSTITUTE

Annual Report 2004

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About Euro-Balkan Institute

Mission

Euro-Balkan Institute was founded in 1999. Euro-Balkan is a non-governmental, non-partisan and non-profit think-tank institution. Its mission is to disseminate, consent and implement European Union ideas and policies and to promote 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.

Organizational structure

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

Electronic News Archive (ENA)

The only electronic database of printed media in Macedonia, the Electronic News Archive (ENA), started its activities in October 1999. By the end of 2004, ENA archived more than 114,000 articles from twelve 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 2004 (i.e. the tragic death of the Macedonian President Trajkovski, the new legislation on decentralization, 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 interested clients on the free market. To this end, ENA has developed several packages of products and services, aimed at attracting the attention and interest of various groups of commercial clients. These packages include press monitoring and press clipping services, creation of separate *issue* oriented and *user* oriented databases, different kinds of analyses, etc. Until achieving the long-term goal of full financial sustainability, ENA will function under financial support from different donors. During 2004, ENA continued its work and developed thanks to the donation by the members of International Media Fund (Swedish Helsinki Committee, OSI Budapest and FOSI Macedonia), in amount of 39,340 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.

Center for Research and Analyses (CRA)

The Center for Research and Analyses (CRA) is formed in accordance with the strategic goal of Euro-Balkan Institute to promote the transatlantic cooperation and European ideas and values. The CRA was established in 1999 and has been specializing on various national, regional and global aspects regarding the main trends in the international arena.

The main mission of the CRA is to provide strategic information to the Macedonian political and business establishment and opinion leaders on the global processes and geo-political trends in the post Cold War era. The goal of the CRA is to rise the awareness and knowledge of its target groups about the implications from these processes on the Macedonia's strategic goal as regards the Euroatlantic integration. To this end, the CRA offers two main products, i.e. *Daily News Briefs* ("Dnevni vesti") related to the day to day crucial events on the international arena, that are not covered by the national media, but are of significant importance for the global and regional affairs, and *Analyses* that focus on the background and the impact of certain events that influence the course of events on the international affairs.

Apart from this regular package of services, CRA also provides a possibility for professional cooperation with its clients, tailored to their requirements on various topics, such as international politics, international economy and finance, defence and security, energy and natural resources, transport and telecommunications, advanced technology and IT, environment events and achievements that have a direct or indirect impact in the regional or national context.

Research Center in Gender Studies (RCGS)

The Research Center in Gender Studies introduces and promotes the academic legitimacy of the gender/women's/feminist studies, and pursues research, theoretical investigation and education in this field in Macedonia and in the region of SEE. As a result of its consistent focusing on this basic mission, RCGS succeeded to influence the formal educational system in Macedonia and to incite establishing postgraduate courses in gender studies within the universities in the country. Main achievement in this sense has been the establishing of a joint, inter-institutional Center for Curriculum Development in the area of gender studies with the State University – "St. Cyril and Methodius" in Skopje. These achievements have been accomplished through the wide Network of researchers and educators from various disciplinary 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 the activism. The idea of informal, alternative education in the field of gender/women's studies was realized through the Center's 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 component is of key importance for the Center's work and self-positioning: It is one of the creators of the Regional Network for Gender/Women's Studies in SEE, organizer of the Regional Seminar for Excellence in Teaching in the fields of Gender and European Studies (with HESP), 2004-2006, among other regional projects. Let us mention also the following: Regional Summer School in Gender Studies – Ohrid Summer University 2001 (supported by HESP-Budapest), Regional Summer School in Contemporary Philosophy, offering a 10 day course in feminist philosophy – Ohrid Summer University 2002 (supported by HESP-Budapest), as well as the publishing of the regionally distributed Journal for Politics, Gender and Culture "Identities" (in English, Macedonian and Albanian.)

Another essential part of the work of the Center is the promotion and affirmation of women's rights as human rights and gender equality in Macedonia. Namely, RCGS has its own database concerning the condition of women's rights and gender relations in Macedonia, which provides rich information on these issues that can be used for the affirmation and the promotion of the work done by the women activist groups in Macedonia.

The Research Center in Gender Studies 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 (CPAPP)

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 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 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 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 municipal civil servants; 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 (RCDS) was established in July 2003 with an initial grant of the Canadian International Development Agency (CIDA). RCDS serves 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 3,500 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 democratisation process and security sector transformation. RCDS 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.

Economic Policy Research Center (EPRC)

The Economic Policy Research Center (EPRC) is an economic policy department within the Euro-Balkan Institute. Its mission is to foster the economic free market-led reforms in the Republic of Macedonia. It corresponds to the general mission of the Euro-Balkan Institute, which is to disseminate, consent and implement the European Union ideas and policies, and to promote the transatlantic cooperation and interdependence. Some of the main EPRC goals are as follows:

- To support the European integration process in the Republic of Macedonia;
- To advocate the free market-led reforms in the Republic of Macedonia;
- To transfer positive European and world-wide practices;
- To initiate a broad rationale public debate on the economic reforms and other public policy related issues;

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

In order to achieve its mission and goals the EPRC is engaged in two main types of activities. The *Capacity building* activities are aimed at building-up a sustainable professional team having the knowledge and capacity to support the economic reforms in the Republic of Macedonia. In addition, the capacity building activities will address the need of creating and maintaining a broad network of Macedonian and foreign experts and organizations, hence concentrating a considerable amount of knowledge and capacity in support to the reforms. The *Applied research, economic policy analyses and advocacy* focus on conducting comparative analyses and applied policy research in support to the European integration process and the ongoing economic reforms in the Republic of Macedonia. Furthermore, the respective activity provides channels for transfer of economic information from the Government to the general public, aiming at initiating rationale economic debates and at supporting the public-private dialogue in the country. The Applied research, economic policy analyses and advocacy are also concentrated in conducting and disseminating independent policy impact analyses, targeting higher transparency of the decision making process. Eventually, in order to provide bigger transparency and to upgrade the level of interactive debates with the general public representatives the EPRC will be involved in organizing seminars, conferences and workshops on general or specific economic or other policy related issues. As regards the priorities for the period from 2004 to 2006, the EPRC is going to pay special attention to the issues related to the European economic integration of the Republic of Macedonia, policies inductive to growth and prosperity (monitoring and advocacy), public procurement and competitive business environment, local government decentralization, education, healthcare and pension system reforms, regulation impact analysis.

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 2004.

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.

What we did in 2004

1. Research Center in Gender Studies

Curriculum Development Projects

National Initiative

Center for Support and Development of Curricula from the field of Gender Studies in the Higher Education (Common body of RCGS and University of Skopje)

This joint program (CSCDGS) established between the Research Center in Gender Studies (RCGS) and the University of Skopje functions as an autonomous extension program, shared by both partner institutions. Administratively, the CSCDGS is located on the premises of the RCGS. Structurally and in terms of decision-making, this joint-program is comprised of an equal number of representatives of the two institutions, organized in several types of bodies in charge of developing and executing the program of activities. (See below for a more detailed presentation of the organizational structure.)

The general framework providing the legal basis and mutually accepted terms of collaboration is the Contract for Programmatic Collaboration, signed by the two parties in 2003 (of indefinite duration).

The general aim of this project (CSCDGS) is to offer continuous tangible contribution toward the integration of the gender (women's) studies into the HE in Macedonia (in particular, the State University of Skopje), both in the sense of an integral academic field as well as in that of a critical perspective integrated within the existing disciplines. By "tangible" we are referring to the main strategic component within the envisaged plan of activities: *introducing the gender perspective within the existing social studies and humanities curricula of the University.*

This particular goal is accompanied by that of an on-going commitment toward the introduction of new courses from the realm of gender studies, for which purpose parts of the CSCDGS teams are also working on developing entirely new syllabi. CSCDGS is also involved in producing policy recommendations introducing gender difference and equality sensitivity into the policy of the State University of Skopje, recruiting the greatest number of students and being the only one in the country offering studies in virtually all relevant disciplines (from B.A. to Ph.D. level) of the contemporary academia.

The overall aim of this project (integration of the gender perspective in the chief HE institution in Macedonia) is supplemented by another very important objective – building of the curriculum development capacity of the faculty. In this sense, CSCDGS teams will work on two levels: a) developing of skills for curriculum design; b) promoting, producing and integrating research as one of the constitutive components in the curriculum creation.

Duration of the project: two years

Supported by: FIOOM

Budget: 30 000 USD

Regional Initiative

Strategies for Gender/Women's 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: Strategies for Gender/Women's Studies in SEE, February 5-8th, 2004, Ohrid, where the Southeast European Network for Gender/Women's Studies has been established.
- Series of meetings of the thematic working groups:
 - First Regional meeting of the Curricula Building in Gender/Women's Studies in SEE Working Group, April 29th – 31st 2004, Women's Studies Center, Belgrade
 - Second Regional Meeting of the Working Group on Curricula Building in Gender/Women's Studies in SEE, November 18th-20th 2004, Women's Studies Center, Belgrade

Forthcoming activities:

- Production of three local production textbook on the following topics:
 - *Gender and Identity*, Editors: Jelisaveta Blagojević, Katerina Kolozova, Nadya Radulova
 - *Politics of Memory*, Editors: Andrea Peto and Svetlana Slapšak
 - *Feminist Theory*, Editors: Daša Duhaček and Miglena Nikolchina
- Final meeting in Skopje, May 2005

Supported by: Network Women's Program of OSI

Total Budget: 39 970 USD

Regional Seminar in Gender/Women's Studies and European Studies 2004-2006:

"Gender and Women's Studies for Southeastern Europe: Rethinking Ideologies and Strategies of their European Integration."

Research Center in Gender Studies - "Euro-Balkan" Institute in collaboration with Ohrid Summer University, supported by OSI-HESP, Budapest, will conduct the multi-year Regional Seminar: "Gender and Women's studies for Southeastern Europe: Rethinking Ideologies and Strategies of their European Integration".

The entire project is organized as part of the Regional Seminars for Excellence in Teaching of the Higher Education Support Program, Open Society Institute-Budapest.

The Regional Seminar in Gender/Women's Studies and European Studies, 2004, is hosting up to 25 young academics from Southeastern Europe, involved in teaching and research in the field of the gender/women's studies or in some other discipline from the realms of social studies and humanities consistently embracing the gender perspective in their work to attend summer sessions and follow-on events with short courses, workshops and roundtables, an international forum, etc.

Through the intersection of the gender/women's and the European studies, introducing the integrative European perspective, the seminar will undertake the task of situating these points of specificity into the wider European theoretical/scientific legacy in the realm of gender/women's studies. Thus, by way of placing the specificity into its European context, through the comparative approach, the Seminar will also engage itself into establishing a pertinent insight into the points of intellectual and theoretical commonality. More specifically, besides the aspect of the - we would argue - conjoint (predominantly) continental education and theoretico-intellectual tradition, one will also take upon oneself the endeavor of establishing the research priorities shared both in the Southeast as in the West of Europe by the gender/women's studies. The aim is to critically situate oneself with respect to the European identity as

a cultural and political one, while exploring concepts of gender, knowledge and institutionalized higher education created and promoted by, both, the chief decision-making instances of EU as well as its relevant alternatives/critiques. The purpose is, thus, to introduce the most influential and provocative contemporary concepts of European model-culture and (institutionalized) education - and in particular, the gender/women's studies with an interdisciplinary overlapping with the European studies - in order to initiate creative critique inclusive of the legitimacy of the SEE specific standpoint.

Activities in 2004:

- Summer Session: “Gender and Women’s Studies, Theories and Sciences of Identity: Rethinking Europe, European Knowledge and its Genders”, June 20th – July 4th, 2004, hotel “Inex Gorica”, Ohrid
- Intersession 1: Establishing a Website and Discussion Forum

Events to follow in the next two years (2005/06)

- Intersession 2: A follow-on Workshop: “Leading Contemporary European Ideas of Teaching Gender/Women’s Studies: Questions of Applicability and Integration in SEE”
- “The New European Ideas of University Education: Re-investigations from the Perspective/s of Gender/Women’s Studies ” – Summer Session 2005 (organized in collaboration with the European Network for Gender and Women’s Studies ATHENA)
- “Gender and Women’s Studies networking of the East and West of Europe: Aiming to surpass the Cultural and Political Divide” – Forum organized in collaboration with the European Network for Gender and Women’s Studies ATHENA, 2005
- “New Teaching Methods: Toward Greater Democracy and Effectiveness in the Classroom” – follow-up workshop 2006
- “Gender and Cultural Diversities in the Curricula, seen from the Perspective of United Europe” - follow-up workshop 2006

For more information please visit: www.gendersee.org.mk

Duration of the project: 3 years

Supported by: Higher Education Support Program, Open Society Institute-Budapest (Part of the Regional Seminar for Excellence in Teaching)

Total Budget for 2004: **80 000 USD**

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

The main goal of this project was 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 included activities referred to the professors and separate activities adjusted to the students that were 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 4 high schools in the Republic of Macedonia:

- “Zefljus Marku”, Skopje
- “Gjorgji Dimitrov”, Skopje
- “Goce Delcev”, Kumanovo
- “Koco Racin”, Veles

Duration: April 2003 – April 2004

Supported by: ISC - Macedonia

Budget: 458 670, 00 MKD

Gender Perspective of Trafficking in Human Beings

Starting from the principles of gender equality and protection of human rights and freedoms, the objective of the project was 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.

There were three fora covering three different topics:

Forum I – 15th December 2003:

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

Forum II – 19th January 2004:

Trafficking in Human Beings: Analysis of Definitions

Forum III – 27th February 2004:

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

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

Duration: October 2003 – March 2004

Project coordinators: Bobi Badarevski, Dragana Karovska

Supported by: ISC-Macedonia

Budget: 664 593, 00 MKD

School of 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 2004)

- **Women's International Human Rights: Translating Theory into Practice** Lecturer: Isabel Marcus, PhD
- **Philosophical Perspectives on Gender and the Feminist Thought**
Lecturer: Maja Muhic, MA
- **Feminism and the Political**
Lecturer: Zarko Trajanoski, MA
- **Androcentrism and/or Gynocentrism in Literature**
Lecturer: Rajna Koska, PhD
- **Gender Identity: Psychological Perspective**
Lecturer: Nikolina Kenig, MA

II Semester (October-December 2004)

- **Feminist Literary Theory**
Lecturer: Elizabeta Seleva, PhD
- **Feminist Esthetics**
Lecturer: Ivan Dzevarovski, PhD
- **Folklore as Cultural Analysis**
Lecturer: Lidija Stojanovic-Lafazanovska, PhD
- **Woman's Movement Today**
Lecturer: Zarko Trajanoski, MA
- **Violence and Patriarchy: Psychological Perspective**
Lecturer: Nikolina Kenig, MA

The School hosted 56 students (chosen out of 125 applicants)

Supported by: Kvinna Till Kvinna

Budget: 16 333 Euro (3 059-доплата)

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: 24 months

Supported by: FOSI-Macedonia

Total budget: 5 000 / 2 294 USD

Forthcoming

Women's perspective of the Macedonian crisis

Three-lingual publication

Supported by: FOSI-Macedonia

Total budget: 7800 / 2775 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. From the second issue on the reviews were published also bilingually, in Macedonian and Albanian. The idea was to attract various domestic publics, since the reviews are meant to address Macedonian scholars, researchers and theorists.

One issue of Identities was published during year 2004

Identities, Vol. 3, no. 1

Executive Editors: Zarko Trajanoski and Katerina Kolozova

Associate Editors: Upon a recommendation of the Editorial Board

Editorial Manager: Dusica Dimitrovska Gajdoska

Supported by: Kvinna Till Kvinna

Budget: 12 853 EURO

Publication and translation projects

(In collaboration with Euro-Balkan Press)

- Collection: "Gender Perspective of Trafficking in Human Beings", Bobi Badarevski, Dragana Karovska (eds.) (in Macedonian)

2. Center for Public Administration and Public Policy

Development of Local Training Capacities

This is a two year programme of the Center for Public Administration and Public Policy, implemented in close cooperation with the Civil Servants Agency of the Republic of Macedonia. Partners for Local Development Foundation, Romania (FPDL) are the implementing partner in the Training of Trainers component of the Programme.

The specific objectives of the Programme are to promote the process of development of local training capacities and to form a pool of local trainers in several fields of local self-government interest.

The Programme consists of two types of activities:

- Eight six-day training of trainers workshops 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 and Training Impact Evaluation);
- Translation and publication of training manuals for the mentioned training modules: Elected Leadership Series, Building Bridges

In 2004 *training* in the following TOT was delivered:

- Elected Leadership 7-13 March 2004 in Ohrid
- Conflict Management 31 May – 5 June 2004 in Skopje
- Participatory Planning 24-28 September in Ohrid; and
- Local Government Management 26 November – 1 December 2004 in Skopje.

The main activities included also *translation* and *publishing* of the *Handbooks* from English into Macedonian language used during the TOT trainings:

- Elected Leadership - 13 books (total 435 pages)
- Building Bridges Vol. I – 2 books (total 220 pages)
- Building Bridges Vol. II – 2 books (total 218 pages)
- Local Government Management – 6 books (total 460 pages).

Budget: 829 304, 00 MKD

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

Strengthening of Central Level 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.

In 2004 an agreement has been made with Government of RM in regard to defining the ministries where project will intervene. Those ministries are: Ministry of Justice, Ministry of Labor and Social Policy and Ministry of Transportation and Communication, as well as the General Secretariat of GoV (the expert service) as a main coordinating body in the policy-making cycle of the Government of Republic of Macedonia.

A three-day general *training in "Public Policy-making Cycle"* took place between 24 June – 2 July 2004 in Skopje. The target groups were managers and staff responsible for the policy making in chosen areas, as well as from the General Secretariat (Sector for Policy Analysis and Coordination) and as such participants in working groups involved in the policy making hands-on training project. Four groups each of approximately 12 civil servants from the Ministries of Justice; Labour and Social Policy; Transportation and Communication; and the General Secretariat of the Government of RM attended the trainings. The purpose was to make participants familiar with the approach and tools of effective policy making processes. This includes theoretical as well as practical aspects of policy making, within the framework of the Macedonian legislation.

The first *Hands-on workshops* public policy-making cycle happened between 5 – 13 October 2004 in the three ministries and each of groups a representative of the General Secretariat was present. The general purposes was (1) to make participants familiar with the approach and tools of effective policy making processes and (2) to implement effective and efficient processes and structures for policy making that have been decided. This included theoretical as well as practical aspects of policy making, within the framework of the Macedonian legislation with actual 'live' policy issues. At the end of the workshops the concept of the future policy paper's structure was agreed and the tasks of every individual.

Budget: 2 464 768, 00 MKD

Supported by: **OSI LGI**

Human Resource Management Training

This project was implemented with full collaboration with the Civil Service Agency of R. Macedonia. Jointly we designed and took the decision on the topics and target group of civil servants that will be included in the project. The main activities of the project included delivering of two different types of trainings. The first was a more general type of training, knowledge transfer, in the field of Human resource management (Job analysis, Job evaluation, Selection, recruitment and enrolment; personnel planning; career development, Assessment/appraisal, Human Resources Development, Motivation and remuneration; motivational leadership), delivered by ROI (Dutch Institute of Public Administration):

- *Human Resource Management Training* – 19 - 21 April in Skopje for 12 senior level civil servants from the different Human Resource Departments within the Ministries of the Government of RM (Justice, Defense, Economy, Environment and Urban Planning) and other State administrative bodies (State Geodetical Bureau, National Ombudsman Office)
- *Human Resource Management Training* – 21 - 23 April in Skopje for 15 senior level civil servants from the different Human Resource Departments within the Ministries of the Government of RM (Education, Health, Culture, Agriculture, Internal Affairs) and other State administrative bodies (Parliament of RM, State Auditing Office)

The *second type of training* was a very specific type of trainings as a support to the process of introduction of Performance Appraisal Scheme of the civil servants in Republic of Macedonia. These trainings were designed in collaboration with the Civil Servants Agency of RM and DFID PAR project in Macedonia and delivered by two private local consultant companies. The training *Performance Assessment* was separated in two parts each consisting of one day.

- The *first part* included a theoretical part of Performance Assessment Process i.e. the instruments and methodology and a practical part of explanation how to fill the *Performance Assessment Form* delivered by CSA to all the state administrative bodies according to the Law on Civil Servants and involved approximately 300 civil servants in 10 groups i.e. training days, from 10 – 20 June and the target groups included representatives from all the State Administrative Bodies (Ministries, Parliament, state administration bodies, etc).

- The *second part* of the training focused on the performance appraisal interview. For this training a video clip was produced and presented on the trainings (this video material will be available for all the state administrative bodies for future use). This training included the same approximately 300 managerial civil servants from the first part of the training. They took place from 22-26 November in 5 different towns regionally around Macedonia (Stip, Strumica, Bitola, Ohrid, Mavrovo) and from 13-17 December in Skopje.

Budget: 367 538, 00 MKD

Supported by: **OSI LGI**

Support to promotion of reciprocal understanding of relations and dialogue between the European Union and the Western Balkans

Under heading 19 02 02 of the general budget of the European Union, the European Commission awarded a framework agreement for the period 2004 - 2006 to the European Institute - Bulgaria, Institute for contemporary studies - Albania, Euro Balkan Institute - Macedonia, SMEs Policy Centre - Croatia and NGO Foundation - BiH and Belgrade Centre for European Integration - Serbia to promote reciprocal understanding of relations and dialogue between the European Union and the Western Balkans, covered by CARDS Regulations.

The project goal is to facilitate the understanding between the European Union and the individual Western Balkans (WB) countries through support of the EU driven reforms in the region. More specifically the project in 2004 will support the EU integration policies' implementation in WB countries, will assist the institutional and legislative development and advancement of national capacities in critical for the individual WB countries sectors, will disseminate specific skills that are needed to consolidate reforms and will broaden the understanding of EU policy towards the region.

The project has four components, i. e.:

Regional Networking Component

The aim of that component is to provide opportunity of local policy experts, EC representatives and central administration in WB countries to jointly decide on regional and national priorities related to EU-Western Balkans relations and to provide overall monitoring of project implementation.

It includes the composition of an International Advisory Council (5 members from WB countries, 1 from the Bulgaria, 1 from the EC) and 5 National Task Forces (local officials, experts and EC Delegations in each of the WB countries) to support the decision making process in the project and act as a representative and intermediary consultative body between the EC and respective WB country policy makers.

Training and Technical Assistance Component

The trainings and TA components will aim at assessing the level of individual WB countries and the region as a whole to understand, formulate and coordinate national policies regarding the EU and participate in the current and upcoming EC assistance.

It consists of design and conduction of 5 three-day long trainings, respectively in Sarajevo, Skopje, Belgrade, Tirana and Zagreb on EU's policies, working methods and tendering procedures, CARDS regional and individual WB country impact for the period 2002/2003, CARDS priorities until 2006, overview of other EC Community Assistance in relation with EC proposal to the Council and the Parliament to prepare the participation of the Western Balkan countries in Community programmes and agencies.

It also includes 5 targeted missions (4 days each) to Sarajevo, Skopje, Belgrade, Tirana, Zagreb which will include series of official meetings with civil servants from related institutions dealing with EU related matters. The final product of the missions will be a set of recommendations for further differentiated and progressive measures to be considered by EU and respective national governments.

Awareness building

The aim of this component is to raise the public knowledge and awareness on the individual WB countries and the region as a whole integration into the political and economic mainstream of Europe based on building public awareness and confidence on EU related matters in a candidate country as Bulgaria. The component includes:

- organization of the 6th Annual conference (by end of 2004) of the EI dedicated to the Western Balkans countries future EU membership prospects.
- creation of a separate facility Western Balkan countries within the EU/BG portal, available at www.europe.bg.
- Editing and distribution of European Balkan Observer (EBO), www.wiiw.ac.at/balkan, as a supplement to the Serbian European Forum electronic magazine (www.evropskiforum.net). The EBO is primarily directed at an audience outside Serbia. It addresses primarily policy makers in the Western Balkans and in the EU
- Organize one joint regional experts' group presentation on EU/WB relations in EU institutions.

Research component

The aim of the research component is to analyze the current situation, identify gaps, deficits, provide policy recommendations on how to avoid mistakes and share best practices in the areas such as internal market, JHA, competition, Small and Medium size Enterprises and energy market. There will be per five sector based national researches under the above topics for each of the countries and 5 Regional Sectoral summaries based on the national researches findings.

Supported by: European Commission (CARDS Programme)
Budget: Euro 31. 760

“Empowering Civil Society in Southeastern Europe through Advocacy Advocacy Practices to Bosnian and Macedonian Youth NGOs

The project “EMPOWERING CIVIL SOCIETY IN SOUTHEASTERN EUROPE THROUGH ADVOCACY.Sharing Best Practices of Citizen Participation in the Decision Making Process” was a pilot project that was designed and steered towards developing a comprehensive program of advocacy activities in Southeast Europe.

The aim of the project was to contribute to the successful accomplishment of the Balkan Trust for Democracy mission of strengthening the democratic process on the Balkans through empowering the bonds of civil solidarity and cooperation among NGOs, local and national authorities, media and diverse groups of interest.

- Professional training for NGOs focused on civic advocacy
- Assessment study on civic participation in the decision making in BiH and Macedonia
- Strategy development for advocacy campaign in BiH and Macedonia

Institute for Regional and International Studies

Budget: 46 000 US\$

Supported by: Balkan Trust for Democracy, Belgrade

Partners: Euro Balkan Institute, Macedonia, ACIPS, BiH

February 1 – August 1, 2004

3. Centre for Research and Analysis

In 2004 the Center for Research and Analyses published 248 *Daily News Briefs* "Dnevni vesti", mainly focused on:

- Energy geo-politics in Euro-Asia;
- Conflicts on the Balkans, Caucasus, East Europe and Middle East;
- European integration and EU foreign and security policy;
- US foreign policy;
- Russian foreign policy;
- Transatlantic relations and their challenges in the post Cold War era.

In 2004 the Center for Research and Analyses published 74 *Analyses* that refer to above mentioned focal points and 94 editions of brief news, analyses and comments in the national weekly journal "Aktuel".

In 2004 the CRA worked also in synergy with the Euro-Balkan's project *Light*, with the CRA team being responsible for preparing various relevant analyses for the needs of the Advisory Councils that function under the *Light* project.

The professional expertise of the CRA team has been used for the needs of the Euro-Balkan's Inter-Resort Council of experts in various foreign policy and security areas that have direct implications on the conditions in Macedonia.

The CRA team has also been involved in the regional research project "Support to Promotion of Reciprocal Understanding of Relations and Dialog between the European Union and the Western Balkans".

4. Resource Centre for Democracy and Security

"Cross-Border Confidence-Building between Macedonia and Albania"

(Joint project of the RCDS and the Institute for Democracy and Mediation from Tirana)

The main objective of the project was 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. The project included a survey on the bilateral relations, local round tables in several towns in the border area and two regional conferences in Korca and Ohrid, respectively. The project resulted with recommendations for developing mechanisms and introduction of new ways for improvement and intensification of cooperation between Albania and Macedonia, with focus of cross-border cooperation.

July 2003 – July 2004

Supported by: US Embassies in Skopje and Tirana

Budget: **US\$ 23,246**

"Post-Ohrid Macedonia: Designing an Agenda for Genuine Post-Conflict Peace Building" International Expert Workshop

"Post-Ohrid Macedonia" was a small forum of selected international, regional and domestic experts who, through the discussion, explored the possibilities, challenges and risks involved in an eventual endeavor of "dealing with the past" in Macedonia. The workshop was the first step towards one more comprehensive project on dealing with the past and reconciliation in Macedonia, particularly in respect of the conflict in 2001.

2-4 June 2004, Skopje

Supported by: Swiss Embassy to the Republic of Macedonia

Budget: Euro 9.540

"Albania and Macedonia towards Sustainable Cooperation in Bilateral and Regional Confidence Building"

(Joint project of the RCDS and the Institute for Democracy and Mediation from Tirana)

"Albania and Macedonia towards Sustainable Cooperation in Bilateral and Regional Confidence Building" is part of the long term commitment of the Euro-Balkan Institute and its partner, the Institute for Democracy and Mediation from Tirana, to continuous improvement of the relations between Albania and Macedonia, thus improving the overall regional relations. Based on the conclusions and recommendations of the Ohrid regional conference of December 2002, the partners will work towards confidence building between the two countries. The project specially focuses on the sectors of media, culture and education in each of the two countries, as well as the possibilities for improvement of the bilateral cooperation in each of the sectors, with a potential ultimate aim of its institutionalization. The activities include a survey on the respective sectors of media, culture and education, meetings (round tables) of the individuals and institutions involved in these sectors on both national and bilateral level and a final regional conference.

May 2004 – May 2005

Supported by:

- Freedom House Budapest

Budget: US\$ 25,000

5. Economic Policy Research Center (EPRC)

Bettering Business Environment and Public-Private Dialogue in Republic of Macedonia by Providing Better Business Information Channels

The EPRC team has recognized that for the last fifteen years a characteristic feature of the Macedonian business environment has been the absence of regular information flows from the Government to the general public. Although drafted long ago, the Law on Access to Information is not enacted yet and citizens/businesses hardly receive information about ongoing government projects, policies, public procurement procedures, etc., which makes their participation in and the impact on the decision and policy making process pretty small.

That lack of transparency in government actions opens the door to corruption and destroys the citizens' trust in public authorities.

The main project goal is to provide channels for transferring business information from the government to the business community and general public.

The specific objectives under the project are:

- to collect and disseminate information from the government to the general public, aiming to fill in the existing informative gap between them;
- to initiate a rationale public debate on economic and other public policy issues, thus improving the citizens' understanding of government actions and policies;
- to provide for higher transparency of the decision and policy making process;
- to contribute to a more transparent and predictable business environment, allowing working out and accomplishing competitive business strategies.

The main project activity is collecting information about and commenting on different government policies and draft regulations, explaining their economic meaning and likely impact on the business environment to the general public.

The EPRC comments and analyses under this project are disseminated as a *Monthly Business Environment Monitoring* to a list of business associations, NGOs, government bodies, media, and individual businesses.

The *Monthly Business Environment Monitoring* pays special attention to regulations (acts of both the legislative and the executive branch) and governmental policies that have or might have a provisional impact on:

- (1) private property rights;
- (2) free enterprise and competition without political constraints or privileges;
- (3) SME activities (as a benchmark of better business environment).

It is focused on both regulations in the pipeline and regulations issued without a preliminary debate with the interested parties. The policy impact on small businesses is evaluated by assuming that more freedom and less transaction costs bring about more competition and wealth creation. The costs of transaction include the cost of compliance with government regulations as well as the effort of securing property rights and contract enforcement.

In fact the Monitoring is the first Business Environment Watch in Macedonia.

The newsletter has good media coverage and is posted on the Macedonian business portal www.seebiz.net.mk as well.

April 2004 - March 2005

Supported by: Balkan Trust for Democracy and FOSI – Macedonia

Budget: \$26,045 / 16 085

Support to Promoting Reciprocal Understanding and Dialogue between EU and Western Balkan Countries

In September 2004 the EPRC made an assessment of the Macedonian competition policy paying special attention to the legal framework and the implementing agencies' administrative capacity and enforcement records. The assessment contains short-term and long-term policy recommendations, which should be presented to the Macedonian Government and the EC.

The assessment is part of the project *Support to Promoting Reciprocal Understanding and Dialogue between EU and Western Balkan Countries*.

January 2004-December 2004

Supported by: European Commission (CARDS Programme)

Budget: Euro 31. 760

In 2004 the EPRC team took part in number of public policy discussions on business environment and other economic policy issues.

6. OHRID SUMMER UNIVERSITY (OSU) 2004

June 13 - July 04, 2004, Ohrid

Director: Elizabeta Dimitrova, PhD

Academic Coordinator: Jasminka Kuzmanovska, MA

Two Summer Schools were organized within the Ohrid Summer University Program 2004

- **Ohrid Summer School in Cultural Studies:**

"Balkans` Cultural Heritage, Art and Vision: From Confluence to Coexistence"

June, 13 - June 25 2004

Course Director: Elizabeta Dimitrova, PhD

Academic Coordinator: Bojana Janeva

In the scope of this Summer School there were two separate courses and one research seminar offered:
"Archaeological Sites of the Ancient Balkan Era and Their Cultural Legacy"
held by Resource Person Prof. Staša Babić, University of Belgrade, Serbia and Montenegro

"National and Global Trends in the Art and Architecture of Byzantine Balkans" held by Resource Person Prof. Ida Sinkević, Lafayette College, Pennsylvania, USA

Research Seminar: "From the Confluent to the Coexistent. From Whom to Whom?" held by Resource Person Prof. Nebojša Vilić, University of Sts. Cyril and Methodius, Macedonia

Supported by: FOSI-Macedonia
Budget: \$23,975.00 / 10 000

- **Ohrid Summer School in Political Studies:
"Post Conflict Management in Multicultural Societies"
June13-July 04, 2004**

Course Director: Emilija Simoska, PhD
Academic Coordinator: Ivan Karovski

The general objective of this summer school which was to help young scholars develop a curriculum and methodology for studying post conflict management were accomplished throughout three courses:

"Methodology of Post Conflict Management" held by Resource person
Prof. Tatjana Dronzina, State University of Sofia, Bulgaria.

"Methods for Post Conflict Relaxation" held by Resource persons: Prof. Biljana Vankovska, Skopje, Republic of Macedonia and Prof. Ekaterina Stepanovna, Moscow, Russia

"Building of Confidence and a Non Conflict Status" held by Resource persons:
Prof. William Dunn, University of Pittsburgh, USA and Prof. Pande Lazarevski, University of Pittsburgh, Macedonia

Supported by: Swiss Agency for Development and Cooperation
Budget: \$66,084.00 / 84 258 CHF

PROJECT: "LIGHT" 2004

"Light" is a continued project of the Euro-Balkan Institute, 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 Macedonia.

"Light" Coordinator-in-chief: Snezana Osmanli
Assistants: Viktorija Gavritova / Dragan Ristovski

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:
Chairman: Hisen Ramadani
Secretary: Mitko Panov
Assistant: Ivan Karovski

EU Integration Processes Advisory Council:
Chairman: Pande Lazarevski
Secretary: Eva Bogdanovska
Assistant: Elisaveta Bejkova

Reports, recommendations and policy papers:

In 2004, the Foreign and Security Policy Advisory Council released nine thematic reports, on the following topics:

- *“The Challenges of the New Territorial Organization of Republic of Macedonia”* (joint session of all four Advisory Councils);
- *“Political and Security Estimate of the Implications of the Tragic Death of the President of the Republic of Macedonia”*;
- *“Political and Security Estimate of the Repercussions of the Crisis in Kosovo over Macedonia”*;
- *“The War in Iraq One Year After: Evaluation of the Participation of RM”*;
- *“Critical Observations and Recommendation on the Proposal of the Law on Crisis Management”*;
- *“The Challenges of the Transformation of the ARM: Between the wishes and possibilities”*;
- *“Political and Security Implications of the Process of Decentralization: Weaknesses of the Democracy and the Fragile Peace”*;
- *“One more view on the Law on Crisis Management”*;
- *“Macedonia Towards 2005”*.

The Social and Economic Development Advisory Council released the following five recommendations:

- *“The Reasons and the Consequences of the drop of the Industrial output in the begging of 2004”*;
- *“The Oil Prices and Their Effect over the Macedonian Economy”*;
- *“The Stability of the Banking System and the Monetary policy in the Republic of Macedonia”*;
- *“The Questionnaire of the European Union and the Preparation of the Opinion on the Application for Membership to the EU of the Republic of Macedonia”*;
- *“The Arrangement with IMF and the New Proposals by the Government”*.

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

- *“Nationalism and its Manifestations in Macedonia”*;
- *“The Laws on Territorial Organization of Republic of Macedonia and on the City of Skopje”*;
- *“The Main Reasons for the Mistrust Between the Macedonians and the Albanians”*;
- *“The Referenda on the Law of Territorial Organization of Republic of Macedonia - Causes and Consequences”*;
- *“The Civil Sector and the Democracy in Macedonia”*;
- *“The Current Political Situation and the Inter-ethnic Relations in Macedonia”*.

The EU Integration Processes Advisory Council had two debates with the following topics:

- *“The Perspectives of the Process of European Integration After the Delivery of the Opinion of the European Commission on the Croatian Application for Membership”*;
- *“Is The Referenda Slowing Down the Process of Euro-Atlantic integration of the RM?”*.

Within the “Light” project in 2004 a conference titled "*The Referenda - Causes and Consequences*" was also organized. The conference took place on September 24, gathering together experts, government officials, and political party representatives and was followed with great media attention.

The annual (final) Conference of the project “Light” - under the title “Macedonia 2004”, is scheduled on January 15, 2005. This is a regular conference where the annual policy papers of the advisory councils are presented, together with policy directions and recommendation for the following year. It brings together the members of all four advisory councils as well as guests.

Our People

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General Manager of AD 'OHIS' Skopje
Chairman of the Assembly of the Macedonian Chamber of Commerce
President of the Macedonia - Turkey Business Council

Cooperation and Partnership with:

- Foundation Open Society Institute-Macedonia
- 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
- Women's Studies Center, Belgrade

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- Open Society Institute – Budapest / HESP
- Open Society Institute – Budapest / HESP, LGI and East-East Program
- Network Women's Program for Democracy, Belgrade
- ACIPS, BiH
- Kometal - Trade
- OSCE Spillover Monitor Mission to Skopje
- Freedom House Budapest
- USAID
- Swiss Agency for Development and Cooperation
- Swiss Embassy in Skopje, Macedonia
- US Embassy in Skopje, Macedonia
- Kvinna Till Kvinna
- Institute for Sustainable Community
- European Commission (CARDS Programme)

Budget

Center	EUR
Transferred from 2003	8.481 €
Research Center in Gender Studies	106.107 €
Research Center for Democracy and Security	31.247 €
Center for Intercultural Research	5.048 €
Center for Public Administration and Public Policy	80.087 €
“Light” project	142.686 €
Electronic News Archive	24.260 €
Ohrid Summer University 2004	128.959 €
Economic Policy Center	19.408 €
Research and Analysis Department	12.378 €
Total	558.660 €