



**EURO BALKAN INSTITUTE**

**Annual Report 2005**

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## A word by ... Zivko Gruevski, President of the Board

Euro-Balkan Institute has another successful year behind. The number of projects that were implemented, as well the financial annual turnover indicate that 2005 was one of the most successful years for Euro-Balkan Institute. Moreover, the end of 2004 and the beginning of 2005 was a period of significant changes regarding the donors' structure. We were faced not only with uncertainty, but also with a situation that required tactics, as well as patience.

Not focusing on the accomplished projects in detail, I would like to highlight three most significant achievements in 2005. First, during the past year the Euro-Balkan team faced the challenge of offering expert and analytical support for an electoral campaign for the first time. Two Euro-Balkan Centers, the Electronic News Archive and the Center for Public Administration and Public Policy, persistently monitored the electoral campaign for mayor of Skopje and prepared analysis and recommendations. As a result, not only did they meet the client's needs, but they also proved that the Euro-Balkan team, with its professionalism and expertise is ready to meet any challenge of this or similar kind at any time. The next thing I would like to note confirms the above-mentioned. In a three-month period, the Euro-Balkan staff managed to carry out profound analysis of the situation in the administration of the City of Skopje. Also, they managed to prepare crucial strategic documents regarding the activities and the performance of the City administration. This was an effort that clearly showed the capacity of the Euro-Balkan team to adapt in short time to the needs in the Macedonian society. The focus on the problems facing the local government and its administration indicates that additional priorities have been set. It is also a sign that in future, Euro-Balkan Institute, in accordance with its mission and its programme will continue to support the citizens' efforts in the Republic of Macedonia aimed at full accomplishment in short time of the conditions necessary for the trans-Atlantic integration.

The Republic of Macedonia has a complex ethnic, linguistic and cultural structure, over burdened with inheritance from the past. It is an inheritance that if not put in rational and encouraging frames may become an encumbrance and generate new crisis. This is why I can say that the third moment worth mentioning is the project on dealing with the past. It is a project that confirmed once again the devotion of the Euro-Balkan staff towards their professional commitments. It is also a project that clearly demonstrates Euro-Balkan's spirit of willingness to face the most heated questions and challenges. This kind of policy represents a condition *sine qua non* for successful and fruitful work.

Ahead of us we have another year, a year full of serious challenges. Euro-Balkan will need to overcome most of them on its own, to adapt to the situation, but also to make a step forward as regards its organizational structure. Euro-Balkan will need to focus its efforts in spheres that will enable it to unleash its full potential, but also to upgrade its capacities. The success should not be considered only as a means of satisfaction, but even less as a

discouragement. The full accomplishment of the mission is an endless process.

## **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
- Center for Public Administration and Public Policy
- Resource Center for Democracy and Security
- Economic Policy Research Center
- Ohrid Summer University

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

The only concentrated electronic database of printed media in Macedonia, the Electronic News Archive (ENA), started its activities in October 1999. By the end of 2005, ENA archived more than 132,000 articles from twelve dailies and thirteen weeklies published in Macedonia, in Macedonian as well as in Albanian languages. ENA has also broadened its range of products by introducing a client-oriented press-clipping service, which also includes full monitoring of the press and regular and bi-weekly periodical analyses on the attitude of the printed media towards the work of the client. In addition to 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.

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;
- Private and public owned companies;
- 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 focused on various national, regional and global aspects regarding the main trends in the international arena.

The main mission of the CRA is to provide timely and in-depth analyses and strategic information on the global processes and geo-political trends in the post Cold War era. The Center focuses on global strategic political, economic, energy events and achievements that have a direct or indirect impact in the regional or national context. CRA is dedicated to disseminating ideas so that Macedonian policymakers, business establishment, as well as individual members and opinion leaders can better understand the world and the foreign policy choices facing Macedonia as a new independent and transition state. The CRA is aimed at upgrading the level of awareness and knowledge about the implications of these processes on Macedonia's strategic goal as regards the Euro Atlantic integration. To this end, the CRA offers two main products, i.e. *Daily Briefing* and *Energy geopolitics*, which are consisted of geopolitical analysis and special reports, covering the world events and crisis situations that have significant impact on global and regional developments.

To achieve its goals and mission the CRA is engaged in:

- Conducting independent policy analysis of the current global and regional political and economic processes;

- Making a comprehensive research work as regards the important strategic developments in the region and worldwide;
- Broadening the existing informational basis on the global and regional energy issues;
- Organizing seminars, conferences and workshops on various global, regional and national issues that can contribute to the exchange of ideas, views and opinions and thus help the decision-making processes in the country.

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

The Research Center in Gender Studies (RCGS) introduces and promotes 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, knowing that introduction of this multicultural regional context is true answer to the problem of passive “import” of western theoretic-scientific concepts from the area. RCGS 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, publisher of the regionally distributed Journal for Politics, Gender and Culture “Identities” (in English, Macedonian and Albanian) among other regional projects.

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 RCGS 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.

The mission of CPAPP is to promote the principles and standards of the “European Administrative Space” in the work of the central and local government administration in the Republic of Macedonia, by providing research, consultancy and training in public administration, public management and public policy.

CPAPP goals are:

- to provide qualified civil servants with challenging applied and theoretical professional development opportunities in public management and public policy;
- to develop local capacities and to engage practitioners, local experts and academics in systematic research and study, designed to improve the quality of policy-making and delivery of public services 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 capacities of local government administration to deliver efficient and effective public services and to develop sound and sustainable policies at local level and by providing timely and objective policy research and analysis on local issues.

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

The Resource Center 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 center and a focal point of the increasingly important security and peace-related projects in the Republic of Macedonia. More specifically, the Center focuses on democracy-building, post-conflict reconstruction and security comprehended in wider terms (non-military aspects and human security). RCDS aims at institutional capacity-

building, policy analysis and advice, expert formation and civil society empowerment in the field of democratization, peace-building and security sector reform. The Center 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.).

### **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.

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.

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

The Ohrid Summer University (OSU) is a project of Euro Balkan Institute in the field of higher education. It is continuation of several Summer Schools organized in the period between 1998 and 2005.

The major objectives of the OSU 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;
- 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 2005**

### **1. Electronic News Archive**

In 2005, ENA started cooperation with various clients (public and private enterprises, marketing agencies, libraries etc) on a commercial basis, which substantially increased its self-generated income (Euro 11.370 for 2005) and thus its level of financial self-sustainability. Until achieving the long-term goal of full financial sustainability, ENA also functions under financial support from different donors. Until April 2005, 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 USD 39.340, which covered its operational costs for one year. Cooperation with Swedish Helsinki Committee and FOSI Macedonia will continue during 2006.

During the municipal elections in 2005, ENA was the pillar of Euro Balkan's team of experts, which offered expertise and consultant services for the campaign-staff of the independent candidate for mayor of Skopje, Mr. Trifun Kostovski. Euro Balkan's team developed political analyses, delivered consultancy regarding the platform of the candidate, daily briefings to the candidate and his campaign staff, provided media monitoring (both printed and electronic media), press-clipping and analyses on all issues covered by media, concerning the campaign of Mr. Kostovski.

### **2. Center for Research and Analysis**

In 2005 the CRA published 230 *Daily Briefings* and 267 *Analyses*, mainly focused on:

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

At the end of 2005 the CRA prepared a publication named "World 2005", that refers to the above mentioned themes. The publication will be published in 2006.

The CRA also worked in synergy with the team of Euro Balkan's project *Light*, with the CRA team being responsible for providing relevant information for the needs of the Advisory Councils that function under the project *Light*.

The professional expertise of the CRA team was 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 situation in Macedonia.

### **3. Research Center in Gender Studies**

#### Curriculum Development Projects

##### **National Initiative**

##### **Center for Support and Development of Curricula in the Field of Gender Studies in Higher Education (Common body of RCGS and Ss. Cyril and Methodius University - Skopje)**

This joint program (CSCDGS) established between the Research Center in Gender Studies (RCGS) and the Ss. Cyril and Methodius University - Skopje functions as an autonomous extension program, shared by both partner institutions.

The general aim of this project (CSCDGS) is to offer continuous tangible contribution toward the integration of gender (women's) studies into the higher education in Macedonia (in particular, the Ss. Cyril and Methodius University - 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 was 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 also have been working on developing entirely new syllabi. CSCDGS was also involved in producing policy recommendations introducing gender difference and equality sensitivity into the policy of the Ss. Cyril and Methodius University - Skopje. The overall aim of this project (integration of the gender perspective in the chief HE institution in Macedonia) was supplemented by the objective to develop skills for curriculum design, as well as to promote, produce and integrate research as one of the constitutive components in the curriculum creation.

The project resulted in an overview of the existing courses in the area of gender studies, an overview of the courses in phase of introduction and overview of the courses that take into account gender differences and feminist perspective. The team developed a revision of the general curricula framework in several faculties at the Ss. Cyril and Methodius University - Skopje on the basis of which an outline for postgraduate studies in the area of gender studies was developed.

Duration of the project: two years

Coordinators of the Project: Katerina Kolozova, Dusica Dimitrovska Gajdoska

Supported by: FIOOM

Total two years budget: USD 30.000

## **Regional Initiative: Strategies for Gender/Women's Studies in Southeastern Europe**

In partnership with  
Women's Studies Center, Belgrade

This two-year project has intensified and further developed the already existing discussion and exchange of experiences on strategies for institutionalization and/or modes of teaching the gender/women's studies in the region of SEE. The aim is to identify 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 of institutionalization and curriculum development and research. This project promoted innovative teaching and evaluation methods as a necessary condition for the reconstruction of academic knowledge starting from a difference affirming (gender) perspective. The initiative has been articulated in a Regional Network for Gender/Women's Studies in SEE. Production of three textbooks translated in all local languages in the region was the first common activity of the Network. With the final meeting held in Skopje the first phase of the project has been accomplished. The second phase is focused on development of on-line support system. For more details please visit [www.gendersee.org.mk](http://www.gendersee.org.mk).

Project coordinators: Katerina Kolozova, Dusica Dimitrovska Gajdoska  
Supported by: Network Women's Program of OSI  
Budget for the first phase: Euro 15.960

## **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."**

In collaboration with  
Ohrid Summer University

The Regional Seminar in Gender/Women's Studies and European Studies, 2005, hosted up to 25 young academics from Southeastern Europe, involved in teaching and research in the field of 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. The participants were invited 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 undertook 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 is an occasion to explore points of intellectual and theoretical commonality. The aim was 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 was, 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 2005:

- Winter session: "Leading Contemporary Ideas in the Teaching of Gender/Women's Studies in Europe: Questions of Applicability and Integration in SEE", 23-27<sup>th</sup> of February 2005, Skopje
- Summer session: "The New European Ideas of University Education: Integrating the Cultural and Gender Identity Standpoints in Mainstream Discourses Designing the Future Academia of Europe", June 20<sup>th</sup>-July 1<sup>st</sup>, Ohrid

For more information please visit: [www.gendersee.org.mk](http://www.gendersee.org.mk)

Duration of the project: 3 years

Course Director: Katerina Kolozova

Project coordinators: Jasminka Kuzmanovska, Dusica Dimitrovska Gajdoska

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

Budget for 2005: Euro 65.620

*Gender Perspective in Building the National Anti-Trafficking Strategy in Macedonia (preparatory project)*

The project was preparatory phase of the upcoming comprehensive survey that should explore all of the aspects of trafficking in human beings in order to provide enough information for the process of building and/or implementation of National Anti-Trafficking Strategy of Macedonia. The RCGS team conducted a research, which helped scanning the situation in Macedonia and finding out the areas and problems that need to be examined more substantially during the following research. The team of experts that worked during the project consisted of a lawyer, sociologist, psychologist, human rights expert and gender expert. Conclusions from the meetings as well as recommendations by the experts are integrated in the text of the research report that will be presented to the relevant actors in the field as well as to the National Commission for Combating Trading in Human Beings and Illegal Migration.

Duration of the project: May – June 2005 and September – December 2005

Research coordinator: Bobi Badarevski

Project coordinator: Dragana Karovska Cemerska  
Supported by: Kvinna till Kvinna  
Budget: Euro 5.500

### 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 2005)

- **Melodrama as a (Female?) Cultural Matrix**  
Lecturer: Jelena Luzina, PhD
- **Mythologies, Sex and Sexuality**  
Lecturer: Maja Bojadzievska, PhD
- **Feminist Aesthetics**  
Lecturer: Ivan Dzeperoski, PhD
- **Sexuality, Gender and Film**  
Lecturers: Zarko Trajanoski, MA and Marko Petrusovski
- **Gender in Media**  
Lecturer: Emilija Petreska, MA

#### II Semester (October-December 2005)

- **Sociology of Culture and Gender**  
Lecturer: Antoanela Petkovska, PhD
- **Feminist Aesthetics**  
Lecturer: Ivan Dzeperoski, PhD
- **Masculinities**  
Lecturer: Igor Isakovski, MA
- **Sexuality – Sex/Gender**  
Lecturer: Zarko Trajanoski, MA

The School hosted 53 students (chosen out of 121 applicants).

Course Director: Katerina Kolozova  
Project coordinators: Dragana Karovska Cemerska, Viktorija Gavritova  
Supported by: Kvinna till Kvinna  
Budget: Euro 15.800

### 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 also provides 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.

A Special Double Issue “The ‘Grand’ and ‘Small’ Political Narratives: Social and Political Realities of Europe” (Vol. 4, no. 1/2) was published in 2005, offering diverse theoretical and philosophical approaches and methodologies, as well as interdisciplinary studies that raise a debate around two critical issues that are leaving a long-lasting mark on the shifting European reality, with highly significant implications on its future social, political and identity re-configurations:

1. Feminist Critique of the European Constitution
2. The European Roma: Cultural, Political and Gender Realities

Executive Editors: Katerina Kolozova and Zarko Trajanoski  
Associate Editors: Upon a recommendation of the Editorial Board  
Editorial Manager: Dusica Dimitrovska Gajdoska

During year 2005 a new website ([www.identities.org.mk](http://www.identities.org.mk)) for *Identities* was built with the support of Kvinna till Kvinna, enabling on-line reading and full availability of the past issues of *Identities*.

Since 2003, *Identities* is a member of CEEOL (Central and Eastern European Library).

Supported by: Kvinna Till Kvinna  
Budget: Euro 13.000

#### Publication and translation projects

(In collaboration with Euro Balkan Press)

in print:

- Women's perspective of the Macedonian crisis  
Three-lingual publication

The publication is a product of the research in the Macedonian crisis seen from the perspective of Albanian and Macedonian women and offers a collection of small, personal stories, neglected by the official history in Macedonian, Albanian and English.

Supported by: FOSI-Macedonia  
Budget: USD 7.800

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

While CPAPP was primarily engaged in various types of activities to assist public administration and civil service reforms at central level in the period of 2000-2004, its focus in 2005 shifted to support of the decentralization process at local level.

To this end, a Memorandum of Cooperation was signed between Euro Balkan Institute and the City of Skopje in April 2005, providing the basis for rendering technical assistance by the Euro Balkan Institute to the City of Skopje aimed at successful transfer of competences from the central level to the City of Skopje in a number of areas.

Under this Memorandum, the CPAPP implemented two types of activities:

##### **I. Technical Assistance**

###### **1. New Organizational Structure of the City of Skopje Administration**

Based on analyses of the human resources, the current institutional structure and the new competences to be executed in the City of Skopje on the basis of the whole set of decentralization legislation, CPAPP in cooperation with the relevant decision-makers and officials from the City of Skopje, developed:

- Decision on the Organization, Competencies and Manner of Execution of the Tasks of the City Administration, adopted by the Council of the City of Skopje;
- Rulebook on Systematization of Jobs in the City Administration, adopted by the Mayor of the City of Skopje; and
- Decision on the Correspondence of the Current Jobs and Positions with the Groups and Positions established in the Law on Civil Servants, adopted by the Mayor of the City of Skopje.

This set of documents necessary to start the process of decentralization of competencies and apply the civil service system under the Law on Civil Servants was approved by the Civil Servants Agency of the Republic of Macedonia in October 2005.

Budget: Euro15.157

## **2. Strategic Plan of the City of Skopje 2006-2009**

Based on a set of workshops with the City of Skopje management, a Strategic Plan of the City of Skopje was developed for the period 2006-2009. In addition, an Operational Plan for 2006, listing the concrete activities for the following year based on the strategic goals and objectives of the Strategic Plan was developed in November 2005.

Budget: Euro 4.418

## **II. Training**

A series of training events for the City of Skopje administration and the management of Skopje public utilities and cultural institutions were delivered in the period of August-December 2005, for a cumulative total of 274 participants:

1. Strategic Planning Workshop for the Mayor and the management of the City of Skopje, held in Ohrid, 25-28 August 2005;
2. Project Management Workshop for the management of the City of Skopje, held in Ohrid, 6-9 September, 2005;
3. Strategic Plan of the City of Skopje 2006-2009 Workshop for the management of the City of Skopje, held in Ohrid, 9-11 November, 2005;
4. Training in "The EU-Republic of Macedonia Relationship and the Role of Local Self-government" for the management of the City of Skopje, held in Skopje, 18-20 November, 2005;
5. Training in "The Systems of Public Administration and Civil Service in the Republic of Macedonia", delivered in 6 separate training events in the period October-November 2005 for a total of 164 employees of the City of Skopje that gained the status of civil servants;
6. Strategic Planning Workshop for the management teams of the 6 public enterprises in the City of Skopje, held in Krusevo, 28-30 October, 2005;
7. Strategic Planning Workshop for the management teams of the 8 cultural institutions under the authority of the City of Skopje, held in Strumica, 22-25 November, 2005.

Budget: Euro 41.978

## **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 Center- Croatia and NGO Foundation - BiH and Belgrade Center 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, it is aimed at supporting the EU integration policies' implementation in WB countries, assisting the institutional and legislative development and advancement of national capacities in critical for the individual WB countries sectors, contributing to the dissemination of specific skills that are needed to consolidate reforms and broaden the understanding of EU policy towards the region.

The project has two components:

#### *National Conferences*

The aim of this component is to provide opportunity for 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.

On October 21, 2005 a Conference on "Trade Liberalization" was held in Tirana. Macedonia was represented by two experts that took part at the Conference.

On October 28, 2005 in Skopje Euro Balkan Institute organized conference on "Reforms and Modernization of Administration in the Countries of Western Balkan and their European Perspective". For an audience of more than 80 representatives of the central and local administration in Macedonia, experts from Croatia, Bosnia and Hercegovina, Serbia and Monte Negro, Albania, Bulgaria and Macedonia delivered presentations on the developments and current issues of PA reforms in these countries, covering different areas such as organization and administrative structures, HRM, capacity building, IT strategies, etc.

#### *National research*

The aim of this 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. In 2005 the following National Reports were prepared:

Mrs. Aleksandra Nakeva Ruzhin  
Research: Fiscal decentralization in the Republic of Macedonia: The Case of City of Skopje

Mr. Vladimir Bozhinovski

Research: Progress in Republic of Macedonia in the field of internal market

As part of the project Euro Balkan organized two panel discussions on the above-mentioned topics at which other local experts in the relevant fields gave their contribution with proposals and suggestions.

Supported by: European Commission (CARDS Programme)  
Budget 2005: Euro 9.860

## **5. Resource Center for Democracy and Security**

### **Albania and Macedonia towards Sustainable Cooperation for Bilateral and Regional Confidence Building”**

This project was jointly implemented by the Institute for Democracy and Mediation from Tirana and RCDS. The main aim of the project was monitoring and supporting the sustainable cooperation in different fields between Albania and Macedonia. The final phase of this three-year project was implemented in the first half of 2005. A regional conference was organised on 1-3 April, 2005 in Struga. Its goal was to present the overall findings of the project activities to the forum of participants in the project. The general conclusions of the Conference aimed to serve as milestones in the follow-up bilateral activities of the civil societies. Having as its original intention to re-evaluate the development of the bilateral relations between Macedonia and Albania from a certain time perspective (i.e. since the prior project of 2002), and at the same time to re-focus the debate on the specific fields of media, education and cultural cooperation, the Conference fully achieved its main objectives.

Supported by: Freedom House/USAID  
Budget: Euro 7.833

### **Dealing with the conflict past: Why and how to do it?**

In second half of 2005, RCDS conducted the project Dealing with the conflict past: Why and how to do it? The project aimed at opening a discourse and raising public awareness on local level about dealing with the past as an important part of post-conflict peace building. The project consisted of 8 round tables in 7 cities, each of them a combination of lectures and brainstorming sessions. They addressed the issues of why we should deal with the past, how we can deal with it, the methods we can use, and the ways we may involve ourselves in this area of work in the future. Overall project activities in addition to the round-tables also included a web site and a publication that embrace the written reports/records/proceedings from the round tables.

The objectives of the project were:

- transferring and multiplying the knowledge about values, methods and forms of post-conflict reconciliation and dealing with the past among local NGOs, local governments and other local actors;

- raising public awareness on the need to confront the recent past as a means for future violence prevention;
- sensitisation and empowerment of the local communities and local NGOs for taking active part in the societal peace building process, which is an intrinsic part of conflict prevention and democracy-building;
- increasing local actors' motivation to start building informal mechanisms for dealing with the past, i.e. past human rights abuses and resolving grievances arising from the conflict;
- raising the level of knowledge among the local NGOs, local governments and the population about existence of different truths and perceptions about the conflict (factual, personal, social and healing/restorative truth);
- making an initial step towards building a culture of non-violence and especially a culture of reconciliation at the grass-root level;
- exploring possibilities for providing a public space for coming in terms with the conflict past and for dialogue on the human side of the conflict story;
- encouraging the healing process through dialogue and common empathy;
- creating supplementary methods for enhancing the ongoing process of implementation of the Framework Agreement in the part of societal peace-building, through a bottom-up approach and involvement of the civil society as a legitimate partner in peace-building.

Supported by: European Initiative for Democracy and Human Rights (EIDHR)  
Budget: Euro 39.984

## **6. Economic Policy Research Center**

### **Model for Health Care Budget Watch - Macedonia**

This is a joint project of Euro Balkan Institute, the International Center for Policy Studies from Ukraine and the Public Policy Research Center from Kazakhstan, all three members of the Policy Association for an Open Society (PASOS).

The overall project goal is to enhance the public awareness and participation on the local level through developing effective mechanisms of public control over health care spending, which could be applicable for SEE, CEE countries and Central Asia.

### **The following project activities have been conducted in 2005:**

- making a research on the worldwide experience and best practices of public participation and public control over the budget spending;
- making an overview of the institutional and legal framework for public control over the budget spending in R. Macedonia;
- making analysis of data availability and access to information on the health care spending;
- development of a public budget watch model template.

The model template was prepared by utilizing the worldwide experience in that area simultaneously taking into account the local legal and institutional environment.

All project results will be summarized in a policy paper and published in March 2006. The publication will be disseminated among representatives of central and local government bodies, NGOs, citizens associations, media and other interesting parties.

Duration of the project: March 2005 - February 2006

Supported by: OSI ZUG via LGI

Budget: Euro 9.252

## **7. OHRID SUMMER UNIVERSITY (OSU) 2005**

- **Ohrid Summer School in Democratization Processes in Western Balkan:**

*“Evaluating international democracy promotion: Qualitative research methods for policy impact in the Southern Balkans”*

Implemented by: Euro Balkan Institute, Skopje, Macedonia,  
Watson Institute for International Studies, Brown University,  
Providence RI, USA, Jefferson Institute, Belgrade, Serbia  
and Montenegro

The school was aimed at stimulating interest and providing training in the field of empirical policy-relevant social science, and at initiating discussions on innovative forms of monitoring and evaluation. Participants were to pool expertise to link theory and practice from the fields of democracy, democracy promotion, and monitoring and evaluation. The key concepts that were examined included cosmopolitanism, participation, accountability and civil society, as components of democracy. A range of methods were discussed, focusing especially on qualitative approaches based on interviewing, document and discourse analysis, critical oral history, and participant-observation, and on the importance of beneficiary and participatory input to

evaluation and monitoring. The final goal of the school was to foster robust and enduring networks between the attendees, whether scholars or practitioners, senior or junior, identify key research, which might impact policy-making either directly or indirectly (by providing, for example, clear “lessons learned”), and launch that research. The aim was to enhance the impact of the school, by setting in chain research and collaboration that will go on after the school has ended.

In collaboration with Ohrid Summer University the summer session of the 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", simultaneously took place.

Duration: June 19-July 2 2005

Course Director: Keith Brown

Academic Coordinator: Ljupka Simonoska

Supported by: Charles Stewart Mott Foundation and the Rockefeller Brothers Fund

Budget: Euro 19.322

## **8. PROJECT: "LIGHT" 2005**

"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 in the following four main areas: Foreign and Security Policy, Social and Economic Development, Inter- Ethnic Relations and Political System and Internal Politics.

The activities are conducted by respective Advisory Councils in each of the policy areas. The reports 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: Dragan Ristovski / Mitko B. Panov

Foreign and Security Policy Advisory Council:

Chairwoman: Biljana Vankovska

Secretary: Dragan Ristovski / Oliver Trajkovski

Social and Economic Development Advisory Council:

Chairman: Ljubomir Kekenovski

Secretary: Ana Maznev

The Inter-Ethnic Relations Advisory Council:

Chairman: Hisen Ramadani

Secretary: Mitko Panov

Political System and Internal Politics Advisory Council:

Chairwoman: Gordana Siljanovska

Secretary: Eva Bogdanovska

In 2005, the Advisory Councils discussed many topics and released the following reports and recommendations:

- “The elections 2005: Problems and perspectives” (joint session of all four Advisory Councils)
- “The Draft-Law on the Use of Communities’ Flags in the Republic of Macedonia” (joint session of all four Advisory Councils)
- “The Name dispute: How further?”
- “The EU crisis: The Implications over Republic of Macedonia”
- “Kondovo: The Case or the Symptom for the State of Affairs in Republic of Macedonia”
- “The Republic of Macedonia and NATO: New considerations for the future membership”
- “The Republic of Macedonia after November 9<sup>th</sup>: What and how further?”
- “The Negotiations for the final status of Kosovo and the national priorities of the Republic of Macedonia”
- “The use of communities symbols in Republic of Macedonia”
- “The condition of the inter-ethnic communications in Republic of Macedonia”
- "Draft amendments to the Constitution of the Republic of Macedonia"
- “The Republic of Macedonia after November 9<sup>th</sup>: What is the way to a functional state?”

Supported by: Pey Cox

Budget: Euro 110.000

## **Our People**

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Toni Gajdoski

Elisaveta Bejkova

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Dragan Ristevski - Project Assistant

Tome Smilevski – Project Assistant

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Professor at the Southeast European University, Tetovo

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General Manager of AD 'OHIS' Skopje  
President of the Macedonia - Turkey Business Council

*Cooperation and Partnership with:*

- Institute for Democracy and Mediation from Tirana, Albania
- European Institute, Sofia
- City of Skopje
- Foundation Open Society Institute-Macedonia
- Women's NGOs in Macedonia (Akcija Združenska, ESE, ANTIKO, Macedonian Women's Lobby, etc.)
- Info-Center of the NGOs in Macedonia
- Freedom House
- Institute of Economics, University of St. Cyril and Methodius, Skopje
- Union of Albanian Intellectuals in Macedonia
- Institute for Sociological, Political and Juridical Research, University of St. Cyril and Methodius, Skopje
- ISH, Ljubljana
- Women's Studies Center, Belgrade
- University of St. Cyril and Methodius, Skopje

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- Network Women's Program of OSI
- Open Society Institute – Budapest / HESP
- Kvinna Till Kvinna Foundation
- Foundation Open Society Institute-Macedonia (FOSIM)
- European Commission (CARDS Programme)
- OSI ZUG via LGI
- European Initiative for Democracy and Human Rights (EIDHR)
- Charles Stewart Mott Foundation
- Rockefeller Brothers Fund
- Freedom House
- Pey Cox

<b>BUDGET</b>	<b>EURO</b>
Kvinaa till Kvinna	34.300 €
Network Women's Program of OSI	15.960 €
HESP	65.620 €
FIOOM	20.135 €
EIDHR	39.984 €
Freedom House	7.833 €
FIOOM/Swedish Helsinki Committee in Macedonia	6.706 €
Open society Institute ZUG Fondation	9.252 €
Pey Kox	110.000 €
EC	31.344 €
Brown University	19.322 €
Public Enterprises and Institutions of Culture	22.679 €
City of Skopje	45.229 €
Self sustainable activities	41.103 €
	<b>469.466 €</b>