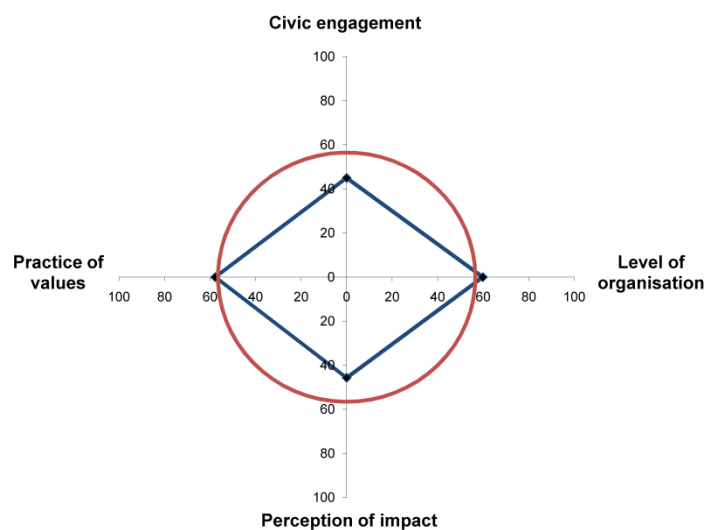




CIVIC ENGAGEMENT – LONG ROAD TO GO

CIVICUS Civil Society Index Report for the Republic of Macedonia

Macedonian Center for International Cooperation



Skopje, March 2011

An international action-research project coordinated by CIVICUS: World Alliance for Citizen Participation

The CIVICUS Civil Society Index Report for the Republic of Macedonia is prepared by the members of the National Index Team (NIT).

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Macedonian Center for International Cooperation

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FOREWORD

The Macedonian Center for International Cooperation (MCIC) is, since its foundation in 1993, one of the leading civil society organisations in Macedonia and in the Balkans.

Rooted and dynamic civil society, which influences public policies, is one of the long-term goals of MCIC. Active and socially responsible citizens are the aspirations of such civil society organisations, like MCIC. Besides involving citizens in mainstream activities, MCIC is focused on institutional development of civic organisations. MCIC alone, as well as a part of various networks and coalitions, is accepting the challenge for influencing public policies. Two remarkable examples in the period between the two CIVICUS Civil Society Index (CSI) research phases are the new Law on Associations and Foundations and the first Law for Protection and Prevention from Discrimination.

The need for arguments-based debate about the results and impact of civil society still exists. Besides the CSI, which was the first comprehensive research about the civil society in Macedonia, MCIC continued with research related to the issues of trust in Macedonia, including trust in civil society and the social responsibility of citizens.

This time around, with more experience and certainty, MCIC and civil society implemented the Index again with great commitment. Through this process, civil society organisations are identifying the situation in their sector. Further debates do not have to be based on speculations – now verified data exists. Some of the outcomes were expected, some were surprises, but they are now the basis for further debate and improvements.

Working on the CSI, through dialogue with key actors of civil society, the definition of civil society was improved. The understanding now is broader and more inclusive compared to the previous phase of the CSI. Additionally, seven years after beginning to establish an understanding of civil society, there is a noticeable level of acceptance of this wider understanding.

Implementing the CSI also helped to deepen the relations with CIVICUS, prompting involvement in other activities and with organisations which acted as national coordinators for CSI in other countries.

The research may be viewed as a joint effort by civil society in Macedonia. It is an investment and encouragement for shared strategies for civil society development in Macedonia. The road for that development may be long, but establishing a secure civil society cannot happen overnight. It is important that the actors remain on that path, as in that way, development will happen.

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March 2011, Macedonia

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MCIC cooperated with many organisations and individuals in the preparation of civil society Index. The methodology of the project was developed by CIVICUS: World Alliance for Citizen Participation.

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Of course, the project could not be realised without the support and help of all MCIC employees and we thank them. Special thanks are due to Aleksandar Kržalovski, Valentina Čičeva, Adis Rahić, Danilo Mitov, Gligor Mihailovski, Gramoz Shabani, Emil Mahmutović and Simona Ognenovska.

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Aiming to motivate young academics to research civil society and gather different opinions MCIC announced a public call for conducting CSI case studies. We express our gratitude to all authors for their in-depth analysis of specific segments of civil society.

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National Index Team

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LIST OF ACRONYMS

AC	Advisory Committee
BCI	Social Watch Basic Capacity Index
CPI	Corruption Perception Index
CSI	Civil Society Index
CSO	Civil society organisation
DUI	Democratic Union of Integration
EC	European Commission
EU	European Union
FOSIM	Foundation Open Society Institute Macedonia
GDP	Gross Domestic Product
HCHR	Helsinki Committee for Human Rights of the Republic of Macedonia
IPPLG	Inter-party Parliamentary Lobby Group
LSGU	Local Self-Government Units
MCIC	Macedonian Center for International Cooperation
MLSP	Ministry of Labour and Social Policy
MWD	Macedonia without Discrimination
NATO	North Atlantic Treaty Organisation
NGO	Non-governmental organisation
NIT	National Index Team
ODIHR	Office for Democratic Institutions and Human Rights (OSCE)
SDSM	Social Democratic Union of Macedonia
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VAT	Value Added Tax
VMRO-DPMNE	Internal Macedonian Revolutionary Organisation – Democratic Party for Macedonian National Unity

EXECUTIVE SUMMARY

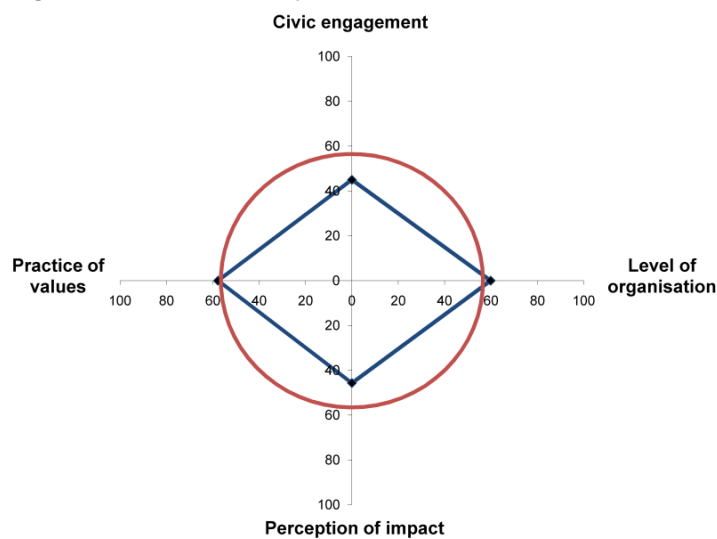
The **Civil Society Index (CSI)** is an action research project assessing the state of civil society in countries around the world. The project was being simultaneously implemented in around 40 countries and was coordinated by the international civil society network CIVICUS: World Alliance for Citizen Participation. The goals of the project, as formulated by CIVICUS, are to enhance the sustainability of civil society and to promote and strengthen its contribution to positive social change. In Macedonia, the CSI was for a second time coordinated by the Macedonian Center for International Cooperation (MCIC).

The CSI employs 66 indicators, which are grouped in 28 sub-dimensions. These are then consolidated into five dimensions of civil society: Civic Engagement; Level of Organisation; Practice of Values; Perception of Impact; and External Environment. In Macedonia, these civil society indicators were studied using in-depth primary and secondary research, including: representative population surveys, a survey of civil society organisations (CSOs), in-depth interviews with stakeholders from other sectors, regional focus groups, a literature review and case studies.

Our report starts with the observation that **civil society in Macedonia has played a significant role in the history of the country**, particularly in the period of national renaissance at the end of 19th Century. A number of charity associations were functioning prior to the Second World War, while the socialist modernisation of Macedonia as part of Yugoslavia (1945-1990) provided the basis for the emergence of many cultural, sport, welfare and professional organisations, though they were kept under the control of the Communist Party during the socialist period. Independence, which took place in 1990, and the ensuing transition were important triggers for civil society's rebirth. The number of civic organisations has significantly increased from 4,203 in 1990 to 11,326 in 2010 (5.5 per 1,000 inhabitants).

Despite this, there is **no common understanding of the concept or definition of civil society in Macedonia**. In the early 1990s the term 'non-governmental organisation' was introduced in Macedonia, which the public recognised as organisations related with foreign donors. The first criticism of this concept came in 1999 when the term 'civil society organisation (CSO)' and 'civil association and organisation' were introduced as broader and more comprehensive definitions for civil society. The relevant legislation¹ defines civic organisations as associations, based on values and interests, which are positive, non-partisan and not-for-profit. The non-partisan character distinguishes civic organisations from political parties, but the law does not include trade unions, chambers of commerce, churches and religious communities, organisations like the Red Cross and, of course, political parties, which are all regulated by separate laws. Some organisations, including MCIC, use and apply a broader understanding of civil society. However, this wider concept still does not include all existing actors in civil society. The agreed definition of civil society used in this report is: "part of the social space outside family, state and market, which is created by individual and collective actions, organisations and institutions in order to advance common interests."

¹ Law on Associations and Foundations from 2010 (replaced Law on Citizens Associations and Foundation from 1998)

Figure 1: Civil Society Diamond for Macedonia

The **Civil Society Diamond for Macedonia**, a diagram visualising the state of Macedonian civil society, shows that civil society in Macedonia is moderately well-developed. The level of organisation and practice of values dimensions constitute the stronger side of civil society. In **level of organisation** sectoral communication and cooperation is highly rated, as well as networking. Here the weakest point is unsustainable human resources. Regarding **practice of values**, non-violence and tolerance are values on which civil society in Macedonia

is based, with highly rated transparency. Corrupt practices are rare. Still, civil society does not use effectively its internal strength to influence society or to motivate citizens to take part in its activities. **Impact** of civil society on social concerns and policies is moderate or average and **civic engagement** is low.

The highest impacts of civil society are seen as empowering citizens and promoting policies for human rights and equality, with external stakeholders rating civil society's impact as slightly higher than internal self-assessment. Members of civil society are, however, not setting strong example for tolerance, trust and public spiritedness. Only a small minority of citizens is engaged in CSOS, and no significant changes have been seen here in the last five years. Participation of citizens in informal activities to advance common interests is higher. As most groups of citizens are present in civil society, diversity is highly rated. The **external environment** for civil society is reasonable, but hindered by an only partially ineffective state, corruption in the public sector and a deep lack of public trust. As part of this, trust in civil society is low. More encouraging is that CSOs feel the legal environment has improved in the last five years and organisations are freer to do their work.

Main strengths of Macedonian civil society identified by the study included its good influence over policies related to the protection of human rights and equality, decentralisation and the Ohrid Framework Agreement (which guarantees rights for Macedonia's Albanian minority). Other strengths identified include capacity to empower citizens and meet societal needs, strong networking, communication and cooperation, and low levels of corruption, compared to the high levels of corruption in the public sector. CSOs also show they have capacity to raise funds from diverse sources, suggesting there may be a solid base for ensuring financial sustainability of civil society in future.

Very limited impact on the main social problems in Macedonia, particularly poverty and unemployment, is one major **weakness of Macedonian civil society**, along with insufficient attempts to influence national budgetary processes. Limited involvement of citizens in civil society together with insufficient commitment of CSOs to their relations with members, citizens and other actors are another weak point, as are the lack of paid staff and civil society's failure to act as a role model for trust, tolerance and public spiritedness.

Opportunity is given by the new Law on Associations and Foundations, 2010, by the further liberalisation of freedom of association and new possibilities for financial sustainability that the act entails. European Union integration processes also offer positive potential for the development of civil society by promoting values such participatory democracy, inclusion, transparency and accountability. However, present corruption in the public sector feed fears of abuse of the incoming larger EU funds.

Turning to the recommendations of the report, as poverty will remain a huge challenge for years to come, **civil society needs to become a leading force for poverty eradication**. As the least corrupt sector in Macedonia, civil society should also take the opportunity to **fight against corruption in society**. As moderate success has been achieved in impact on public policies, now is time **to seek involvement in budgetary process and move beyond policy suggestion to an active role in implementation**.

There is also a need for a common understanding of priorities, expectations and indicators to be established for **better monitoring of success** as well as monitoring of the implementation of policies and the utilisation of budget funds. In order to achieve this feat, CSOs need to **strengthen their own capacity** for influencing the national budget. Having in mind low civic engagement, **relations with membership and citizens need to be renewed**. In the long run, strengthened relations will improve and enforce the trust in and support for CSOs.

Consequently, **partnerships among CSOs as well with other sectors are essential** to ensure effective and sustainable civil society. Here civil society should move the focus **from legal framework structures to mutual acquaintance and recognition**. One of the first steps is to **overcome the historical gap between political parties and CSOs**.

Next, **further strengthening of cooperation with business associations, trade unions and civic organisations** will be necessary. This cooperation could be a base for **substantial civil and social dialogue**. In addition to this cooperation it is necessary for CSOs to be involved in parliamentary work, in working groups of the government, and in processes of European integration by using the existing mechanisms and encouraging their further development.

Finally, it is very important for civil society **to ensure its financial sustainability** in a situation of the developing withdrawal of currently major foreign sources of funding. Therefore civil society needs improved and strengthened direct government support, from the budget and lotteries, as well as indirect state support through tax incentives and the development of the status of public benefit organisations. In the mid-term period, civil society will still require continued foreign support for projects on democracy and human rights.

I. CIVIL SOCIETY INDEX PROJECT AND APPROACH

Civil society is playing an increasingly important role in governance and development around the world. In most countries, however, knowledge about the state and shape of civil society is limited. Moreover, opportunities for civil society stakeholders to come together to collectively discuss, reflect and act on the strengths, weaknesses, challenges and opportunities also remain limited.

The Civil Society Index (CSI), a participatory action-research project assessing the state of civil society in countries around the world, contributes to redressing these limitations. It aims at creating a knowledge base and momentum for civil society strengthening. The CSI is initiated and implemented by, and for, civil society organisations (CSOs) at the country level, in partnership with CIVICUS: World Alliance for Citizen Participation (CIVICUS). The CSI implementation actively involves and disseminates its findings to a broad range of stakeholders including civil society, government, the media, donors, academics, and the public at large.

The following key steps in CSI implementation take place at the country level:

1. **Assessment:** CSI uses an innovative mix of participatory research methods, data sources, and case studies to assess comprehensively the state of civil society using five dimensions: Civic Engagement, Level of Organisation, Practice of Values, Perception of Impact and the External Environment.
2. **Collective reflection:** implementation involves structured dialogue among diverse civil society stakeholders that enables the identification of civil society's specific strengths and weaknesses.
3. **Joint action:** the actors involved use a participatory and consultative process to develop and implement a concrete action agenda to strengthen civil society in a country.

The following four sections provide a background of the CSI, its key principles and approaches, as well as a snapshot of the methodology used in the generation of this report in the Republic of Macedonia and its limitations.

1. PROJECT BACKGROUND

The CSI emerged over a decade ago as a follow-up to the 1997 *New Civic Atlas* publication by CIVICUS, which contained profiles of civil society in 60 countries around the world (Heinrich and Naidoo, 2001). The first version of the CSI methodology, developed by CIVICUS with the help of Helmut Anheier, was unveiled in 1999. An initial pilot of the tool was carried out in 2000 in 13 countries.

The pilot implementation process and results were evaluated. This evaluation informed a revision of the methodology. Subsequently, CIVICUS successfully implemented the first complete phase of the CSI between 2003 and 2006 in 53 countries worldwide. This implementation directly involved more than 7,000 civil society stakeholders (Heinrich, 2008).

The Republic of Macedonia was a part of the first phase of implementation of CSI and MCIC was the national coordinating organisation (NCO)

Intent on continuing to improve the research-action orientation of the tool, CIVICUS worked with the Centre for Social Investment at the University of Heidelberg, as well as with partners and other stakeholders, to rigorously evaluate and revise the CSI methodology for a second time before the start of this current phase of CSI. With this new and streamlined methodology in place, CIVICUS launched its current phase of the CSI in 2008 and selected its country partners, including both previous and new implementers, from all over the globe to participate in the project. Table 1 below includes a list of implementing countries in the current phase of the CSI.

Table 1: List of CSI implementing countries 2008-2011²

1. Albania	15. Italy	29. Niger
2. Argentina	16. Japan	30. Philippines
3. Armenia	17. Jordan	31. Russia
4. Bahrain	18. Kazakhstan	32. Serbia
5. Belarus	19. Kosovo	33. Slovenia
6. Bulgaria	20. Lebanon	34. South Korea
7. Burkina Faso	21. Liberia	35. Sudan
8. Chile	22. Macedonia	36. Togo
9. Croatia	23. Madagascar	37. Turkey
10. Cyprus	24. Mali	38. Uganda
11. Djibouti	25. Malta	39. Ukraine
12. Democratic Republic of Congo	26. Mexico	40. Uruguay
13. Georgia	27. Morocco	41. Venezuela
14. Ghana	28. Nicaragua	42. Zambia

2. PROJECT APPROACH

The current CSI project approach (2008-2011) continues to marry assessment and evidence with reflections and action. This approach provides an important reference point for all work carried out within the framework of the CSI. As such, CSI does not produce knowledge for its own sake but instead seeks to directly apply the knowledge generated to stimulate strategies that enhance the effectiveness and role of civil society. With this in mind, the CSI's fundamental methodological bedrocks, which have greatly influenced the implementation that this report is based upon, include the following:

Inclusiveness: The CSI framework strives to incorporate a variety of theoretical viewpoints, as well as being inclusive in terms of civil society indicators, actors and processes included in the project.

Universality: Since the CSI is a global project, its methodology seeks to accommodate national variations in context and concepts within its framework.

Comparability: The CSI aims not to rank, but instead to comparatively measure different aspects of civil society worldwide. The possibility for comparisons exists both between different countries or regions within one phase of CSI implementation and between phases.

Versatility: The CSI is specifically designed to achieve an appropriate balance between international comparability and national flexibility in the implementation of the project.

² Note that this list was accurate as of the publication of this Analytical Country Report, but may have changed slightly since the publication, due to countries being added or dropped during the implementation cycle.

Dialogue: One of the key elements of the CSI is its participatory approach, involving a wide range of stakeholders who collectively own and run the project in their respective countries.

Capacity development: Country partners are firstly trained on the CSI methodology during a three day regional workshop. After the training, partners are supported through the implementation cycle by the CSI team at CIVICUS. Partners participating in the project also gain substantial skills in research, training and facilitation in implementing the CSI in-country.

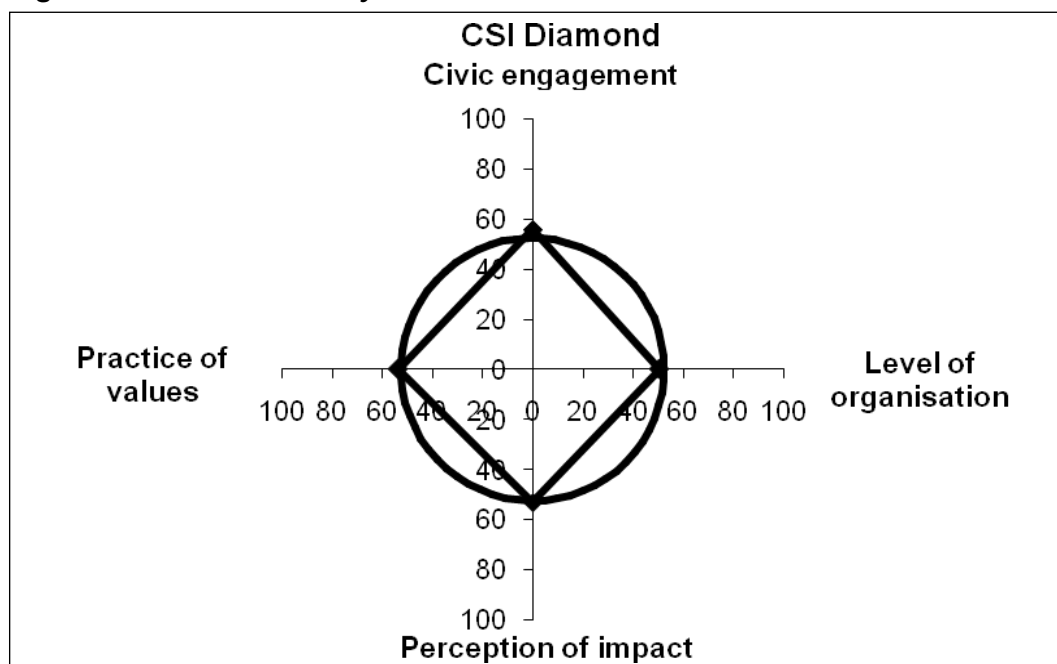
Networking: The participatory and inclusive nature of the different CSI tools (e.g. focus groups, the Advisory Committee, the National Workshops, case studies) should create new spaces where very diverse actors can discover synergies and forge new alliances, including at a cross-sectoral level. For example, in Macedonia, a public call for case studies was made, which meant that more than 15 different authors participated in their preparation. Some countries in the last phase (2003-2005) have also participated in regional conferences to discuss the CSI findings as well as cross-national civil society issues.

Change: The principal aim of the CSI is to generate information that is of practical use to civil society practitioners and other primary stakeholders. Therefore, the CSI framework seeks to identify aspects of civil society that can be changed and to generate information and knowledge relevant to action-oriented goals.

With the above mentioned foundations, the CSI methodology uses a combination of participatory and scientific research methods to generate an assessment of the state of civil society at the national level. The CSI measures the following core dimensions:

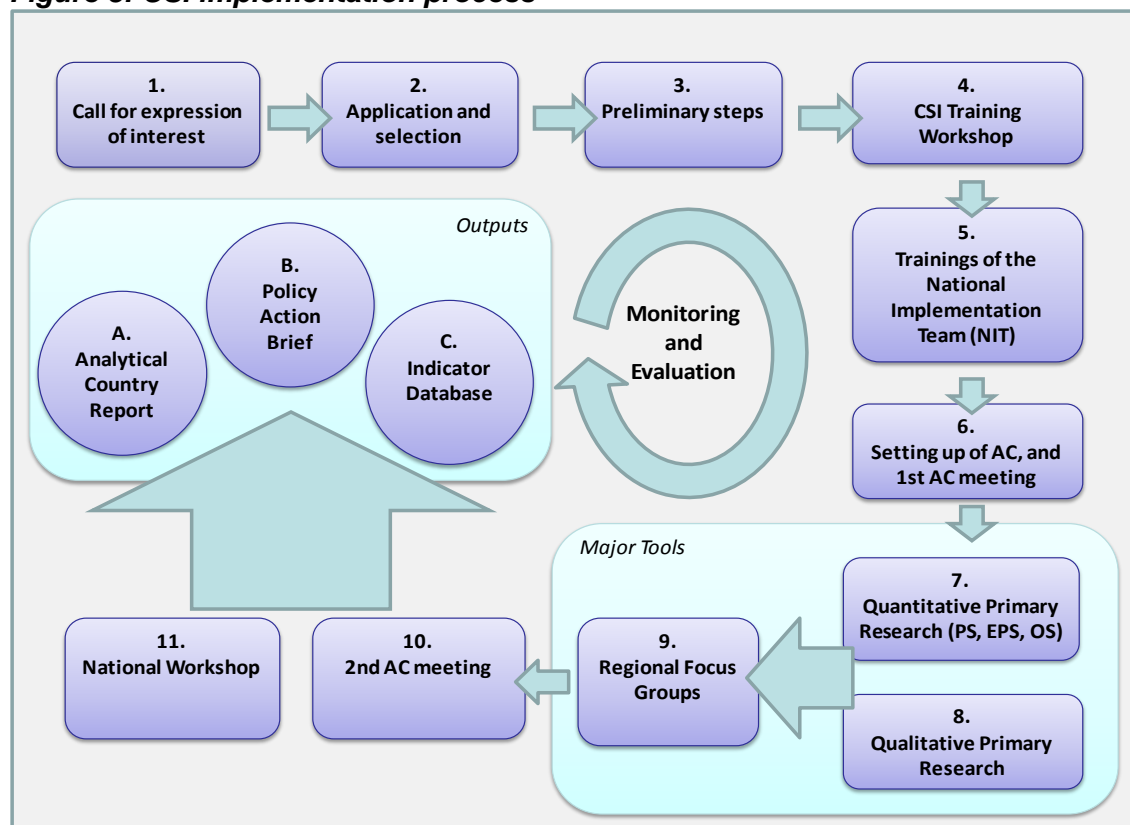
- (1) Civic Engagement
- (2) Level of Organisation
- (3) Practice of Values
- (4) Perceived Impact
- (5) External Environment

These dimensions are illustrated visually through the Civil Society Diamond (see Figure 2 below), which is one of the most essential and well-known components of the CSI project. To form the Civil Society Diamond, 66 quantitative indicators in the case of Macedonia are aggregated into 28 sub-dimensions, which are then assembled into the five final dimensions along a 0-100 percentage scale. The Diamond's size seeks to portray an empirical picture of the state of civil society, the conditions that support or inhibit civil society's development, as well as the consequences of civil society's activities for society at large. The context or environment is represented visually by a circle around the axes of the Civil Society Diamond, and is not regarded as part of the state of civil society but rather as something external that still remains a crucial element for its wellbeing.

Figure 2: The Civil Society Index Diamond

3. CSI IMPLEMENTATION

There are several key CSI programme implementation activities as well as several structures involved, as summarised by the figure below:

Figure 3: CSI implementation process

The major tools and elements of the CSI implementation at the national level include:

- Multiple surveys, including: (i) a **Population Survey**, based in Macedonia on a national representative sample, gathering the views of citizens on civil society and gauging their involvement in actions, groups and associations; (ii) an **Organisational Survey**, conducted in Macedonia through face to face interviews with 161 CSOs, measuring the meso-level of civil society and the defining characteristics of CSOs; and (iii) an **External Perceptions Survey**, carried out in Macedonia through face to face interviews and an online survey, aiming at measuring the perception that stakeholders, experts and policy makers in key sectors have of civil society's impact.
- 16 tailored **case studies** were carried out in Macedonia, which focused on issues of importance to the specific civil society country context (see Annex 3, list of conducted case studies).
- **Advisory Committee (AC)** meetings made up of civil society experts to advise on the project and its implementation at the country level.
- Six **regional focus groups** where 85 civil society stakeholders and representatives of other sectors were able to share their views on civil society's role in society.

Following this in-depth research and the extensive collection of information, the findings are presented and debated at the National Workshop, bringing together a large group of civil society and non-civil society stakeholders and allows interested parties to discuss and develop strategies for addressing identified priority issues.

This Analytical Country Report is one of the major outputs of the CSI implementation process in Macedonia, presenting the highlights from the research conducted, including summaries of civil society's strengths and weaknesses, as well as recommendations for strengthening civil society in the country. It will be accompanied by a Policy Action Brief, presenting key recommendations for follow-up by stakeholders, and a series of case studies, published under the title of *Civic Practices*.

4. LIMITATIONS OF CSI STUDY

CSI is the most comprehensive assessment tool of civil society. However there are still some limitations, mostly because of its intent to be global and to serve as quantitative comparison between different countries. There are two tensions within the CSI approach deemed most important to the Macedonia study; the global versus the national context, as well as the quantitative versus qualitative indicators.

CSI is based mostly on a North Atlantic understanding of civil society. Minor adjustments for national context are envisaged by the CSI methodology, but for the sake of comparability, the indicators cannot be modified. Yet, similarly, not all terminology is understood in the same way or has the same meaning.

The simplest example is that the word 'arena' is used in defining the concept of civil society, which in the Macedonian national context, and doubtless elsewhere, has a historic meaning of a place for a gladiatorial fight, and a contemporary meaning of a place for sport games.

But more important is an understanding of why certain indicators are different in different countries. Some differences can be explained with taking in account the differences of national cultures (Hofstede G., 2001, 2004). For example Macedonia scores high for CSOs practising democracy. Macedonia, understood in line with the Hofstede cultural dimensions, has a national culture which is high on power distance and masculinity (Kenig N., 2006). This implies a low expectation of a democratic style of leadership, and could perhaps explain a correspondingly relatively high democratic score, rather than actual democratic practices. The second example is trust in civil society. Macedonia scores 30.9%, which is low compared to other countries, but is high compared to general trust in Macedonia. This, in conjunction with low civic engagement, can be explained as a consequence of a high cultural

dimension of uncertainty avoidance.

Terminological limitations

The CSI project seems to blend the notion of social capital with that of civil society. It is not usual in the sector in Macedonia to understand some activities in the socially-based engagement dimension; for example, spending time with relatives or colleagues, as engagement in civil society.

CSI introduced some new terms in this phase, such as 'socially-based CSOs' and 'political CSOs'. These terms are new to Macedonian civil society, as well as with the general public, and there were difficulties in understanding these amongst participants in regional focus groups. This also made it difficult for the NIT to compare civic engagement with previous years, as previously the assessment was done for CSOs in general, without division into socially-based versus political.

Methodological limitations

Quantification: The scores of the CSI indicators are based only on surveys, and there is potential that this could lead to a simplified presentation of the state of civil society. Members of the AC and participants at regional focus groups questioned some scores; for example, those on financial sustainability or transparency. Financial sustainability means more than an increase or decrease in incomes and transparency means more than publishing financial information, as the indicators measure. Even though there is the possibility to provide more information in explanations of the scores, the reader will first see the quantitative score and only then will read the qualitative information.

Changes in the methodology in the second phase: Some of the relevant indicators from the previous CSI phase were excluded or reshaped, such as distribution of CSOs; self-regulation; tax laws favourable to CSOs; dialogue, cooperation and support with state and private sector; and corporate social responsibility. The NIT addressed these limitations by conducting case studies, as decreed by the new CSI methodology, for most of the missing indicators.

Implementation constraints

The CSI participatory approach has implications for the timeframe, costs and human resources involved in the project. In the case of Macedonia, there is no available financial support for assessing civil society, but also little support for civil society activities in general. This led to a delay of the CSI implementation for one year,³ until co-financing was provided by the United Nations Development Programme (UNDP) to complement the funds received from Evangelischer Entwicklungsdienst (EED).

Additionally, MCIC decided to add more qualitative methods and to expand the quantitative research, which additionally increased the costs and prolonged the implementation. The CSI Organisational Survey was conducted through face-to-face interviews with 161 CSOs, as opposed to the originally intended 100 CSOs. Authors of the case studies were chosen through an open public call in order to introduce different opinions about civil society and to motivate young academics to research civil society. The CSI Population Survey was conducted through three different population surveys enriched with additional questions in order to make more in-depth analysis (trust, social responsibility of citizens and societal values). All of this added to the burden of implementing CSI.

³ The training of NIT took place in September 2008, and CSI implementation started in October 2009.

II. CIVIL SOCIETY IN MACEDONIA

1. CONCEPT OF CIVIL SOCIETY

There is no common understanding of the concept or definition of civil society among experts in Macedonia. This is a result of the way civil society was established in Macedonia. This among other outcomes, influenced the creation of two unique characteristics: political orientation and normative approach. For further details, see the section on the history of Macedonian civil society below.

In the beginning of the transition to independence, the term 'non-governmental organisations' was introduced in Macedonia; the public recognised these as organisations related with foreign donors. The first criticism of this concept was from Ilo Trajkovski, who introduced the terms 'civil society organisations (CSOs)' and 'civil associations and organisations', as broader and more comprehensive definitions for civil society (UNDP, 1999).

Macedonia has a normative approach to civil society, with the relevant Law defining civil society as a 'value-driven' sector. The Law on Citizen Associations and Foundations of 1998 introduced its own definition: association, based on values and interests, which is positive, non-partisan and not-for-profit. This definition was also accepted in the new Law on Citizen Associations and Foundations, adopted in April 2010. This legal definition has at least three significant influences on the understanding of the concept of the civil society by the Macedonian public and experts. The first issue, resulting from the emphasis on positive values, is that organisations that call for racial, religious and national hatred or intolerance and violence are forbidden. The second issue is that civil society is distinct from political parties, as it must remain non-partisan. The third issue is that the relevant law does not define trade unions, chambers of commerce, churches and religious communities, the Red Cross and, of course, political parties; for these groups, there are separate laws. Some organisations, including MCIC, use and apply a broader understanding of civil society implied by the terms 'civil society organisations' (Klekovski, S. et al, 2006). However, this wider concept of CSOs still does not include all existing actors in civil society. Civic organisations do not recognise trade unions as civil society, while trade unions do not perceive civic organisations as legitimate actors in social dialogue. However, the first signs of cooperation on this front began in 2004, and were additionally motivated in 2009 by the establishment of the EU - Macedonia Civil Society Joint Consultative Committee, in which employers, trade unions and other interest groups participate.

Table II 1.1. Profile of the Republic of Macedonia

Country area: 25,713 km ²
Population: 2,052,722 (DZS, 2010-estimate)
Population density: 80.3/km ² (DZS, 2010)
Population below the age of 14: 17.7% (DZS, 2010)
Urban population: 57.8 % (DZS, 2010)
State system: Parliamentary democracy
Level of democracy according to Freedom House: partly free (2010)
Participation of women in the national parliament: 35% (Assembly of the Republic of Macedonia, 2011)
Language: Macedonian
Ethnic affiliation: Macedonian 64.2%, Albanian 25.2%, Turks 3.9% , Roma 2.7%, Serbs 1.8%, Bosniaks 0.9%, Vlachs 0.5 % and other (DZS, 2010)
Religion: Orthodox 64.78%, Muslim 33.33%, Catholic 0.35%, Protestant 0.03%, Atheists 0.17%, Other 1.34% (DZS, 2010)
Unemployment rate: 30.9 (DZS, 2011)
Human development level (index and ranking): 0.701 (71) (UNDP, 2010)
GDP/citizen: present prices 4,634 US\$, purchase parity power 9,350 US\$ (IMF, 2010 estimate)

Sources: State Statistical Office (DZS), UNDP and IMF

The agreed upon concept of civil society used in this report defines it as:

“Part of the social space outside family, state and market, which is created by individual and collective actions, organisations and institutions in order to advance common interests.”

This concept deviates from the one proposed by CIVICUS, only by replacing the word 'arena' with 'social space', as applied in the previous research (2004-2006). At that time political parties were excluded from the concept; however, in this report they are included.

The concept as defined in this way is broader than the traditional concept of Macedonian civil society. It was accepted in order to motivate further research on the concept by the public and experts. Still, the research team found it difficult to adhere to the wider concept compared to the traditional one. For most part, our research focuses on civic organisations.

CIVICUS prepared a proposed list of 20 categories of organisations to operationalise the definition of civil society. The task of the Advisory Committee (AC) and NIT was to adapt this proposal to the Macedonian concept. After discussions the NIT defined six basic categories. For the category of associations and foundations, 20 sub-categories of organisations were defined. Additionally, NIT included one new sub-category – consumer organisations, which did not appear in the previous phase of CSI. There is comparability between the Macedonian model and the CIVICUS list, with the exception of cooperatives and local neighbourhood units, which in Macedonia are an integral part of local self-government.

Table II 2.1. Categories of CSOs in Macedonia (2009)

1. Religious communities	6.7. Health and health care
2. Chambers of commerce and employers	6.8. Information
3. Political parties	6.9. Culture
4. International and foreign organisations	6.10. People with disabilities
5. Trade unions	6.11. Non-violence and tolerance
6. Associations and foundations:	6.12. Education and science
6.1. Democracy, human rights and rule of law	6.13. Organisations of consumers
6.2. Children, youth and students	6.14. Civil society development
6.3. Economic development	6.15. Rural development
6.4. Ethnic communities	6.16. Social care (humanitarian)
6.5. Women and gender issues	6.17. Sports, hobby and leisure
6.6. Environment and nature	6.18. Older people
	6.19. Professional associations
	6.20. Others

2. HISTORY OF MACEDONIAN CIVIL SOCIETY

Despite the general opinion that civil society emerged in Macedonia, alongside independence in 1991, there is a more significant tradition and role in the history of the country. Macedonia's independence and transition were not the beginning of civil society, but rather an important stimulus for its development and a significant increase of its role.

The history of Macedonia has had an important impact on the development of the country's civil society. Macedonia has only been an independent state since 1991, and has a long history of political, social and cultural subordination to foreign interests and states. This heritage created a situation where the public has an instinctive rejection of power, but also one of economic, social and cultural underdevelopment. Before the Second World War,

Macedonia was a semi-colonial rural state, with more than 70% rural population and a high illiteracy rate (67.5%, according to the census from 1931; UNESCO 1962:34).

Civil society in Macedonia had a significance impact during the period of national renaissance towards the end of 19th Century and the beginning of 20th Century. Literary and cultural circles were important elements in civil society. The Internal Macedonian Revolutionary Organisation (VMRO) was the key organisation in the independence movement.

After the Second World War, the establishment of the State of Macedonia, within the federal and socialist Yugoslavia, resulted in important economic, social and cultural development. The dominant role of the state, however limited space for civil society. A number of charity faith-based associations were functioning before the Second World War. Modernisation after the war provided the impetus for the emergence of many cultural and sports organisations, and later professional organisations. Still, control by the Communist Party, via the Socialist Association of the Working People, was strong throughout the entire period of socialism (1945-1990), as this body directly or indirectly covered all, according to the former terminology, societal organisations and associations of citizens. In this period, the role of the churches and religious organisations was suppressed, which resulted in almost complete absence of faith-based organisations.

The Republic of Macedonia was the only former Yugoslav republic to gain its independence without a war. The transition for Macedonia represented multiple challenges: from a federal unit to independence, from a planned economy to a market-based one, and from a single party system to a pluralistic democracy.

Table II 1.2. Number of civic organisations in Macedonia (UNDP, 1999; MCIC, 2003; Stojanova D., 2011)

Year	Total	Sports	Culture	Professional	DPZ ⁴	Other
1954	1,004	27.6%	10.3%	3.7%	55.6%	2.2%
1962	1,138	28.1%	11.4%	7.3%	41.0%	12.3%
1971	1,535	30.9%	8.4%	6.6%	45.3%	8.8%
1980	3,077	39.9%	9.1%	9.2%	23.7%	17.8%
1990	4,203	41.3%	11.1%	11.8%	14.6%	21.1%
1998	6,526	43.6%	13.1%	10.4%	5.9%	26.8%
2001	3,433	-	-	-	-	-
2003	5,769	35.4%	10.4%	6.7%	1.6%	45.9%
2009	10,700	27.6%	4.5%	8.1%	-	59.8%

A new wave of CSOs began with the transition, which led to a dramatic increase in civil society after 1990; hence the existence of civil society is often associated with the transition. At the early 1990s, foreign donors entered Macedonia; the Soros Foundation was the first in 1992. Foreign donors brought their own focal themes and resources with them, and influenced issues that were targeted by civil society.

During this period, two special characteristics of Macedonian civil society emerged, in comparison with Central and East Europe; these included a political orientation and normative approach evident in civil society. At the beginning of the transition, reformed communists (the governing party in Macedonia until 1998) introduced the concept of civil society and sponsored the re-emergence of 'non-governmental organisations' in order to offset the rise of ethnic nationalism and assert control over nationalistic elites. These elite groups, in essence anti-communist, correspondingly saw a threat in civil society, as it was offering a new Proletarian internationalism and betrayal of national interests (UNDP, 1999).

⁴ Voluntary fire associations

This is distinct from regional trends, where civil society re-emerged (after the communist interlude) from the neo-liberal 'New Right'. This division was bridged in 2000, when forces of the right joined civil society. The consequences of this exception are not fully understood; however, they are reflected with the parallel and relatively harmonious development of 'new' and 'old' forms of civil society. (Klekovski, S. et.al, 2006).

The second specificity is the predominant normative approach in the legislation, which influences the development of the value system of civil society and also, crucially, defined the way civil society responded to conflict when it reached Macedonia.

There was a significant restructuring with the adoption of the new Law on Citizen Associations and Foundations of 1998, forcing all organisations to re-register. As elsewhere in the Balkans, the war influenced the definition of the Macedonian civil society, with the effect that civil society in Macedonia is strongly based on values and commitment to peace. This is influenced by a long history of wars in Macedonia (such as the Balkan Wars of 1912/13 and the First and Second World Wars) and the fact that war was the largest threat for Macedonia in the 1990s with raging conflicts in neighbouring Croatia (1992-1995), Bosnia and Herzegovina (1992-1995) and Kosovo (1999). This commitment is all the more important as even the civil sector was ethnically based, with many CSOs following ethnic divisions. However, inter-ethnic relations and relations among CSOs existed (Klekovski, S. et al, 2006).

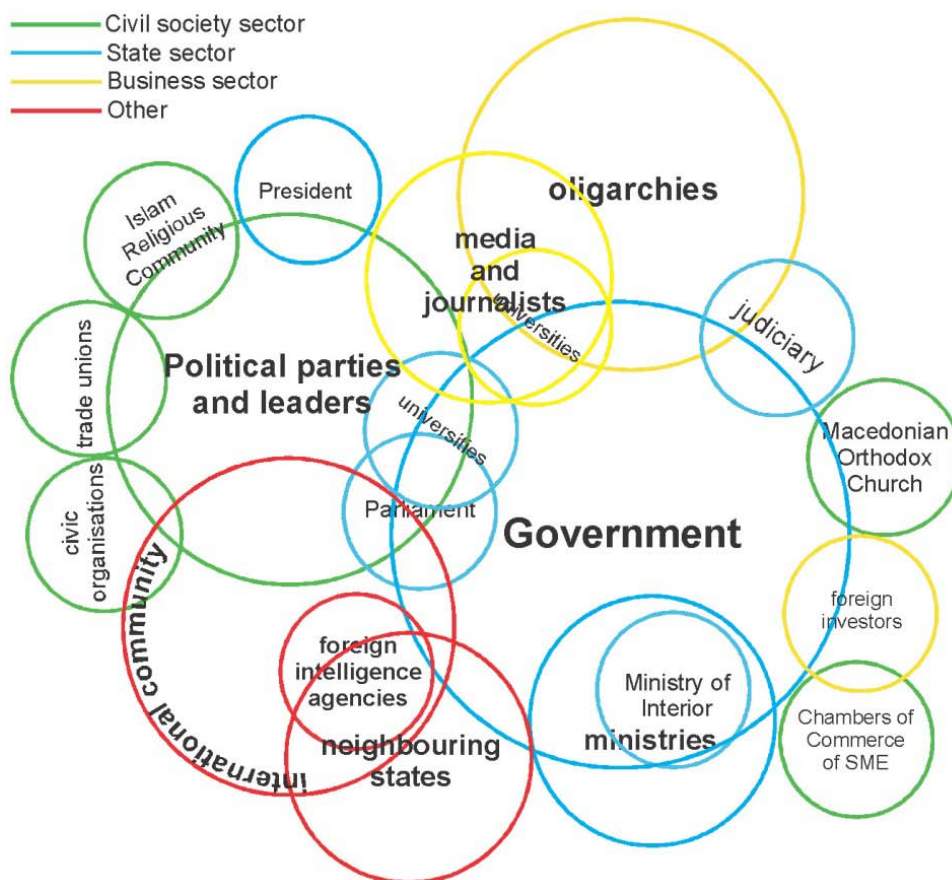
Civil society in Macedonia faced one of the biggest humanitarian crises in 1999 – the Kosovo crisis. Civil society mounted a social-humanitarian and peaceful response as a result. The crisis attracted a considerable number of large international humanitarian agencies and significant resources, which influenced the social-humanitarian character of the agenda of civil society for several years. A significant debate on civil society was caused by the 2001 armed conflict between the government and ethnic Albanian forces; with a follow-up debate taking place in 2002. The government, cornered for its errors and corrupt behaviour, reacted with a fierce attack on civil society which it labelled as the 'fifth column' of foreign interests; the same interests that Macedonia wants to integrate with through NATO and the EU.

The number of organisations has significantly increased from 5,769 in 2003 to 10,700 in 2009 and 11,326 in 2010 (see table II.1.2.). Causes influencing the increase in numbers included the significant alleviation of registration requirements with the amendments to the Law in 2007, as well as new financial perspectives related to EU integration. In April 2010, the new Law on Citizen Associations and Foundations was adopted. It broadens freedom for association, allows business activities and has introduced the status of an organisation of public interest.

European integration is an important challenge for Macedonia. Values as defined by civil society are becoming the backbone of Macedonian candidacy to join the EU, especially since candidate status for EU membership was granted in December 2005. European integrations will be a powerful driving force for further development of civil society. CSOs will likely be those implementing new values, such as participative democracy, inclusion, equality, transparency and accountability. This will inevitably lead towards conflict between 'old' values of authoritative governance, exclusion and corruption. Civil society will also play a significant role in achieving unity of simultaneously traditional and multicultural and multi-ethnic Balkan society with post-modern Europe. European integration, altogether with priorities of foreign donors moving towards other countries and regions, is a challenge for Macedonian civil society as it seeks to root itself further in the country, develop local financing and continue the process of building indigenous civil society.

3. MAPPING OF CIVIL SOCIETY

Figure II.3.1. Map of social forces



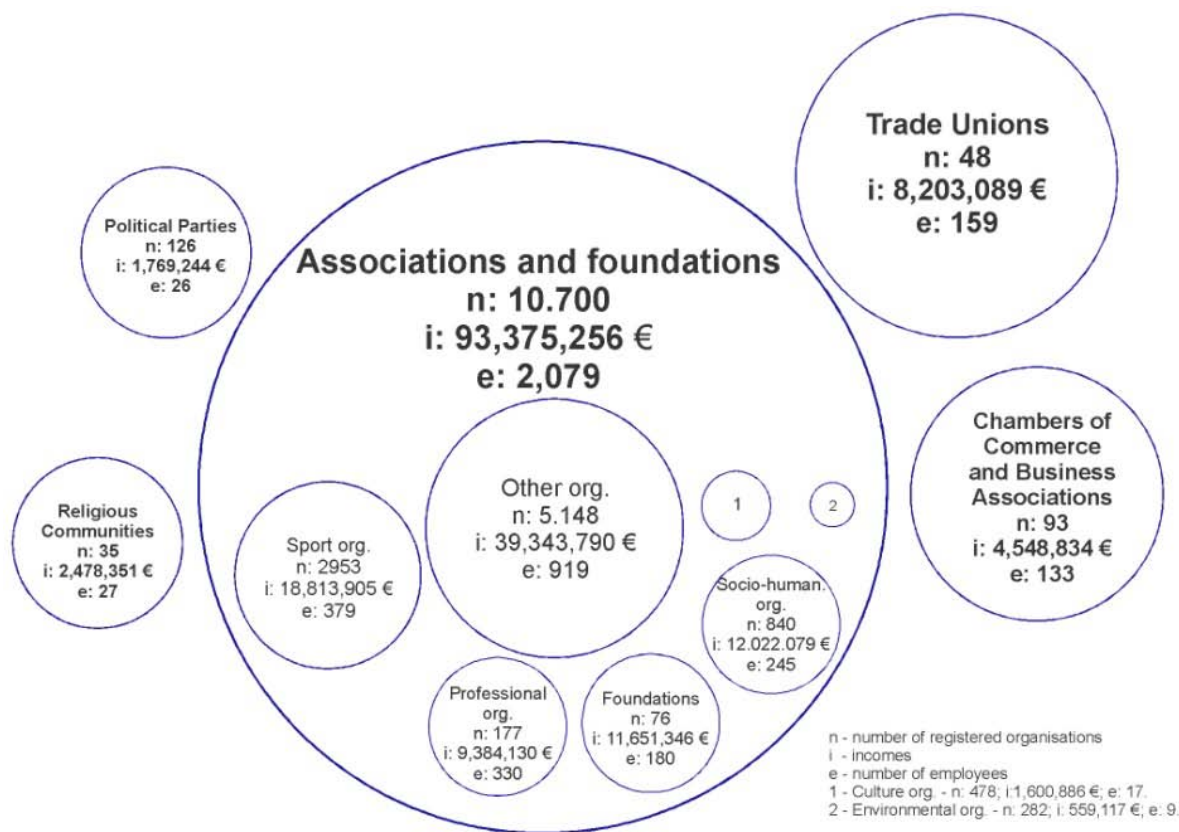
Three maps of the influential actors in the country were made for the purposes of researching social forces and civil society. The intention of mapping is to visualise the main forces in society in general and civil society in particular, as well as explore relations between these forces. The size of the circle denotes the level of influence, while colour denotes the sector it belongs to.

The Government of Macedonia has been placed in the centre of society. The government significantly overlaps with political parties and leaders, as well as the international community. Within political parties, the overlap is registered with all other remaining social actors. CSOs have certain relations with political parties and the international community.

The social forces map shows a narrowed political space and civil space while government and business (oligarchies) take up large space. There is also a corrupt relationship between oligarchies, political parties and the media. Institutions, such as parliament, judiciary, civil society and small and medium enterprises are closer to the margins. This narrow space is corrected by the international community, which has the most significant influence on the government, after political parties. The map of social forces has not changed drastically in comparison with the previous research (CSI, 2006).

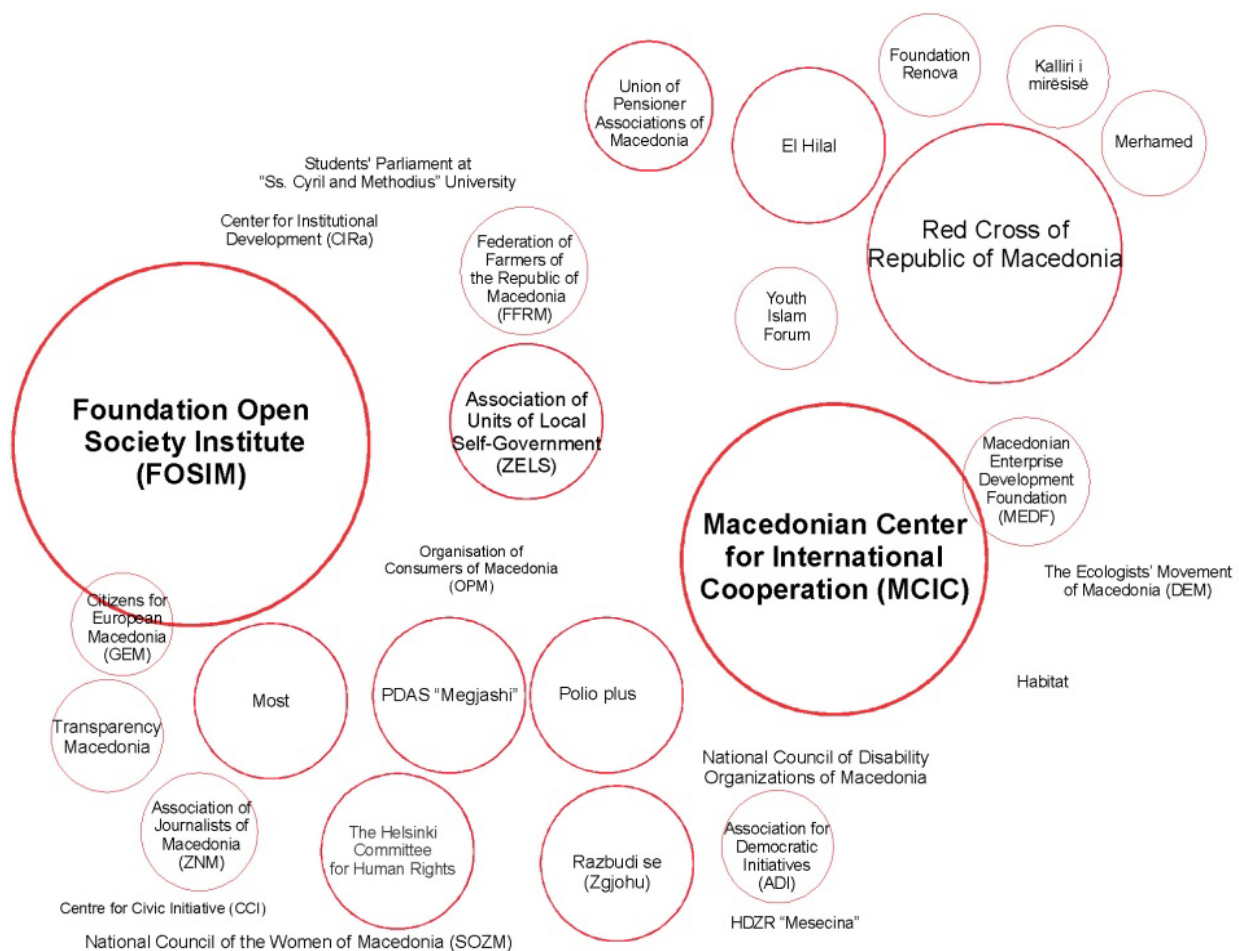
Civil society mapping was done in two phases. Firstly, the map was made in line with the defined concept of the five key domestic categories (according to Table II 2.1). In the second phase, the narrower concept of CSOs was used, according to those recognised as successful by citizens themselves.

Figure II.3.2. Map of civil society – based on number of registered organisations, annual incomes and number of employees in 2009



The mapping of the five key domestic categories was made according to the number of organisations, total income and number of employees in 2009, without researching mutual relations. The largest category is civil associations and foundations, including organisations for social and political activities. Next are trade unions and chambers of commerce, as well as business associations. These are then followed by political parties and religious communities. Due to separation between the state and church, data on religious communities are not realistic as churches do not submit reports. However, according to the NIT's perception, influence of these forces follows a different order to size – first political parties, then business associations, religious communities, civil associations and foundations and finally trade unions. The reverse proportional relations between the influence and resources of the organisations may be due to the close relationship they have with the government (see map of social forces).

Figure II.3.3. Map of civil society – based on recognition by the citizens as successful organisations in general or in specific sector



With the map of civil associations, a further mapping of forces was carried out, on the basis of the public perception of their success, without further exploring mutual relations (Klekovski et al., 2010). In the centre are the large organisations supporting of civil society: FOSIM and MCIC. As successful are recognised organisations from all categories, with more organisations active in democracy and human rights and fewer organisations in rural development. It may be inferred that within civil society, although not in the same extent as in the society map, there is concentration of power in fewer organisations, such as FOSIM and MCIC. In 2009, the 100 largest CSOs received 59% of the total income of all CSOs (Stojanova D., 2011). The novelty in the map, in comparison with the previous research, is the emergence of faith-based organisations, such as the Youth Islamic Forum and Merhamed.

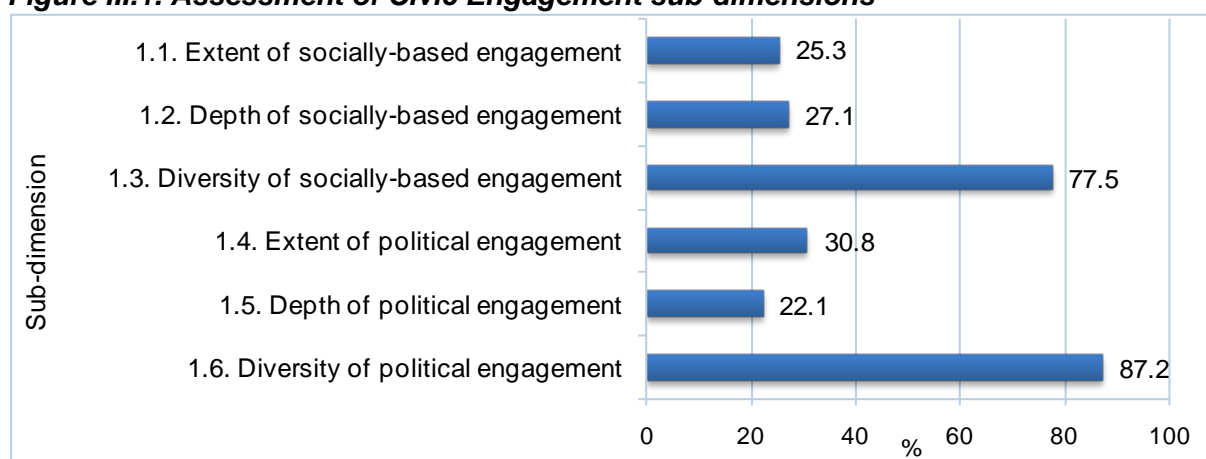
International organisations are not included in the map, unlike in the social forces' map, where the international community is influential. This may be due to the fact that although cooperation between local and international CSOs is often close, local organisations are more visible since they are the implementing organisations. On the other hand, international organisations are less visible since they mostly represent sources of financing. In Macedonia, there is absence of large foreign organisations such as Oxfam or CARE.

III. ANALYSIS OF CIVIL SOCIETY IN MACEDONIA

III.1. CIVIC ENGAGEMENT

The Civic Engagement dimension assesses the social and political engagement of citizens and examines the formal and informal activities of individuals in order to advance common interests at various levels, on a spectrum from recreation through to social and political interests. Socially-based engagement encompasses those activities that entail exchanges within the public arena in order to advance common interests, mainly of a social or recreational nature.⁵ Political engagement concerns activities where citizens try to advance common interests of a political nature, which often depend on the context in the country.⁶ The score of 45.0% indicates that only a minority of citizens participate in civil society and in other socially-based or political activities. The findings are based on the CSI Population survey.

Figure III.1. Assessment of Civic Engagement sub-dimensions



III.1.1. Extent of socially-based engagement

The extent of socially-based engagement assesses how many citizens are members or volunteers in at least one socially-oriented CSO, which is active in such areas as education, culture, health, sport and recreation, or who participate in activities of a social or recreational nature. The score of this sub-dimension is 25.3%, which indicates that a small minority of citizens is engaged in the public arena in order to advance common social interests.

A small minority of citizens actively participate and volunteer (14.9%, and 17.5% respectively) in at least one socially-based organisation. According to previous research (Klekovski, S. et al., 2007, 2008) participation, such as membership and volunteer work of citizens in CSOs was small, and was estimated at 10%.

Citizens are more engaged (43.5%) in more informal social activities. More specifically, several times a year they take part in activities that contribute to building social capital, such as sport clubs, hobby and leisure organisations, churches and religious communities, dancing schools, activities involving fellow colleagues and others. Socialising is also the best ranked motive to be generally involved in CSOs (Klekovski, S. et al, 2011). In 2010, 21.9% of citizens took part in community activities, such as municipal meetings where they discussed

⁵ For example, participation in charity kitchens, sport clubs or cultural centres.

⁶ For example, participation in protests or boycotts, signing petitions,

community issues or actions to clean streets. There was, however, a slight decrease when compared to 2009 (Klekovski, S. et al., 2011).

Table III.1.1.1. Membership in different sectors of socially-based CSOs (Klekovski, S. et al., 2010, 2011)⁷

Sub-sectors	2010	2009
Culture and education	8.3%	8.6%
Sport, hobby and leisure	8.2%	12.8%
Health and health care	6.1%	7.3%
Rural development	5.7%	6.1%

III.1.2. Depth of socially-based engagement

The depth of socially-based engagement looks at the frequency and intensity of the participation in which citizens engage, taking as its sample those people who reported being active to some extent. Around one fifth of the citizens (26.3%) who are active members of one social CSO are members of at least one other socially-based CSO, but an insignificant minority of at least 2.7% are multiple volunteers. On the other hand, a majority of the citizens (52.3%) who engage in the community (through sports clubs, or voluntary or service organisations) do so at least once or twice per month. Further, additional data tells us that a very small number of citizens (5.8%) invest more than 10 hours per year in activities beneficial for the community in which they live (Klekovski, S. et al., 2011).

III.1.3. Diversity of socially-based engagement

The diversity of engagement sub-dimension assesses the level of representation of distinct and customarily marginalised groups within civil society membership. The Population Survey tells us that the diversity of the CSO membership base is high, at 77.5%. This score is higher than that which the Advisory Committee expected, as they had estimated this indicator at the level of 47.9% when they discussed their perceptions of what Macedonia's CSI diamond would look like at the start of the process, and exceeds the equivalent score of the CSI in 2006. There is a substantial difference in social engagement based only on an ethnic basis, and then this is skewed towards ethnic minorities.

Table III.1.3.1. Participation of social groups within the active membership of social CSOs (CSI Population Survey)

Active members	Men	Women	Village	City	Ethnic Macedonians	Other ethnic communities
Active members of group in social CSOs	59.9%	40.1%	45.3%	54.7%	45.3%	54.7%
Total of the group in the population of Macedonia	50.2%	49.8%	42.2%	57.8%	64.2%	35.8%

III.1.4. Extent of political engagement

The extent of political engagement score assesses how many citizens participate in activities that have the aim of achieving an impact on policies and/or fostering social change in Macedonia. According to the CSI Population Survey, only a minority of citizens is politically engaged (30.8%).

Around one quarter (25.4%) of citizens are members of at least one organisation that has a political nature (26.3%), such as trade unions, political parties, environmental, professional,

⁷ Citizens were asked whether they are member and if they are, whether they are an active or non-active member in each of the listed types of CSOs working in different sectors. The percentage indicates how many citizens are active/inactive members of this specific type of CSOs.

and consumer organisations. Membership of political parties (37.5%) is larger than membership of trade unions (24.2%) and associations of citizens (24.7%).

Table III.1.4.1. Membership in different sectors of politically-oriented CSOs (Klekovski, S. et al., 2009, 2011)⁸

Sub-sectors	2010	2009
Social and humanitarian organisations	9.8%	13.9%
Children, youth and students	9.2%	10.0%
Environment and nature	9.1%	11.5%
Democracy, human rights and rule of law	8.8%	8.0%
Professional organisations	7.6%	8.8%
Women and gender issues	7.4%	8.8%
Consumer organisations	4.6%	3.8%

17.6% of the population volunteers in at least one politically-based organisation. Volunteering in political parties (13.0%) is bigger than in associations of citizens in general and trade unions (3.0%, and 9.0% respectively). Comparatively, a decline may be in effect, given that 17.2% rather than 13.0% volunteered in political parties in 2009 (Klekovski, S. et al., 2010).

Citizen participation in political non-partisan activities increased several times in the first 15 years since independence in 1991, (Klekovski, S. et al., 2006) but there has since then been a moderate decline. In total, 49.4% of citizens have participated in political non-partisan activities in the course of the last five years (2005-2010). 28.1% of them signed a petition, 38.8% participated in a protest, 14.3% in a boycott, and 5.9% participated in blocking roads and facilities (Klekovski, S. et al., 2011). On the other hand, the feeling of responsibility of citizens to participate in such activities has increased.

Table III.1.4.2. Feeling of responsibility of citizens to participate in political non-partisan activities (Klekovski, S., et al. 2008, 2009, 2011)

Year	2007	2008	2010
Feeling of responsibility	35.0%	62.8%	55.2%

III.1.5. Depth of political engagement

The depth of political engagement assesses the degree to which people involved in some kind of active political engagement take part often and with more than one organisation.

Similar to social organisations, approximately one fifth of citizens (21.0%) who are active members of politically based CSOs are members of more than one CSO of this kind. However, there is an insignificant minority (2.2%) of people who volunteer in one political organisation who volunteer in a second or more. Towards half of the citizens (43.0%) took part in frequent acts of political activism.

III.1.6. Diversity of political engagement

Most distinct social groups participate in political civil society activities, as the score for this sub-dimension is high at 87.2% which is double the predicted diversity score of the Advisory Committee at the start of the process, which predicted 42.5%, and higher than the assessment of the CSI of 2006.

⁸ Calculated on the same basis as table III.1.3.1.

Table III.1.3.1. Participation of social groups within the active membership of political CSOs (CSI Population Survey)

Active members	Men	Women	Village	City	Ethnic Macedonians	Other ethnic communities
Active members of the group in political CSOs	58.4%	41.6%	44.9%	55.1%	59.9%	40.1%
Total of the group in the population of Macedonia	50.2%	49.8%	42.2%	57.8%	64.2%	35.8%

Conclusions on Civic Engagement

1. A small minority of citizens are engaged (as members and volunteers) in one or more CSOs. The involvement of citizens in CSOs is small: 14.9% in social organisations, and 25.4% in politically-oriented organisations. Membership in civic organisations (associations of citizens) in 2010 is 24.7% and there were no significant changes in the course of the last five years.⁹ In the political sphere, parties are the most common vehicles for citizens' membership, while the most social active membership are based in churches and religious communities, with trade unions and associations of citizens at a similar level. Volunteering in CSOs has lower rates; under one fifth of citizens volunteer in at least one organisation, but hardly any volunteer for more than one.

Citizens volunteer up to 10 hours per year, which implies that the volunteer activities are mostly once off or one day engagements. Not having continuity in volunteer activities can indicate that citizens have not made these activities a habit and do not have the motivation to do something more (outside the family and personally) for the community and their compatriots.

2. Citizens participate more in informal activities than those which involve an organisation. Citizens participate in activities to advance common interest, and activities of a social and recreational nature are higher than participation in formal CSO activities. The opportunity to socialise is the most dominant motive for involvement of citizens in CSOs and results in higher levels of engagement in activities with other people.

Half of the citizens (49.4%) participated in at least one act of individual activism. Of this group, 38.8% participated in a peaceful protest/rally, 28.1% signed a petition, and at least 14.3% participated in a boycott. According to our other regularly gathered data, engagement in political non-partisan activities saw a moderate decrease after 2004, while the potential for participation increased (those that have not participated so far, but stated that they would).

3. Citizens prefer to participate occasionally in activities for the attainment of common interests. Citizens are not consistent in volunteering; they volunteer up to 10 hours per year. Moreover, their involvement in one-off activities is higher than in organisationally-led and presumably more systematic ones. This ad-hoc engagement in one-off events does not necessarily lead to sustained follow-up actions than entail an affiliation with an organisation.

4. Different socio-demographic groups are engaged in civil society. There is a high level of diversity of participation in civil society, in both social and political activities. This indicates that most social groups, such as women, rural people, members of minority ethnic groups, or poor people are present in civil society. The high score is different from the one predicted by members of the Advisory Committee at the start of the research activities. It is also different from the score given in CSI in 2006. At that time, it was inferred that the representation of the

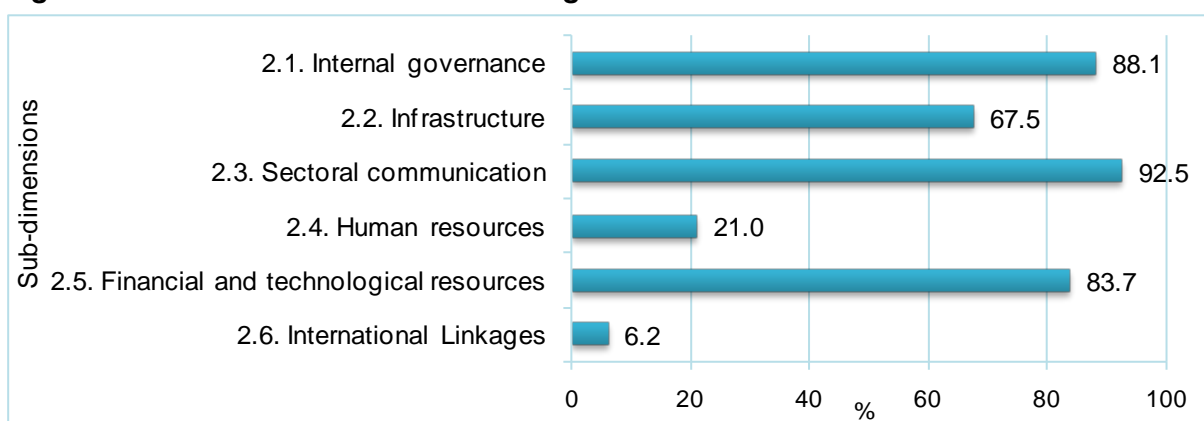
⁹ MCIC measures on regular basis membership per legal form of association i.e. membership in political parties, trade unions, churches and religious communities and associations of citizens. All of these forms of associations are regulated by separate laws.

rural population was extremely low, and that women, poor and ethnic communities were less represented as members of the civil society.

III.2. LEVEL OF ORGANISATION

The Level of Organisation dimension assesses the degree of institutionalisation of the civil society sector. It examines the presence and conditions of the internal structures and external connections necessary for the healthy functioning of civil society in Macedonia, drawing its data largely from the Organisational Survey. The score for the dimension is 59.8%.

Figure III.2.1. Assessment of Level of Organisation sub-dimensions

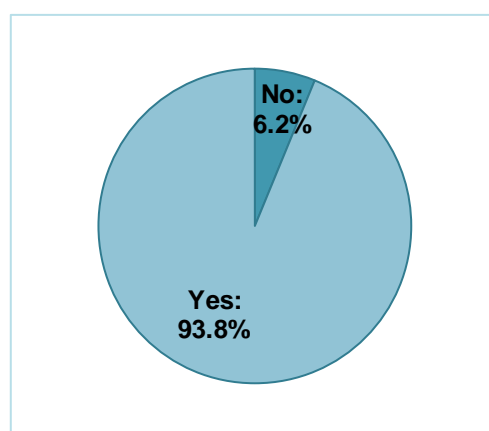


III.2.1 Internal governance

Internal governance structures are evaluated via the existence of division between non-executive (managerial) and executive functions in CSOs. 93.8%, a vast majority, of CSOs that participated in the CSI Organisational Survey stated that there was a division between these functions in their organisations. Subsequently, a large majority (88.1%) responded that there was a management body in their organisations.

This self-perception is in contrast with the practices researched in previous surveys and the statements of participants in the regional focus groups. It often happens that the same people perform both the managerial and executive functions. Most organisations lack effective systems and procedures (CSR Forum, 2007; MCIC, 2006).

Figure III.2.1.1. Presence of a managerial body



III.2.2 Support Infrastructure

CSOs have well developed mutual relations and there is a significant level of connections provided by networks, associations or similar organisations. Around two thirds (67.5%) of CSOs are members of networks at national or international levels, which confirms previous research conducted by the Macedonian Center for International Cooperation (MCIC) on networking (Klekovski et al. 2006, Gaber-Damjanovska N., 2007). The majority of CSOs are members of at least one network, but also of more than one, which can be interpreted as a confirmation of the benefit of the networking.

On a scale of one to five, where one is poorest, and five is the best, a sample of CSOs were asked for a case study commissioned as part of CSI to assess the level of cooperation; those surveyed rated it at 2.75. The members see the main value of the connection as being for

capacity strengthening (65.8%) or for more successful lobbying (55.3%) (Rizankovska, J., 2011).

Support for CSOs has decreased since 2004, when the CSI research was conducted for the first time.¹⁰ The organisations that offered a free technical aid, training, advice or grants for Macedonian CSOs did not provide financial support for continuation of this type of activity. At the moment, the structure for support of CSOs comes from the EU supported project, TACSO – Technical Assistance to the Civil Society Organisations.

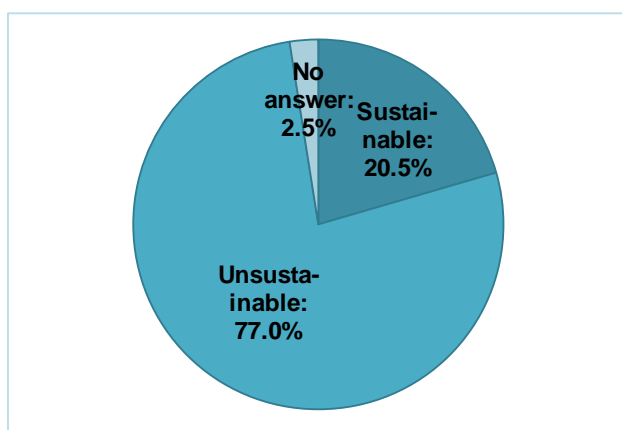
III.2.3. Sectoral communication

A large majority of CSOs stated that they had recently held meetings or exchanged information with other CSOs working in the same sector, scoring 91.3% and 93.7% respectively. The effectiveness of meetings and the exchange of information could be subject of further analysis. A small minority (29%) of CSOs thought that sectoral communication was at significant level in the first phase of CSI (Klekovski, S. et al, 2006).¹¹

However, participants in several regional focus groups indicated that there was a lack of spatial, and often financial, possibilities for joint meetings. Events and other activities contributing to the improvement of communication and cooperation among CSOs, such as several regional NGO fairs, are no longer held regularly, and the CSO directory is not updated. Existing databases have not been updated for three years, and email lists tend to be limited to those who managed to enter the contact lists of certain networks or to attend events taking place in the capital (Rizankovska J., 2011). Currently, the NGO Info Centre on its website publishes information on activities of CSOs in the section entitled '*Civil Scene*' (NGO Info Centre, 2011).

III.2.4. Human resources

Figure III.2.4.1. Human resource sustainability



80.7%, a vast majority of CSOs, are based on individual membership, or a volunteer basis (87.9%), according to the CSI Organisational Survey. A further large majority of CSOs (89.3%) either have no paid personnel or fewer than 10 people who are paid for their work.

A high number of CSOs that base their work on volunteers, and a small number of organisations that have paid personnel, could imply a lack of sustainability of human resources in the sector. Indeed the majority of CSOs (79%) are deemed by

the CSI calculation not to have a sustainable resource base, i.e. volunteers make up more than 25% of the organisation's average staff base. There are 2,424 employees in CSOs (2,079 in civic organisations) in 2009, which is 0.4% from the all employees in Macedonia (Stojanova, D., 2011).

¹⁰ At that period there were a number of CSO support centres that were operating. 12 of them were part of the Foundation Open Society Institute Macedonia (FOSIM) project, financially supported by Swiss Development and Cooperation Agency (SDC) and European Union (EU), and six by the European Centre for Minority Issues.

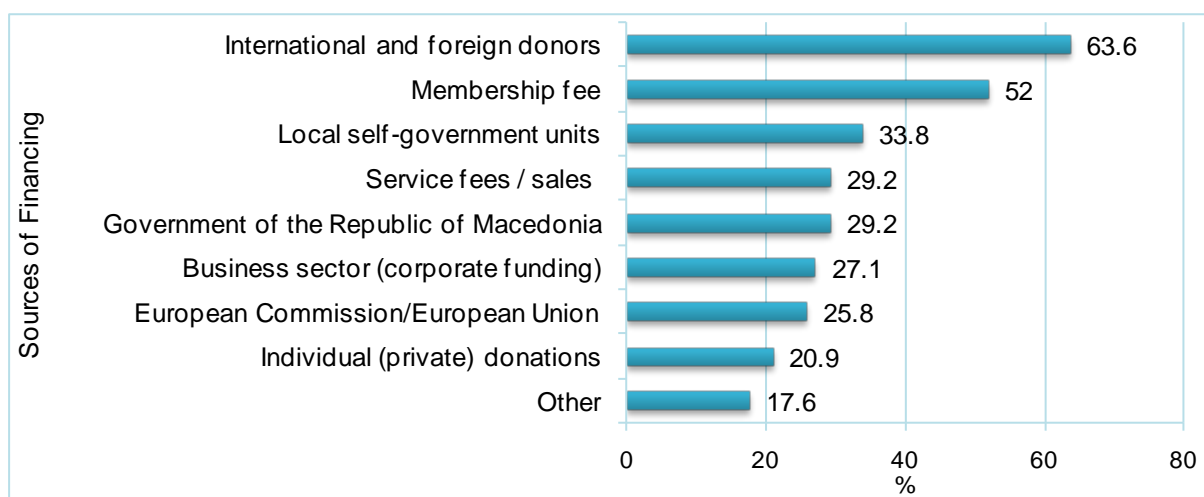
¹¹ The findings of organisational surveys of the two phases of CSI cannot be easily compared, because of the methodological differences in the questions and the way they are implemented.

III.2.5. Financial and technological resources

A significant majority of CSOs, over 70%, which participated in the CSI Organisational Survey indicated by the measurement CSI employs that they are financially stable. Financial sustainability was assessed by comparing revenues and expenditures between the two most recent years. For most organisations, both the revenues and expenditures in 2009 had increased or stayed the same as in 2008, while for a small number, they had decreased. There is relative financial sustainability of both the incomes and number of employees of CSOs, after a fall in 2006/2007. The number of CSOs that submit financial reports¹² increased over the years, and that can be seen as connected to a positive change in distribution of incomes in civil society as well as in concentration of funds. In 2006, 72% of the incomes of the associations and foundations went to the largest 100 organisations, while 59% in 2009. Also, the incomes of the trade unions and chambers of commerce/employers organisations are increased (Stojanova, D., 2011)

CSOs in Macedonia have diverse sources of financing, and it is rare for one source to comprise more than 80% of the total budget of an organisation. International and foreign donors, including the European Union, are the main source of financing for the majority of CSOs in Macedonia, but it is not negligible that the membership fee is also one of the sources of financing for the majority of CSOs (51.2%). The smallest components in sources of financing are citizen donations, membership and corporate donations.

Figure III.2.5.1. Sources of financing of CSOs in 2009



Most CSOs have a small funding base. 85% of associations and foundations have an annual budget of under 100,000 denars (approx. 1,626 EUR/2,298 USD) (USPPFT, 2011). More information on incomes and other resources of CSOs are given in Appendix 5.

Table III.2.5.1. Annual budget of associations and foundations¹³

Annual budget (in denars) ¹⁴	Number of CSOs
0 – 100,000	9,636
100,001 – 500,000	672
500,001 – 1,000,000	325
1,000,001 – 5,000,000	488

¹² According to the Law for Accounting of Non-Profit Organisations, organisations that have an annual budget smaller than 2,500 EUR are not obliged to submit annual financial reports to the Central Register of Macedonia.

¹³ Annual budgets of political parties, trade unions, churches and religious communities as well as chambers of commerce and associations of employers are not presented.

¹⁴ Exchange rates on 24 March 2011 according to National Bank of Republic of Macedonia were 1 EUR = 61.5038 MKD, 1 USD = 43.5086 MKD.

5,000,001 – 10,000,000	106
10,000,001 – 50,000,000	107
50,000,001 – 100,000,000	11
Over 100,000,000	5
Total associations and foundations	11,350

Regarding technological resources, the vast majority of organisations stated that they had full access to such resources as phone and internet. An insignificant minority of 5% of the surveyed CSOs had no sustainable access to telecommunication services.

Another significant technological resource, especially for the transparency of CSOs, is having a website. 74.5%, a high majority of the surveyed organisations, stated that they had a webpage. The analysis that MCIC made showed, however, that out of 11,350 associations and foundations, only around 6% were found to have web pages, half of which are active. A large majority of those that have websites share their contact data on them. Social media platforms are used by a small number of organisations, 10% of them, or 0.6% of the total number registered, and the most used is Facebook (Ristovski, B., 2011).

III.2.6. International linkages

The ratio of the number of international organisations that are present in Macedonia and the total number of INGOS worldwide as registered on the database of the Union of International Associations (13,799) is 6.2.¹⁵ The score suggests that Macedonian CSOs do not have enough international linkages. This is, however, contradicted by the answers of the CSOs given in the CSI Organisational Survey: 55.1% of surveyed CSOs said that they are a member of at least one regional (Balkan) or international network.

Conclusions on Level of Organisation

1. CSOs self-perceive that they have good governance structures. A large majority of CSOs responded that they have a division between the non-executive and executive functions and have a formal steering committee. There needs to be further analysis as to what extent this division is essential and how often the occurrence is that regardless of formal structure the same people hold both the executive and the managerial functions.

2. Macedonian CSOs report being part of networks with a good level of communication and cooperation among themselves. Around two thirds of Macedonian CSOs stated that they are members of networks at a national or international level. This information, together with the fact that many organisations are also members of more than one network, can be interpreted as a confirmation of the benefits of networking. The main reasons for networking are capacity strengthening and more successful impact.

3. CSOs highly rate sectoral communication. A large majority stated that they had held meetings or exchanged information with other CSOs over the course of the last three months, but we have also seen limitations, not least financial, on networking. CSOs also do not sufficiently use web/social media opportunities.

3. Sustainability of CSOs remains a challenge. Human resources are one of the weakest points of the level of organisation of CSOs. A large majority of organisations surveyed either have no paid personnel, or a small number. Only around one in five CSOs can be deemed to have a sustainable resource base.

¹⁵ MCIC and CIVICUS: World Alliance for Citizen Participation would like to thank the Union of International Associations for their collaboration with the CSI project in providing this data.

The majority of CSOs have a stable budget. Although international and foreign donors, such as the European Union, remain dominant sources of financing for the sector, they are a dangerously dependent source for only a small minority of organisations. The smallest contribution to funding is donations from citizens. A large majority of CSOs, 85%, operate on very small budgets equivalent to approx 1,626 EUR or 2,298 USD, which is only three average gross salaries.

III.3. PRACTICE OF VALUES

This part of the research concerns the values within CSOs, and the extent to which they are practised as well as endorsed. The data that the analysis for this dimension draws upon originates primarily from the CSI Organisational Survey. The Practice of Values covers five sub-dimensions of civil society: democratic decision-making governance; labour regulations; code of conduct and transparency; environmental standards and perception of values in civil society as a whole.

The general score of this dimension is 57.7%, which is the second highest score of the other dimensions. The highest score within this is for code of conduct and transparency (81.9%), and the lowest is for labour relations (37.3%). The sub-dimension measuring the perception of values in civil society as a whole scores 52.6%. The sub-dimensions of the Practice of Values are analysed below.

Figure III.3.1. Assessment of Practice of Values sub-dimensions



III.3.1 Democratic decision-making governance

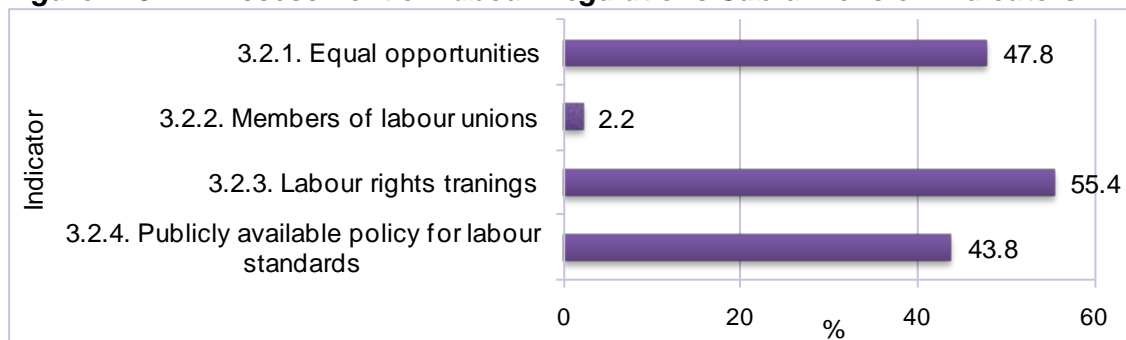
This sub-dimension indicates how democratic CSOs are in making their decisions. The majority of CSOs researched - 76.4% - report making their decisions in a democratic way. This means that the main decisions in their organisations are made by elected executive boards, elected presidents or directors, or the members. In the survey performed for the CSI case study 'Analysis of Internal Accountability with the Leading CSOs in the Republic of Macedonia' (Marković, N. 2011), 68% of CSOs surveyed stated that strategic goals and decisions are made via their assembly as the highest body. Representatives of CSOs in the regional focus groups most often mentioned democratic decision making as one of the strengths of civil society.

III.3.2 Labour regulations

The sub-dimension of labour regulations assesses the rights of employees in CSOs and the policies established to implement and enable access to these rights. Worryingly, this sub-dimension has the lowest score within the practice of values dimension (37.3%). Labour regulations have been assessed through four key indicators: equal opportunities, membership of trade unions, trainings on workers' rights and publicly available policies on working standards. 55.4% of CSOs hold organised trainings through which they introduce new colleagues to the work. Fewer than half of the organisations surveyed - 47.8% - stated that they had written policies on equal opportunities for women. It is interesting to note that this percentage increased by 6%, when compared to the results of the previous CSI research conducted from 2004 to 2006. Just 43.8% of organisations have publicly available policies on working standards, however 84.9% of those without these stated that they would introduce such policies in the future. The indicator for membership of trade unions for CSO staff scored

just 2.2%, reflecting the almost complete non-existence of a trade union representing those employed in the civil society sector.

Figure III.3.2.1. Assessment of Labour Regulations Sub-dimension Indicators



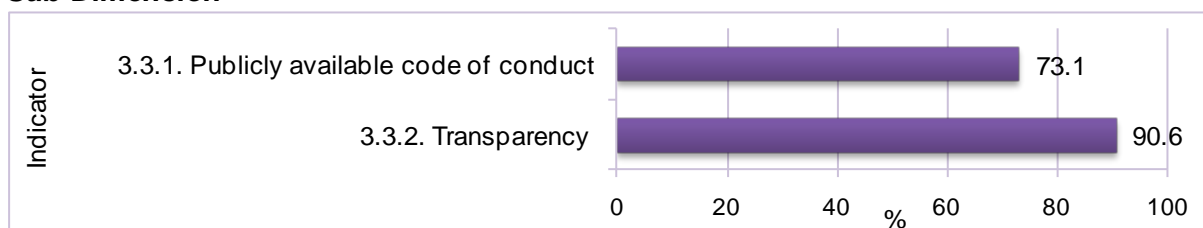
III.3.3 Code of conduct and transparency

This sub-dimension scored a high 81.9%. Apart from the high percentage of organisations that have a code of conduct for their personnel (73.1%), 11% more state that they would practice such a code in the future. From these results, it would seem that civil sector is attentive to the issue of transparency, because a 90.6% majority of organisations surveyed also stated that their financial reports were publicly available. Many are published on websites, in CSO reports, or partly in the media. Most CSOs responded that the financial reports were available in their offices however.

The CSI case study exploring internal transparency (Marković, N. 2011) indicates that for 90% of organisations, all members have insights into the project work of the organisation; while a smaller number (63%) were able to access the financial data. For 26% of the organisations some members have these insights, while in 11% of the organisations, this is the privilege only of the management.

However, regional focus groups see transparency rates, especially financial, as particular weaknesses of CSOs, unlike the high rates of those surveyed in the CSI Organisational Survey. One possible explanation for the two different perspectives is that the CSI indicator for transparency uses as its measure only the public availability of financial reports; yet summary financial reports by themselves are not a guarantor of financial good practice or transparency. The high scores captured by the CSI study in this indicator and sub-dimension should therefore be treated with a note of caution, particularly when qualified by the findings of the regional focus groups. In terms of broader accountability to stakeholders, meanwhile, the CSI case study found that the most preferred mechanism for sharing information with membership bases are regular meetings (79%), annual reports (63%), web pages (58%) and e-mail (53%) (Marković, N., 2011).

Figure III.3.3.1. Assessment of Indicators for the Code of Conduct and Transparency Sub-Dimension



III.3.4 Environmental standards

Responsibility for environmental protection is both moral and legal, and concerns citizens individually, as well as civil society as a whole. This sub-dimension scored 40.5%. Attitudes to the environment are assessed according to a single indicator: the existence within organisations of publicly available policies for environmental standards. A small number of organisations (40.5%) have such policies, but there is an awareness of the need for increasingly practising such standards, with 88% of organisations answering that they would introduce such standards in the future.

These results obtained on the issue of environment were better than the views of citizens, as captured in an MCIC research study, 'The Social Responsibility of Citizens'. According to this research, only one in five citizens (21.3%) feels the responsibility for environmental protection. They supported the standards and measures for environment protection, but also had great expectations from the government in this sphere (Klekovski, S. et al., 2009).

III.3.5 Perceptions of values in civil society as a whole

This last sub-dimension gives an overview of the values perceived to be held within civil society, with the overall score of 52.6% generated through five indicators.

The first indicator, with a score of 20.0%, concerns the perception of CSOs on the usage of violence by civil society. Given that a high score implies less tendency for violence, this is a disturbing score. It is calculated from responses to two questions. In the first, only a minority of surveyed CSOs (40.4%) said that there were no forces in civil society that use violence to express their own interests, while 36% felt that there were such. The second question asks about the weight of those forces within civil society. More encouragingly here, 80.7% of those organisations that responded that there was violence (36%) also think that such groups were isolated and rare.

Protests at Makedonija Square

One rare event when citizens demonstrated violence took place in March 2009. There was a physical confrontation of two groups of citizens at Makedonija Square in Skopje. The background of the event was the 'Skopje 2014' project. The project concerned the planning and regeneration of the centre of Skopje, with many feeling that serious problems were posed by the project, including the "scope and enormous finances... given for its implementation and the absence of public and expert debates on the architectural solutions planned" (Miševski, D. 2011). One of the architectural solutions, the construction of a church, was a direct reason for the protest announced by 200 students, an informal association of the First Arch Brigade, which they called 'The First Architectural Uprising', who stated that the city "drowns in unseen kitsch with unforeseen consequences." According to them, the protest was "against building the facility on the square, and not against building a church," which, according to the students, would suffocate the area of the square. A group of people, larger than the protestors, gathered at the square before the scheduled protest time, in opposition to the students, and supporting the construction of the church. The counter-protestors yelled insults at the students, went around the police and started to beat the students, kicking and punching them. The police did not react, and the protest ended with several injured. The affair continued with political parties levelling accusations at each other that their political opponents had been responsible for organising one or other of the groups of citizens (Dnevnik, 30 March 2009).

One interesting component to the event was the mobilisation of citizens on both sides, which was largely helped by the social media, primarily through Facebook (Trošanovski, M., Popović, M., 2011).

The complex interactions and approaches taken by political parties towards CSOs are explored by the MCIC research study, 'Trust in Macedonia'. Over 50% of citizens think that political parties

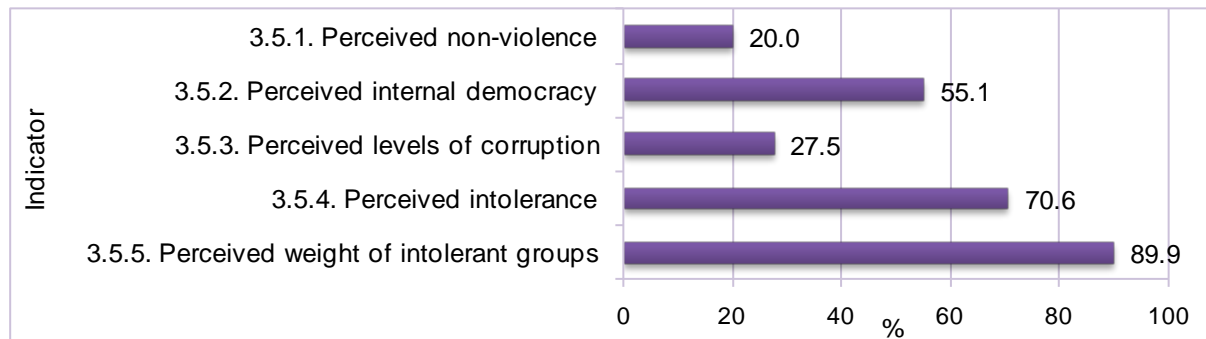
and their leaders, when it suits party interests, claim the views of CSOs, and that when it does not suit party interests, condemn them as close to the other (Klekovski, S. et al., 2010).

The second indicator in this sub-dimension assesses perceived internal democracy within CSOs. According to the responses gathered, for 55.1% of organisations surveyed, it is significant, while 44.9% assess it as limited or insignificant. It is interesting to note that more CSOs report practicing democracy internally than believe is practised in the sector as a whole.

The perceived level of corruption in civil society is the third indicator influencing overall the perception of values, and scored 27.5%. 39.1% of organisations reported that cases of corruption are occasional, while for 25.4%, cases of corruption are very rare. Corruption was perceived to be a frequent occurrence by 23.2% of respondents, and as a very frequent occurrence by 10.1%. A contrast exists here between these percentages of respondents reporting corruption (33.3%) and the high levels of transparency of financial information (90.6%) reported earlier. Also, civil sector in the Global Corruption Barometer (Transparency International, 2009) is at the bottom of the corruption list; it is one of the last corrupt sectors.

The fourth indicator, perceived intolerance, scored 70.6%; this shows that the majority of CSOs perceive that there is no, or only one or two, examples of CSOs that intolerant and discriminatory. The minority of those surveyed (29.4%) know few examples of explicitly racist, discriminatory or intolerant forces of the civil society. The fifth indicator, the perceived weight of intolerant groups, scored 89.9%. This is because most CSOs surveyed believed that they are marginal actors (54.1.0%), or that they are completely isolated or strongly condemned by civil society as whole (35.8%).

Figure III.3.5.1. Assessment of the indicators of perception of values in civil society as whole sub-dimension



Conclusions on Practice of Values

1. CSOs have a high opinion of their level of democracy. 76.4% of CSOs stated that the main decisions are made by elected rather than appointed bodies, while over half, 55.1%, considered the role of civil society in democratic decision-making governance to be significant.

2. CSOs report that they have good levels of organisational practices and transparency. 90.6% of organisations stated that they make their financial reports publicly available, and 73.1% make their code of conduct available. Generally, there are signs that there is also an awareness of the need to improve policies on labour regulations and environmental standards.

3. CSO tend to promote non-violence and tolerance, with isolated violent or racist groups or incidents. 52.8% of CSOs believe that there are no forces that use violence to pursue their own interests. While 47.2% believed that such forces did exist, 81.7% of these

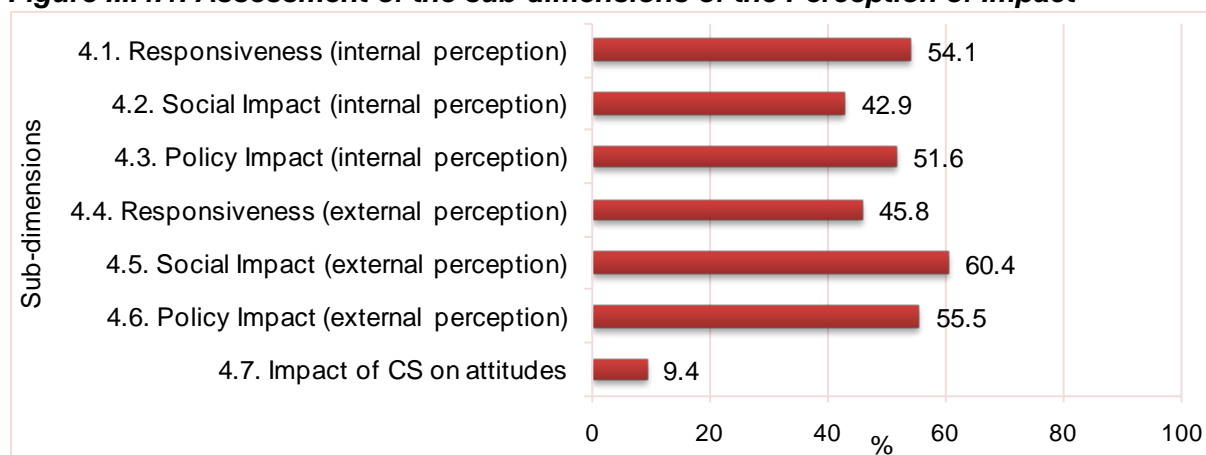
considered that such groups and incidents are isolated and rare. Examples of racist or discriminatory organisations are rare, and tend to be isolated and strongly condemned.

4. Corruption in civil sector is rare or very rare. 66.6% of respondents thought that the occurrence of corruption is non-existent or it was rare and very rare, as opposed to the 33.3% who think that it is frequent or very frequent. The researchers were however uncertain whether in answering this question the respondents were able to distinguish between corruption, abuse of funds and duty, or money laundering.

III.4. PERCEPTION OF IMPACT

This section aims to analyse how successful civil society in Macedonia is in achieving impact on society and policies. Measuring impact is, of course, an elusive and difficult affair, but the CSI focuses here on measuring the perceptions of impact, attempting to build up an accurate picture by consulting two distinct sources, CSOs themselves, through the Organisational Survey (internal perceptions), and informed people from outside the sector (drawn from the executive, legislature, judiciary, private sector, media and academia) through the External Perceptions Survey. The perception of impact score resulting is an average 45.7%.

Figure III.4.1. Assessment of the sub-dimensions of the Perception of Impact



As comparison is the essence of capturing data from two different sets of stakeholders, the two responses – internal and external perceptions – have been grouped side by side.

III.4.1. / 4.5. Responsiveness (internal and external perception)

The responsiveness scores measure the impact of civil society in areas which are key social priorities for citizens. The CSI methodology scores the responsiveness sub-dimensions by examining perceptions of responsiveness to two key issues of the day, but the research process in Macedonia identified four pressing issues: poverty, employment, service provision and empowering citizens. The Advisory Committee determined that the two issues which should be used as the basis of the scoring were poverty and citizens' empowerment, but the research should examine all four. In comparison, the 2006 CSI looked at the issues of service provision and citizens' empowerment.

The score for the internal perception of responsiveness shows a gap in external perceptions, with scores of 54.1% compared to 45.8% respectively. According to internal perceptions, 78.9% of CSOs surveyed believe civil society has had an impact on empowering citizens, while 55.4% believe there has been an impact on providing services for meeting social needs. There is a smaller percentage of CSOs which believe civil society as a whole has had an impact in poverty alleviation (29.2%) and employment (14.4%).

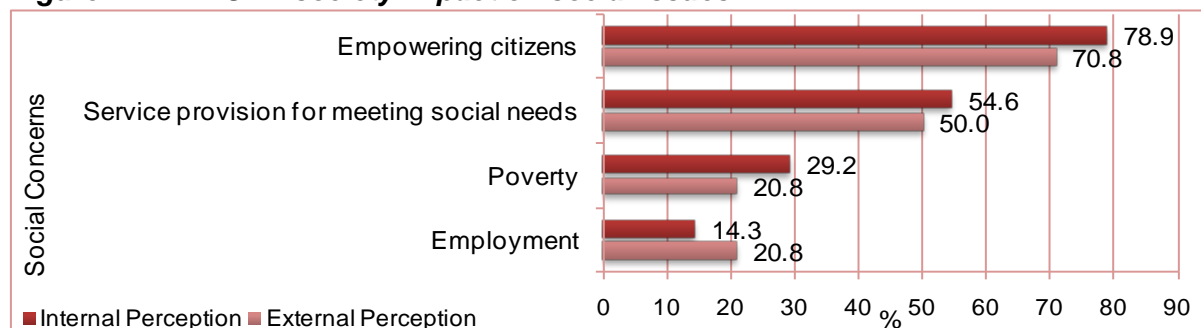
According to the external perceptions, meanwhile, 70.8% of external stakeholders surveyed believe civil society has an impact on empowering citizens and 50.0% believe there is an impact by civil society on providing services to meet social needs. There is a smaller perception of impact in the fields of poverty alleviation (20.8%) and employment (20.8%).

Citizens' own assessment of impact can be assessed partly through the level of recognition of CSOs. In 2010, regarding the fight against poverty alleviation, 38.3% of citizens could name a successful organisation (compared to 52.2% in 2008 and 29.9% in 2007), while 9.5% of citizens knew a CSO which contributes to employment (Klekovski et al, 2010). These

figures would appear to confirm the findings on internal perception of impact, that there was been limited apparent impact on issues of poverty alleviation and employment.

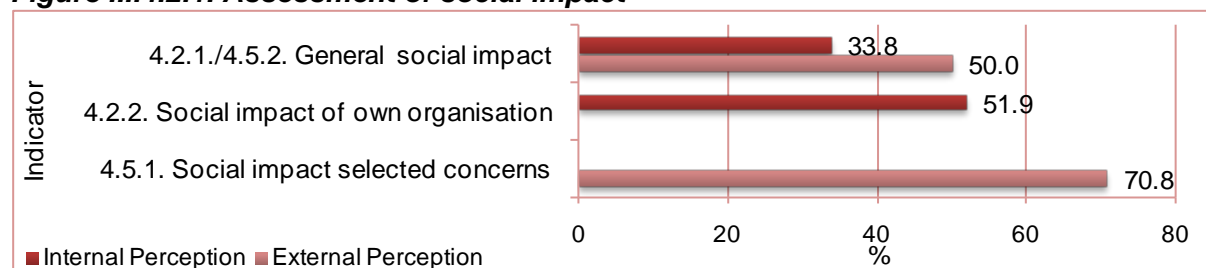
III.4.2./4.5. Social impact (internal and external perception)

Figure III.4.1.1. Civil society impact on social issues



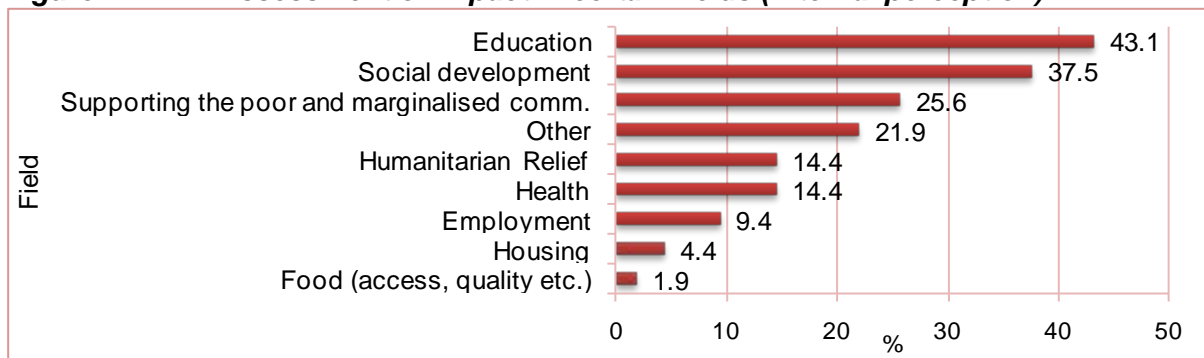
Both internal and external stakeholders were asked to assess the general impact of civil society. Issues that are covered have been listed in Figure III.4.2.2. The internal perception is 42.9%, while the external perception is 60.4%.

Figure III.4.2.1. Assessment of social impact

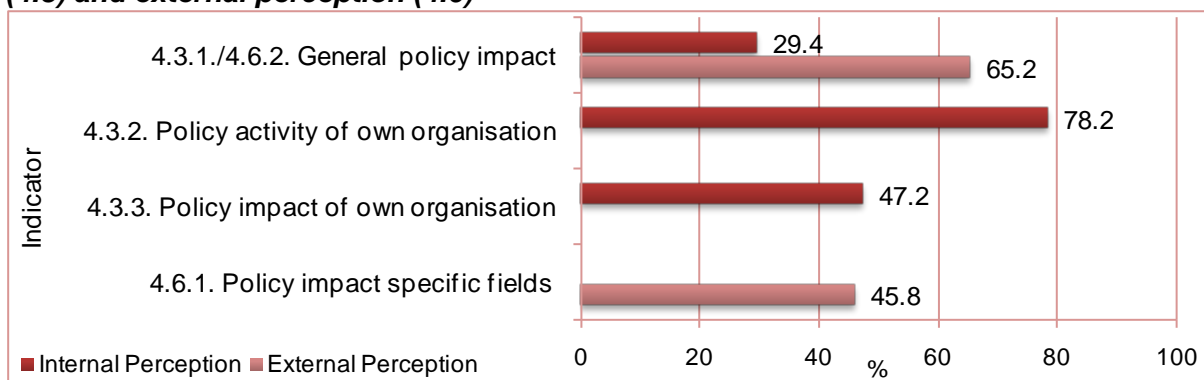


33.8% of the CSOs surveyed said they believed civil society has had an impact on society as a whole. A larger percentage (51.9%) believes their own organisation has had an impact on the key fields selected. Interestingly, external stakeholders had a much higher view of civil society's impact on social issues: 50% of the external stakeholders felt civil society had a general social impact and a large portion (70.8%) of those stakeholders felt civil society had impact on the selected fields. The similarity of the external general impact perception (50%) and internal perception of the social impact of the civil society respondent's own organisation (51.9%), compared to the gap in internal perception of the civil society sector's general social impact (33.8%), may suggest that CSOs are more aware than external stakeholders about the failures of civil society, or that CSOs judge the sector as a whole more harshly than their own organisations.

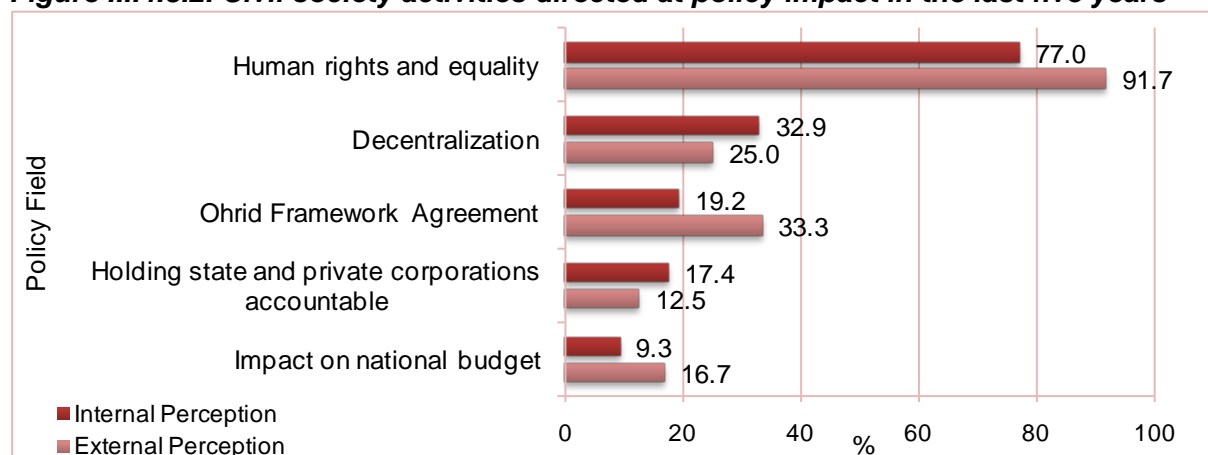
CSOs consulted felt they had the largest influence on education, which can be seen to connect with perceptions discussed above about impact on empowering citizens, given the critical role of education in empowerment.

Figure III.4.2.2. Assessment of impact in certain fields (internal perception)**III.4.3. / 4.6. Policy impact (internal and external perception)**

Impact on policies is assessed by the general impact civil society is perceived to have had on policies (both internal and external perception), the percentage of organisations that report activity related to attempts at policy change (as an internal perception) and perception of policy impact on certain fields (as an external perception). The score here from the two different stakeholders is notably similar, with internal perceptions reporting 51.6% and external perceptions 55.5%.

Figure III.4.3.1. Assessment of the indicators of policy impact – internal perception (4.3) and external perception (4.6)

Impact on public policies on the political impact was assessed in five areas: human rights and equality; decentralisation; Ohrid Framework Agreement (which guarantees rights for Macedonia's Albanian minority); impact on the budgetary process; and holding state and private corporations accountable. 29.4% of CSOs felt that civil society has an impact on public policies in general; whereas 65% thought that the impact was limited. A larger percentage but still less than half (47.2%) believes their own organisation has had a policy impact. In contrast, a much larger percentage of the external stakeholders (65.2%), felt that civil society had an impact on Macedonia's policy making.

Figure III.4.3.2. Civil society activities directed at policy impact in the last five years

In the last five years, civil society is perceived by both stakeholders to have most impact on human rights and equality, and to have been least active on the national budget. Similar to the perception of impact from these stakeholders is the recognition factor amongst citizens. Citizens know which CSOs contribute to democracy and human rights (28.8%), civil society development (17.8%) and building a multi-cultural society (13.2%) (Klekovski, S. et al, 2010). Further, participation in networks and coalitions of CSOs is assessed to contribute to a greater involvement in the legislation preparation processes (Nuredinoska, E., 2010).

CSOs consulted were each asked to name three specific cases of public policies they worked on and to assess their own impact with these policies. Overall, they assessed themselves as being averagely successful. There was an average rate of success in proposing amendments to three specific laws to Parliament – up to 50% of amendments proposed by CSOs to the Law of Associations and Foundations and the Law for Prevention and Protection from Discrimination were accepted, and more than 50% of the amendments to the Law for Free Access to Public Information (Nuredinoska, E., 2010).

CSI case study summary: From Gender Policies to Gender Responsive Budgeting

It is perceived that there are few attempts to achieve impact on the budgetary process; this was also felt to be the case in the previous phase of CSI Macedonia. As early as 2005, there was, however, the first example of impact of a CSO, the Women's Organisation of Sveti Nikole, on the national budgetary process for the Programme of Early Detection and Prevention of the Female Reproductive Organs Disease (Klekovski et al, 2006). This was the foundation for advocacy activities which resulted in the acceptance of the principles of gender budgeting in the policies of the Ministry of Labour and Social Policy, inclusion of gender budgeting in the budgetary circular of the Ministry of Financing in 2010, and capacity development of public servants for practical application of gender budgeting tools (Badarevski, B., 2011). This shows that civil society has had a procedural and sensitising impact in the case of gender budgeting.

CSI case study summary: Law for Prevention and Protection from Discrimination

In the last five years, civil society has been most active in the area of human rights and equality, with a central role in the adoption of the Law for Prevention and Protection from Discrimination. After the unsuccessful individual attempts of MCIC and HCHR in 2005, the law was adopted in April 2010, as a result of its prioritising in the moves towards EU integration, and following the campaigns of civil society. Civil society has used a success model from IPPLG: there was a joint approach by 11 organisations in an alliance, Macedonia without Discrimination (MWD), and there was a national coordination body established which included politicians (MPs), civil servants, experts, interested CSOs and international organisations. A representative of MWD participated in the working group on the law at MLSP which resulted in

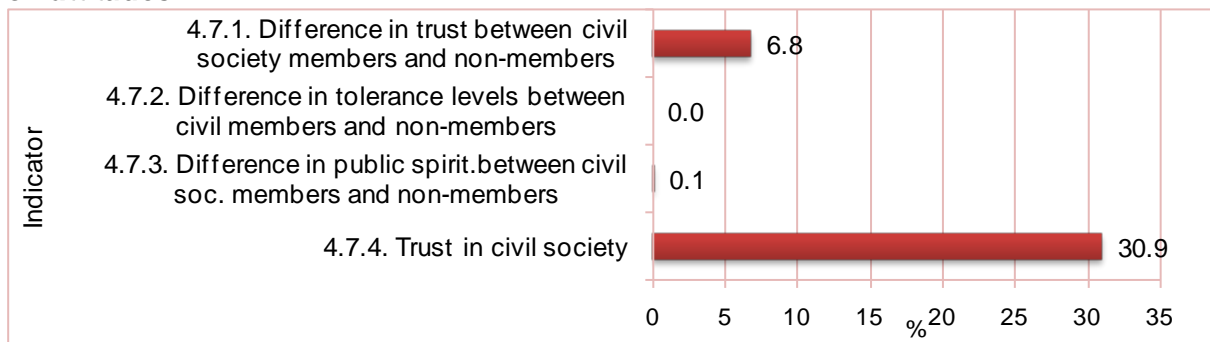
a draft law supported by civil society. The government then decided to introduce significant changes to the draft law and cut out about one third of the articles, submitting the reduced law to parliament. One part of civil society asked for the draft law to be withdrawn and submitted the initial version to the procedure instead, with the support of the left opposition (SDSM); however, parliament did not accept it. Another part of the civil society continued to work with the conservative parliamentary majority (VMRO-DPMNE, DUI) which resulted in 11 adopted amendments in parliament. The result was an example of a procedural and sensitising influence and a partial substantive influence. The partial substantive influence is due to the big ideological difference between the interests of (part of) civil society and (part of) the conservative ruling party VMRO-DPMNE. Civil society entered into a late interaction with the key opponents of the law (Mangova, I., 2011), and the exercise was also one of defining expectations, and addressing the question of whether it is realistic for civil society to hope to achieve a victory in an ideological battle, or to strive for an optimal consensus position. The lesson here is that defining expectations influences the assessment of success; the formulation of unreachably high expectations can strengthen the ensuing perception of failure.

Similar to social impact, there are gaps between on the one side, external perception of general policy impact (65.2%) and policy impact on specific fields (45.8%), and CSOs' perception of the policy impacts of their own organisation (47.2%) with, on the other side, CSOs' perception of general policy impact (29.4%). The difference of 19.4 percentage points between the external perception of general policy impact and policy impact on specific fields may suggest that external stakeholders overestimated the general policy impact. Still, there is significant gap compared to CSOs' perception of general policy impact (with 65% perceiving limited impact). These negative views do not tally with CSOs' perceptions of their own policy impact (47.2%, and also see above, Nuredinoska) or with the case studies commissioned for this study. These more harshly regard the sector as a whole, and this may be a form of high faith in one's organisation, as seen also with the perception of social impact, here more marked because ideological differences tend to be stronger than differences on social issues. Another explanation is the level of expectations set by civil society on policy impact, with policy change being a key motivating factor in people joining the sector. There may be unreachably high expectations, which afterwards strengthen the perception of failure.

III.4.7. Impact of civil society on attitudes

The impact of civil society on attitudes is assessed by an attempt to measure the difference in trust, tolerance and public spiritedness between those who are members of CSOs and those who are not. A positive difference in the favour of CSO members would imply that civil society, through the close contact of membership, is making a difference in the generation of social capital and the inculcation of progressive values. The score of the impact on attitudes is however a low 9.4%, suggestion that there is little difference in practice between the attitudes espoused by members and non-members.

Figure III.4.7.1. Assessment of indicators for the sub-dimension impact of civil society on attitudes



Conclusions on Perception of Impact

1. Civil society is making a moderate impact. When examining the degree of social and political impact, it is moderate, and this combines with a very limited impact on attitudes. On average, however, external perception of impact is a little higher than the internal perception, suggesting that civil society may be somewhat self critical and unprepared to celebrate successes.

2. Impact varies on priority issues. The reported impact is high on empowering citizens (74.9%) and providing services to meet social needs (52.3%), but limited or low levels of impact are reported on poverty alleviation (25.1%) and employment (17.6%).

3. Impact on social issues is average. However, external perception levels (60.4%) are higher than internal perceptions (42.9%) and there are differences in the organisations' perception of general impact (33.8%) compared to that of their own organisation (51.9%). These may suggest that CSOs judge the sector as a whole more harshly than they judge themselves. There is also a high external perception of impact in some specific social areas. The highest impact perception is in the spheres of education and the support of the poor and marginalised groups.

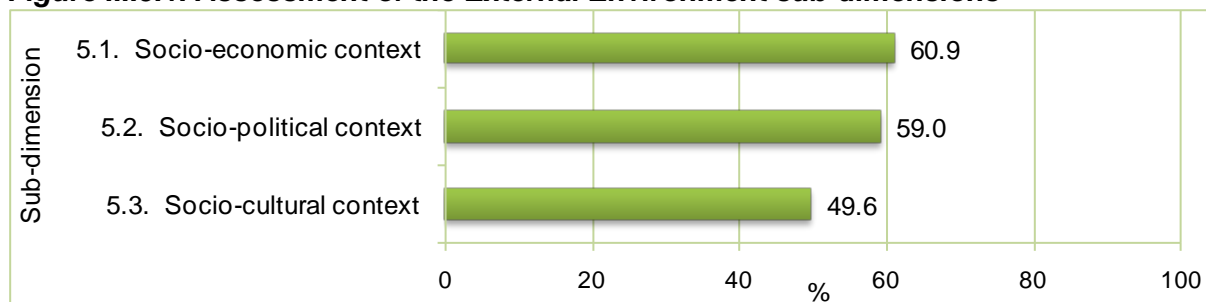
4. Impact on public policies is ambiguous. The perception of the general impact on policies is an issue where there is a gap of 35.8 percentage points between internal (29.4%) and external perceptions (65.2%), as well as a gap of 17.8 percentage points between internal perceptions of the general impact (29.4%) and the impact on one's own organisation (47.2%). The difference between the external perception of general policy impact and policy impact on specific fields may suggest that external stakeholders tend to overestimate the general policy impact. Still there is significant drop down to CSOs' perception of general policy impact (with 65% perceiving limited impact). These negative views do not match with CSOs' perceptions of their own policy impact or with the case studies. Here ideological differences may be of importance, while another explanation is the level of expectations set for civil society policy impact, which may be unrealistically high expectations, which afterwards strengthens the perception of failure.

5. Civil society is not setting a strong example in encouraging attitudes. The lowest impact of civil society is on attitudes. Members of civil society are not more tolerant and they do not have a higher public spiritedness than citizens who are not members; only trust (6.8% difference) is slightly higher.

III.5. EXTERNAL ENVIRONMENT

This section examines the external environment in which the civil society exists and works. It considers the socio-economic context, the socio-political context and the socio-cultural context. The overall score of this dimension is 56.5%. It draws largely from secondary data sources.

Figure III.5.1. Assessment of the External Environment sub-dimensions



III.5.1. Socio-economic context

This sub-dimension analyses aspects of the social and economic situation in Macedonia and their influence on civil society. It provides crucial information on the extent to which national socio-economic conditions are an obstacle to the efficient functioning of civil society. The socio-economic context is assessed via four indicators: the Basic Capabilities Index (BCI), the corruption level, inequality and economic environment (macro-economic context). The socio-economic context is the one assessed as best in the External Environment dimension, with 61.0%.

Basic capabilities: The Social Watch Basic Capabilities Index (BCI) is the first indicator in this sub-dimension. Its goal is to assess basic health care and education conditions in a country. BCI is an average of three criteria with values ranging from 0 to 100, where the highest value indicates the highest level of human possibilities. The criteria to assess BCI are: percentage of children who reach the fifth grade in primary education; percentage of children who survive until at least the fifth year of their lives; and the percentage of births delivered by skilled health personnel. On this scale, Macedonia had 96 points in 2008. Macedonia belongs to the group of countries in the 'medium' category, which is the first of two categories (the next being 'acceptable') at the top end of the scale.¹⁶

Corruption: The corruption score is calculated at 36.0% using the Transparency International Corruption Perception Index 2008 data (CPI is calculated on a 0-10 scale, so it was multiplied by 10 to coincide with CSI's 0-100 scale).¹⁷ The Corruption Perception Index is an instrument which assesses the level of assumed corruption in the public sector. According to the CPI, Macedonia was rated at 3.6 points on the scale of 0 to 10, where 0 is the most corrupt states and 10 refers to the countries where there is no corruption. Macedonia shares 72nd place with several other countries. Progress has been made since, and in 2010, Macedonia shared 62nd place with Croatia, Ghana and Samoa. Because the index enables a comparison with other countries, we can see that Macedonia has third place in handling corruption in Eastern Europe and Central Asia, immediately after Turkey and

¹⁶ In 2010, BCI was calculated for 161 countries in the world, divided according to the following categories: very low level of BCI (70-79 points), low BCI (80-89 points), middle BCI (90-96 points) and acceptable level (97 and more points).

¹⁷ Transparency International, 2008 Corruption Percentage Index, www.transparency.org.

Croatia, and is ranked better than some EU member states, such as Italy, Bulgaria and Greece. Also, in comparison to findings of the previous CSI, Macedonia has advanced to lower corruption by 35 places.¹⁸ According to the Global Corruption Barometer (Transparency International, 2009) which analyses corruption by sector, the judiciary in Macedonia is seen as the sector where most corruption occurs. On the scale of 1 to 5 where 1 is the lowest corruption rate and 5 the highest, corruption in the judiciary has been assessed at 4.2.

Inequality: The score for social inequality in Macedonia is 61.0%. The indicator of the inequality assessment has been obtained via the Gini co-efficient¹⁹ which is 39 points.

Macro-economic context: The last indicator in this sub-dimension concerns the macroeconomic situation in Macedonia. It is measured by the ratio between external debt and the gross national product (GNP). The data for 2008 results in a score of 50.8%

III.5.2. Socio-political context

The score for socio-political context is 59.0%. This sub-dimension covers five indicators: political rights and liberties, rule of law and personal liberties, freedom of association and organisational rights, experience with the legal framework and state efficiency.

Political rights and liberties: The score for political rights and liberties in Macedonia is 60.0%. The data determining the degree of political rights and liberties has been obtained from the Freedom in the World 2008 report, prepared by Freedom House. The scale runs from 0 to 40, so CSI methodology multiplies the score by 2.5 to fit the 0 to 100 scale.

More recently we see an improvement from 24 points in 2008 to 25 in 2010, implying that if the CSI research began in 2010, the indicator score would now be 62.5%. Freedom House categorises Macedonia as a 'partially free' country.²⁰ The key variables for this indicator are: free participation of citizens in the political process, political leaders elected at fair and democratic elections and the degree of freedom of citizens to organise in political parties. In the Republic of Macedonia, citizens can freely participate in political processes and elect their representatives at free elections.²¹ The pluralism of the political area is reflected by the number of registered political parties, which was 126 in August 2009.²² The most frequent conclusion of election monitoring missions such as the Organisation for Security and Cooperation in Europe (OSCE), Office for Democratic Institutions and Human Rights (ODIHR) and the Council of Europe are that the elections meet the most part of the international standards for democratic elections. In certain situations, they mention isolated incidents that do not influence final outcomes of the elections.

Rule of law and personal freedoms: The score for the rule of law and personal freedoms is 60.4%. The starting question for this indicator is to what degree civil liberties are provided by the law and implemented in practice, and it also analyses the degree of the rule of law and

¹⁸ In 2004, the corruption index was 2.7, and Macedonia shared the 97th place with Serbia and Montenegro.

¹⁹ The Gini co-efficient uses a scale of 0-100 where 0 is used for a situation of perfect equality (the wealth of a state is equally distributed to everybody), while 100 shows a situation of perfect inequality (the wealth is possessed by a single person). In order to fit the CSI scale of 0-100 where the higher the score the better the context, the Gini figures were subtracted from 100. Thus, on this scale 0 is a society with perfect inequality and 100 a society with perfect equality.

²⁰ According to Freedom House, the countries are divided in three categories: free, partially free and not free. Compared to the Western Balkans countries, Macedonia is in the group of countries that are partially free, such as Bosnia and Herzegovina and Kosovo, while Croatia, Montenegro and Serbia have been categorised as free.

²¹ Article 20, Paragraph 2 of the Constitution of the Republic of Macedonia guarantees freedom of association, stating that citizens can freely establish associations of citizens and political parties, join them and leave them.

²² Emina Nuredinoska, Master thesis: freedom of associations as a human right in democracy, 2010

confidence in laws. Indicators are taken from the Civil Liberty Index of Freedom House for 2008, which takes into consideration three out of four indicators of civil liberties, namely the rule of law, freedom of expression and belief and the personal autonomy of individual rights. The total score of personal liberties in Macedonia is 38 points out of 60, which converts to 63.3% on the CSI scale, and therefore Macedonia is categorised as partially free.²³

Associational and organisational rights: The score for freedom of association and organisational rights was 58.3%. Here, as with the previous indicator, data from the Freedom House Civil Liberty Index has been used. In 2010, the score for Macedonia was the same as 2008, 7 points out of 12, which converts to 58.3% on the CSI scale. Freedom of association is a constitutional category and is regulated by Article 20, according to which citizens can associate freely to fulfil and protect political, economic, social, cultural and other rights and convictions. The law that deals with the freedom of association in detail was the Law on Citizen Associations and Foundations, adopted in 1998, which was replaced with a new Law on Associations and Foundations in 2010.

Key changes in the Law on Associations and Foundations

The new law makes it possible for associations to be established by numerous different groups including individuals, foreign persons, and minors under certain conditions, compared to previous regulations which limited these to adult citizens of Macedonia. This can be seen as a direct contribution towards the overall fulfilment of the right to free association, in accordance with the European Convention for Protection of Human Rights and Basic Liberties, practices of the European Court for Human Rights and recommendations of the NGOs of the Council of Europe. The new law gives equal rights to local and foreign persons, allowing greater freedom to establish foreign organisations. The new law does not specifically mention informal associations, and so does not put any restrictions on them.

The new law conforms with practice in most European countries, and importantly allows organisations to generate income, which will contribute to the financial sustainability of the civil sector.

The biggest change is the introduction of a public benefit organisation (PBO) status, which encourages organisations to work in areas of public interest, by providing conditions that will enable these organisations to improve their sustainability, which looking forward, could include greater tax incentives as the law works through. The introduction of the status was the result of a demand put forward by CSOs in the course of the previous ten years. The usage of the concept, and the implementation of the regulations for it will be one of the biggest challenges for the future, both for government and CSOs.

The law also intends to contribute to good governance of organisations, determining the basic bodies that associations and foundations should have. The law calls for a division of functions in organisations between management and executive functions, especially with organisations with a public interest status.

A number of regulations are intended to contribute to increased transparency of both organisations and government administration. In this regard, there is a request for transparency and openness of the work of organisations (Article 11), as well as a stipulation for work to be non-partisan.

²³ Similar to the political rights categorisation, Macedonia has also been scored lower on civil liberties compared to some of the countries from the region, such as Montenegro, which has 44 points, Serbia which has 48 points and Croatia which has 50 points.

Legal framework experience: The score for the legal framework in which CSOs work is the highest in this sub-dimension, at 72.1%. The result is derived from two questions asked in the CSI Organisational Survey, on CSOs' perceptions of whether they regard the legal regulations on CSOs as enabling or restrictive, and whether they have experienced any illegal restriction or attacks by government. The majority of CSOs (67.1%) stated that they believed the legal regulations for civil society were enabling. Out of 67.1% of positive answers, 55.3% think that the legal regulations are partially enabling, and 11.8% that they are fully enabling. However, there are a significant percentage of organisations that consider there are restricting limitations in the legal regulations. Almost every fourth organisation considers that the regulations are significantly limiting (22.4%), and 7.5% of organisations consider them very limiting.

Most CSOs, 77.0%, have not experienced illegal limitations or attacks by government. 18% of the surveyed organisations said that they experienced illegal restrictions by government, whether on national and local level, with the most common examples being interference by the Public Revenue Office and the Ministry of Interior, oral threats by government officials and threats to be removed from their offices.

It can also be noted that 84.5%, a vast majority of CSOs, report that the registration procedure is fast and satisfactory. An insignificant minority consider it slow (8.1%), or they do not know (7.5%) (Stojanova, D. et al., 2010).

Answers from a survey of CSOs also indicated the degree of cooperation between the civil society and government and the business sector. An insignificant minority of organisations felt there was no dialogue with government (8.7%), while more than half of them (54%) considered dialogue to be limited. Almost 37% have a positive opinion on this relationship and interaction, with 32.3% of them considering that dialogue between civil society and government is moderate, while 4.3% of organisations report an intensive communication with the government. Dialogue between civil society and the business sector is less developed however. It is not negligible that 18.6% of the organisations felt there is no dialogue, and 46% of them felt that it is limited (Stojanova, D. et al., 2010).

State effectiveness: This indicator scored 44.2%. The basis for the evaluation is the World Bank World Governance Survey, 2007. Compared to the Western Balkans countries, Macedonia is ranked higher than Bosnia and Herzegovina, Kosovo, Albania and Serbia, but lower than Montenegro and Croatia.

State efficiency is an issue that is constantly analysed in country progress reports prepared by the European Commission. Unprofessional public administrations have been indicated on numerous occasions as a major obstacle to the implementation of significant reforms that the state is obliged to implement as part of the process for EU accession. The 2010 report stated there was a certain level of progress with respect to public administration reforms due to the adoption of the Law on Civil Servants. Nevertheless, it also stated that significant additional reforms are needed in order to provide transparency, professionalism and independence of the public administration.

III.5.3. Socio-cultural context

The average score of the sub-dimension on socio-cultural context is 49.6%. This sub-dimension assesses how useful or harmful the socio-cultural norms in Macedonia are to civil society, by examining trust, tolerance and public spiritedness.

Trust: Trust is the indicator which has been evaluated as the lowest in the dimension of environment, as only 10.4% of the population feel they can trust other people in general. This can be seen as representing a decrease in the general trust level reported by other sources as 23.1% in 2008, with 76.9% believing one should always be careful with other people. On

the scale of 1 to 10, where 1 represents “most people would try to take advantage of me”, and 10 is “most people would try to be fair”, the average value reported by citizens is 4.1. (Klekovski, S. et al., 2010)

Tolerance: The assessment of tolerance is 51.2%. The question used to assess tolerance is, “From the following groups of people, name those that you would not like to have as neighbours?”, while groups mentioned include: other ethnic groups, people of other religions, people with disabilities, unmarried couples, Roma, immigrants, homosexuals, people with HIV/AIDS, people with a criminal past, heavy drinkers and drug addicts. Citizens of the Republic of Macedonia show tolerance towards most of the groups listed. The groups of people that citizens would most not like to have as neighbours are drug addicts (97.2%) and heavy drinkers (94.2%). Then come people with criminal pasts (84.1%), people with HIV/AIDS (85.1%) and homosexuals (80.5%). Citizens are more tolerant of people of other ethnicities (19.2% would not want them as neighbours), people of other religions (21.9%) and people with disabilities (25.1%).

Public spiritedness: Public spiritedness has been assessed as 87.3%. The score for this indicator has been obtained through asking three questions about whether it could ever be justified not to pay for public transport, to give or receive bribes in a work context or to avoid paying tax if possible. A scale of 1 to 10 was used, where 1 is never justified and 10 is always justified. The majority, 57.9%, felt that one should never avoid paying taxes. Even higher, a group of 68.5% felt it was never justified to avoid paying for public transport, and a prevailing majority, 71.4%, was against giving or receiving bribes.

Conclusions on Environment

1. There is a solid enabling environment for CSOs. CSOs in the Republic of Macedonia operate within a sound socio-economic context (60.9%) and socio-political context (59%), but in a less enabling socio-cultural context (49.6%).

2. A lack of general trust, corruption in the public sector and a general ineffectiveness of the state are the biggest obstacles in the enabling environment for civil society. The general trust rating of only 10.4% represents an exceptionally high lack of general trust. Corruption, although perceived as less present compared to previous years, is still deeply present in the public sector. Additionally, ineffectiveness of the state in the fulfilment of its tasks can be seen to contribute to the lack of trust and corruption.

3. Enabling legislation has improved. The legal regulations for general functioning of CSOs in the Republic of Macedonia before the adoption of the new Law on Associations and Foundations (April 2010) was felt to be enabling for the majority of organisations; however, there is a significant number of organisations (almost a quarter) that consider the legal regulations at the time of the survey to be significantly limiting.

4. Organisations are free to do their work. A vast majority of CSOs have no experience of illegal interference by government. A high percentage, 77% of CSOs, have never faced illegal limitations or attacks by either local or central government.

IV. STRENGTHS AND WEAKNESSES OF MACEDONIAN CIVIL SOCIETY

IV.1. STRENGTHS

Civil society is most active in human rights.

With its high level of commitment and diverse activities, civil society exerts significant influence over policies related to the protection of human rights and equality, development of decentralisation, as well as support to the implementation of the Ohrid Framework Agreement. Civil society has initiated the adoption of numerous laws in the field of human rights and equality. These include the Law on Equal Opportunities of Women and Men and the Law on Prevention and Protection against Discrimination as leading examples. Civil society actively monitors the process of decentralisation as a basis for democracy and is active in raising awareness of and monitoring the Ohrid Framework Agreement as the key agreement for maintaining stability in the country.

Civil society helps to strengthen the capacity of citizens.

Civil society continues to realise its greatest degree of influence in building the capacity of citizens and in providing services to meet societal needs. Civil society has great intentions and capabilities to strengthen the capacity of society and successfully informs and educates citizens on various issues, predominantly by focusing on the marginalised and poor. These are all tools used to exert the greatest influence in the community.

A strong degree of networking, communication and cooperation is evident among CSOs.

Civil society in Macedonia has focused its efforts on three components: communication, coordination and cooperation. In order to strengthen its own capacity and exert greater influence in society, CSOs have relatively well developed mutual relations and there is a significant level of connectivity in the form of networks, alliances and groupings of similar organisations. It has been concluded that participation in networks and coalitions contributes to greater inclusion in the policy creation processes; in other words, in the preparation of laws. These relations are maintained on the highest level. This is despite the absence of events previously organised for longer period of time, which enabled increased access to mutual information and cooperation, such as national or local NGO fairs, the existence of the magazine *Civic World*, the website *Civic World* and other prominent platforms. As traditional foreign donors are withdrawing from Macedonia, this good level of cooperation among CSOs may potentially be impaired by rivalry for decreasing funds, resulting in potentially problematic situations in the future.

Corruption in civil society is a rare event.

Macedonian civil society is characterised by low levels of corruption. This fact is confirmed by other international surveys, relevant to the CSI, such as the Global Corruption Barometer, which rank civil society at the bottom of the list of the corrupted (Transparency International, 2009).

There are diverse sources of financing.

CSOs have the capacity for raising funds from various and diverse sources. This appears to include financing from foreign and international donors, including from the European Union; from membership fees; as well as from government at both local and national levels. All of these sources contribute to the financial stability and sustainability of the civil society sector in Macedonia.

IV.2. WEAKNESSES

Poverty eradication has low priority; and actions are only ad-hoc.

Although poverty is regarded as the main social problem in Macedonia, with CSOs considering it as a priority, actions undertaken and the degree of influence of organisations in this field are insufficient; particularly in light of the magnitude of the problem. The bulk of actions in this sector consist of ad-hoc support for the poor and the marginalised, guided by the social-humanitarian character. Very few activities are based on development principles or are directed towards identification of and action against the causes of poverty.

Insufficient activities are targeting the national budget.

Inclusion in, monitoring of, and influence over the drafting of the national budget is the area where civil society is practically absent. Exceptions are the individual attempts to influence the budget from a gender perspective (such as gender budgeting), which have managed to influence the inclusion of the gender budgeting principles, as well as provide training for civil servants in practical application of the gender budgeting tools.

Civil society is not a role model.

Although one would expect civil society to lead and be a positive example in recognition of the importance and promotion of trust, tolerance and public spiritedness, the findings are disappointing. Members of civil society are not any more tolerant or show higher public spirit than other citizens. They only have insignificantly higher general public trust as opposed to other groups.

Insufficient involvement of citizens in civil society is evident.

Activities of civil society are not attractive enough to provoke the attention and interests of citizens to become part of them, or even to a greater extent, to volunteer in. On the other hand, the general lack of trust in the public, such as lack of habits and awareness to do more for the community, may be the reason for such a condition.

Civil society has not performed sufficiently well in improving the social responsibility of citizens, or their civic engagement. Reasons for this could include the national culture, which has low general trust and low level of inclusion, or the insufficient number of activities to promote civil society activities and civic engagement. The adoption of the Law on Volunteering and National Strategy on Volunteering and increased informational activity could potentially bring about change to the status quo, but this is still unknown. A longer-term perspective could be required to change the national culture before this situation changes. This dilemma is similar to the one of whether increased transparency (e.g. publication of reports) could lead to increase of trust in civil society (Vojdova, T., 2005).

A minority of organisations have paid staff.

As opposed to the conclusion drawn five years ago when human capital was deemed as a major strength, it was evident during this phase of CSI research that human resources may be assessed as one of the weaker traits in civil society in Macedonia. The dedication and qualification of human capital may be preserved on a similar level, however, the small number of professionally engaged staff on one hand and CSOs as employers on the other, may lead to long-term decline in the quality of work performed. This aggregates the problem, since volunteering cannot be taken into consideration as a serious alternative. This is evident due to the data that few citizens volunteer in the activities undertaken by civil society.

Organisations are insufficiently committed to their relations with members, citizens and other actors.

Foreign donors were, and remain to be the major source of funding of civic organisations in Macedonia. This leads to the establishment of upward accountability relations primarily with foreign donors, rather than internal relations with members, downward connections to

citizens, or even horizontal linkages with other actors. The lack of downward and horizontal accountability may be a reason for low trust in civil society.

IV.3. OPPORTUNITIES

Further liberalisation of freedom of association is possible.

In the Law on Associations and Foundations adopted in April 2010, expansion of the freedom of association was one of the most crucial changes for civil society. The possibility given to legal entities, foreign persons and minors to establish associations, as well as the opportunity for informal association, is a direct contribution for citizens to fully exercise their right to free association, which is in compliance with the European Convention for Protection of Human Rights and Freedoms, jurisprudence of the European Court for Human Rights and the Recommendations for Non-governmental Organisations of the Council of Europe.

New legal measures for financial sustainability are in place.

Other benefits from the new Law on Associations and Foundations include opportunities related to performing economic activities and the status of organisations of public benefit. Incomes from economic activities of CSOs in developed countries is significant, which is similar to Central and Eastern Europe, wherein this type of activity ranks first or second in the total budgets of organisations alongside support from the state. This means that opportunities for Macedonian CSOs to receive income from their activities and use this for statutory goals should contribute to sustainability, based on domestic support. This would also increase their independence from other organisations, namely dominant foreign donations. With reference to the status of public benefit, the Republic of Macedonia could set an example for most countries in the region. This means that public benefit organisations can recognise organisations working to serve the needs of the wider community, in certain fields of importance, for the benefit of society, particularly focusing on organisations with higher governance, accountability and transparency standards. Organisations would then be able to receive certain benefits and incentives (particularly tax benefits) from the state.

European Union (EU) integration processes offer a positive potential for change.

The candidate status of the Republic of Macedonia for membership of the EU brings great challenges for the entire community, as well as the civil society sector itself. In the past, the EU has exhibited significant support to civil society by giving it a special significance and place in the regular reports on the EU country accession progress. This implies that EU institutions recognise the role of civil society as a leading force in the support, practice and promotion of new democratic values; these include participatory democracy, inclusion, equality, transparency and accountability. Furthermore, civil society will be an important requirement necessary in the process of achieving unity of our present traditional, multicultural and multiethnic society with postmodern Europe. With the abilities, know-how and skills of CSOs, as well as their proximity to the least accessible segments in society (such as marginalised groups or rural areas), these organisations will be able to play special roles in building social cohesion. Civil society can certainly contribute to Macedonia's negotiations for membership in the EU.

IV.4. THREATS

Fears of corruption and 'captured civil society'

Financing and funding from the EU are also a source of concern. There is fear of abuse of the incoming larger sources that will be distributed through state administration bodies. This fear is well founded, especially if one examines experiences from the new member countries of the EU, such as Bulgaria. Despite the fact that civil society is traditionally regarded as the least corrupt, the latest research in Bulgaria showed a new emergence of corruption found in civil society. This is manifested in collusion between officials on both national and local

levels, as well as CSOs. This has taken place during the procedures for awarding financial support (CSD, 2009). However, the Republic of Macedonia, according to the latest Corruption Perception Index of 2010, is better ranked than Bulgaria, and one should be cautious when reviewing opportunities existing in applying the model of misuse found in Bulgaria to civil society in Macedonia, which as one of the least corrupt sectors, may find opportunity in this threat by including itself in the fight against corruption and demanding a higher level of accountability by the state on both national and local levels.

Low public trust.

General trust, including trust in civil society, is low in Macedonia. This is most probably one of the causes of low civic engagement; both in its extent and depth. This low level of civic engagement can hamper the future development of civil society. This threat can potentially be more serious if civil society further fails in its responsiveness to social concerns, compounded by possible tensions between traditional values in the country and new EU values.

V. RECOMMENDATIONS

Civil society needs to become a leading force for poverty eradication and the fight against corruption.

Poverty eradication has long been a challenge for civil society, and will remain a huge challenge for years to come. Shifting poverty from a marginal topic to a primary focus of civil society will significantly change the problem. This needs to include revealing the cause-and-effect relations of poverty, as well as fundamental social-economic injustices, as these are challenges that will have to be tackled by civil society in the future.

Civil society needs to move beyond influencing policies to implementation and budgets.

Moderate success has been registered in influencing public policies in the past. For a better assessment of the impact civil society is having on public policies, there is a need for a common understanding of priorities, expectations and indicators to be established. Following this, what is required next is to pay more attention to the implementation of laws, including influencing the national budget, as well as monitoring the implementation of policies and the utilisation of budget funds. In order to achieve this endeavour, CSOs need to strengthen their own capacity.

Focus on intensifying public relations.

The long-term emphasis on donor relations by CSOs contributed to less attention being paid to public relations needs; this involves relations with citizens and the organisational membership base. What is required in the future is that CSOs focus their efforts more intensively on their own constituencies and the general public. Building such relations will enable the proactive presentation of results from activities, which in turn will secure greater visibility of the organisations themselves. In the long run, such bonds will improve and enforce the trust and support received for CSOs.

Strong partnerships are needed for a sustainable civil society – from legal framework structures to mutual acquaintance and recognition.

Partnerships and permanent networks among CSOs, but also with other bodies, including the state and business sectors, are essential elements in order to ensure an effective and sustainable civil society. Previously, development and organisational growth focused more attention on building social capital with (foreign) donors than with other actors. CSOs in relationships with the state have focused on legal frameworks that enable cooperation, something already partly achieved. Socio-cultural limitations, such as low trust and tolerance, and the national history, have made the problematic situation of mutual acquaintance and recognition evident. It is clear that the focus needs to move from the legal framework towards mutual respect. One of the first steps involved in this is to overcome the historical gap between political parties and CSOs. Next, further strengthening of the cooperation between business associations, trade unions and civic organisations will be necessary to solve this problem.

Substantial civil and social dialogue is essential.

There is a need to further build substantial civil and social dialogues, using the existing mechanisms and encouraging their further development. It is necessary for CSOs to be involved in parliamentary work, in working groups of the government, as well as in the processes of European integration. Good relations at a local level between municipalities and civil society should be further developed, as well as relations with the market and the business sector. Further strengthening of national and sectoral platforms and alliances is necessary in order to strengthen the credibility of civil society.

Ensure the financial sustainability of civil society.

Sustainability of civil society is very worrying given the possible scenario of the withdrawal of foreign resources. This would lead to the necessity of the remodelling of civil society, on the basis of its ability to mobilise new resources. The various sub-sectors will need to develop different models of funding. These could be from fees for mass organisations, like trade unions or associations of pensioners, or from voluntary contributions where citizens recognise certain needs, such as for children and people with special needs. There is a need for the improvement and strengthening of direct government support (including incomes from lotteries). Indirect state support also needs to be improved through tax incentives and the development of the status of public benefit organisations, as well as through the development of volunteerism and increased service capacity of the civil society sector. In the mid-term period, civil society will require continued foreign support for projects on democracy and human rights, especially where civic organisations will not be able to quickly mobilise new sources of resources.

VI. CONCLUSIONS

Civil society has a moderate influence on societal problems and public policies.

The overall influence of civil society is found to be moderate or average. According to respondents, the impact on social concerns and policies is average, whereas civil society's influence on attitudes is highly limited. Influence on the priority issues referenced in the research is also regarded as being at a moderate level, whilst CSOs themselves have average success in influencing society. CSOs are self-critical when it comes to assessment of their general influence on policies; this results in a gap of 35.8% between internal (29.4%) and external (65.2%) perceptions. Civil society is most active in the fields of human rights and equality, decentralisation and the Ohrid Framework Agreement.

A minority of citizens are members or volunteers of CSOs.

The extent of membership in CSOs has not changed dramatically in the last five years, currently registered at 24.7%. Citizens appear most actively involved in political parties. Volunteering is even less evident. Specifically, only one fifth of active members of CSOs are also involved in some form of volunteering. Volunteering engagement usually amounts only to a limited 10 hours a year per person.

A developed level of organisation of civil society is evident.

CSOs feel that there is a division between non-executive and executive positions within their organisations. Two thirds of the respondents are members in various networks on either national or international levels, while the sector's communication capabilities are regarded as highly developed. In comparison with the previous year, budgets of organisations, as well as their relative incomes on a sector level are stable. One of the weaker sides is human resources; a very high 89.3% of organisations either do not have paid workers or employ no more than 10 paid workers. Additionally, 64% of employees in CSOs work in the top 100 largest organisations.

Non-violence and tolerance are values of CSOs, while corruption within them is rare.

The majority of CSOs believe that violent expressions of interest are not a common practice in Macedonian civil society. The research also showed that the majority of organisations considered the corruption to be rare, very rare or completely absent. This is a healthy sign for the current state of civil society.

The external environment is enabling, but hindered by a partially ineffective state and with low public trust levels.

Most organisations perceived the legal regulations for CSOs to be enabling and have not had experience with unlawful limitations or restrictions forced on them by the various levels of government. The reasons for obstructions or problems within the enabling environment were determined to include mistrust, corruption and an ineffective state. General trust levels in Macedonia were extremely low, at only 10.4%.

Civic engagement – long road to go.

The previous CSI report in Macedonia in 2006 was named “After 15 years of transition – a country moving towards citizen participation”. The underling idea at that time was that civil society was nearing the end of its period of stabilisation and that civil society should build on the success and seek to expand citizen participation (civic engagement). There were issues to be addressed to fulfil that objective, among others, to respond to two crucial social concerns: combating poverty and corruption. Now, some years later in Macedonia, we can reflect on that. 22.9% of citizens were members of CSOs in 2004, and six years later that figure was 24.7% (14.9% are members of at least one socially based CSO, and 25.4% are

members of at least one political based CSO). The first step in increasing civic engagement was achieved – now building the long term participation and awareness will be the first step on a long road to go.

CIVICUS Civil Society Index impact on Macedonian civil society.

MCIC decided to conduct CSI for a second time in Macedonia because of its usefulness for civil society, but also for other stakeholders. After five years of the first CSI, it is evident that CSOs used CSI as a self-assessment and evidence-based advocacy tool. CSI provides a base for strategy development, such as the working programme for 2006-2007 of the Civic Platform of Macedonia, and for creating public policies, such as the Strategy for Cooperation of the Government with the Civil Sector, adopted in 2007. By offering a comprehensive research methodology accompanied by actions it helps civil society to conduct further assessments and to share understating of the context and state of civil society. MCIC is conducts several follow up population surveys, such as 'Trust in Macedonia' and 'Social Responsibility of Citizens'. The CSI as a whole and its methodology is also seen as learning tool for students in sociological, law or political studies. Its participatory approach contributes to improving dialogue within civil society as well as with other actors. An added value of CSI implementation is the broadening of the concept of civil society that now includes trade unions, business associations, religious communities and political parties.

ANNEXES

Annex 1. List of the Members of the Advisory Committee

CIVIL SOCIETY

1. Behixhudin Shehapi: President, Humanitarian Organisation El Hilal
2. Dojčin Cvetanovski: President, Independent Trade Union of Education, Science and Culture
3. Elena Nikolova: Executive Director, Erasmus – Student Network, long standing activist in youth organisations. Founder and ex-president of youth network Blue Sky.
4. Gazmend Ajdini: Executive Director of the Centre for the Development of the Media and Secretary General of the Association of the Journalists of Macedonia.
5. M.sc. Jana Lozanovska: Euro-Balkan Institute
6. Ph.D. Mirjana Najčevska: Director, Centre for Human Rights and Conflict Resolution.
7. Muhamed Toči: Coordinator of the Sector for Human Rights and Interethnic relations, Humanitarian and Charity Roma Association Mesechina.
8. Ph.D. Rizvan Sulejmani: Director of the Institute for Political and Inter-Cultural Studies
9. Msc. Sunčica Kostovska: Director of the Program for Civil Society, Foundation Open Society Institute Macedonia
10. Zvonko Šavreski: President, Polio Plus – Movement against Handicap

OTHER SECTORS

Media

11. Msc. Slagjana Dimiškova: Journalist, daily newspaper *Nova Makedonija*

State

12. Liljana Popovska: Member of Parliament
13. Msc. Zumrete Jakupi: Member of Parliament

Donors/international organisations

14. Irena Ivanova: Delegation of European Union in Republic of Macedonia

Business

15. Elisaveta Simjanovska: Manager for Public Relations and Corporate Identity of the Securicom.

Annex 2. Profiles of the Members of the National Index Team

Sašo Klekovski – CSI National Index Team Coordinator/Civil Society Expert: Born on 13 April 1966 in Skopje. Graduated at the Medical Faculty in Skopje. Married to Ana and father of two children, Angelina and Nikola. Has 20-year long experience in managing positions in the civil society sector. He was the leader of the Macedonian Medical Students Association (MMSA) and the Student Union of the “Ss. Kiril and Metodij” University. In 1993, was one of the founders and since 1994 is the executive director of the Macedonian Centre for International Cooperation. From 1998 to 2008 he is the representative of the Macedonian Enterprise Development Foundation. Member of several committees in the country and abroad, including the Governing Board of Transparency Macedonia. He is Vice-president of the Business Council of University American College Skopje. He is first Co-chair of the EU – Republic of Macedonia Civil Society Joint Consultative Committee for the period 2009/2010. He has a deep understanding and knowledge of civil society in Macedonia.

Daniela Stojanova – CSI Project Coordinator/Civil Society Expert: Born on 11 June 1977 in Skopje. Holds degree in communications and media. Active member of CSOs since 1992, performing several functions at the national environmental network the Ecologists’ Movement of Macedonia from 1996 to 2001. In 2000, joined the initiative for establishment of the South East European Environmental NGOs Network (SEEENN), while from 2001 to 2004, headed its Secretariat. From 2000 to 2004, she was a member of the Task Force of the Regional Environmental Reconstruction Programme within the Stability Pact. In the period from 1996 to 2002, as a member of the first training team in Macedonia, attended and delivered numerous training sessions for the CSOs in Macedonia. In 2003-2004, participated in the initiative for establishment of the Civic Platform of Macedonia, while from 2004 to 2006 she was responsible for the Secretariat of the CPM. Joined MCIC in 2004, where she is responsible for the programme Institutional Development of Civil Society (IRG).

Gonce Jakovleska – Civil Society Expert: Born on 13 July 1969 in Radoviš. Graduated at the Faculty of Political Sciences at the University in Belgrade. She is presently enrolled in postgraduate studies on communicology at the Institute for Sociological, Political and Judicial Research in Skopje. She has been MCIC’s public relations officer since 1996. She was a part of the team that organises the NGO Fair – Civil Society Forum in Macedonia and MCIC’s various campaigns. She is co-author of several research reports of MCIC in the area of social responsibility of citizens and editor of numerous civil society publications.

Emina Nuredinoska – Civil Society Expert: Born on 16 April 1974 in Žirovnica village. Graduated at the Faculty of Law in Skopje in 1997. She holds a master’s degree on International Law. She focuses on institutional development and creation of an enabling environment for CSOs, with special interest in the legal and fiscal framework for CSOs, their involvement in policy making and promotion of civil society. Actively participated in the process of establishing the Civic Platform of Macedonia and is part the team that organises the NGO Fair – Civil Society Forum in Macedonia. She delivers training seminars on advocacy, lobbying, good governance in CSOs and policy making. Was team leader of the European Agency for Reconstruction (EAR) project, tasked with the preparation of the Strategy for Government Cooperation with Civil Society. Since 2009 she is the Head of the Department for Civil Society and Democratisation in MCIC.

Annex 3. Titles of CSI Case Studies researched

Civic Engagement

1. Participation Trends of Citizens in Civil Society.
2. Volunteers in Socio-humanitarian Organisations.
3. Volunteerism in Macedonia.
4. Civil Mobilising at the Social Networks: Analysis of the Social Media and 'Ploštad Sloboda'.
5. Use of Social Media by CSOs in the Republic of Macedonia.

Level of Organisation

6. Distribution and Resources of CSOs in Macedonia.
7. Cooperation among CSOs: 3C – Communication, Coordination, Cooperation.

Practice of Values

8. Analysis of the Internal Accountability in the Leading CSOs in the Republic of Macedonia.
9. Democracy in Sport Organisations.

Perception of Impact

10. Impact on National Policies – Human Rights: The Law for Prevention and Protection from Discrimination.
11. Impact on National Budget – Impact of the Women CSOs on the Budgeting Policies: Gender Budgeting.
12. Transparency and Public Participation in Law Making Processes.

Environment

13. Effects of the Implementation of the Strategy for Cooperation of the Government with Civil Sector.
14. Private Sector-Civil Society Relationship – Corporate Social Responsibility. in Civic Practices.
15. Limitations of the Freedom of Association and Action.
16. Media Review.

Annex 4: CSI Data Indicator Matrix

1	Dimension: CIVIC ENGAGEMENT	45.0
1.1	Extent of socially-based engagement	25.3
1.1.1	Social membership 1	14.9
1.1.2	Social volunteering 1	17.5
1.1.3	Community engagement 1	43.5
1.2	Depth of socially-based engagement	27.1
1.2.1	Social membership 2	26.3
1.2.2	Social volunteering 2	2.7
1.2.3	Community engagement 2	52.3
1.3	Diversity of socially-based engagement	77.5
1.3.1	Diversity of socially-based engagement	77.5
1.4	Extent of political engagement	30.8
1.4.1	Political membership 1	25.4
1.4.2	Political volunteering 1	17.6
1.4.3	Individual activism 1	49.4
1.5	Depth of political engagement	22.1
1.5.1	Political membership 2	21.0
1.5.2	Political volunteering 2	2.2
1.5.3	Individual activism 2	43.0
1.6	Diversity of political engagement	87.2
1.6.1	Diversity of political engagement	87.2
2	Dimension: LEVEL OF ORGANISATION	59.8
2.1	Internal governance	88.1
2.1.1	Management	88.1
2.2	Infrastructure	67.5
2.2.1	Support organisations	67.5
2.3	Sectoral communication	92.5
2.3.1	Peer-to-peer communication 1	91.3
2.3.2	Peer-to-peer communication 2	93.7
2.4	Human resources	21.0
2.4.1	Sustainability of human resources	21.0
2.5	Financial and technological resources	83.7
2.5.1	Financial sustainability	72.4
2.5.2	Technological resources	95.0
2.6	International linkages	6.2
2.6.1	International linkages	6.2
3	Dimension: PRACTICE OF VALUES	57.7
3.1	Democratic decision-making governance	76.4
3.1.1	Decision-making	76.4
3.2	Labour regulations	37.3
3.2.1	Equal opportunities	47.8
3.2.2	Members of labour unions	2.2
3.2.3	Labour rights trainings	55.4
3.2.4	Publicly available policy for labour standards	43.8
3.3	Code of conduct and transparency	81.9
3.3.1	Publicly available code of conduct	73.1
3.3.2	Transparency	90.6
3.4	Environmental standards	40.5
3.4.1	Environmental standards	40.5
3.5	Perception of values in civil society as a whole	52.6
3.5.1	Perceived non-violence	20.0
3.5.2	Perceived internal democracy	55.1
3.5.3	Perceived levels of corruption	27.5

3.5.4	Perceived intolerance	70.6
3.5.5	Perceived weight of intolerant groups	89.9
4	Dimension: PERCEPTION OF IMPACT	45.7
4.1	Responsiveness (internal perception)	54.1
4.1.1	Impact on social concern 1	29.2
4.1.2	Impact on social concern 2	78.9
4.2	Social impact (internal perception)	42.9
4.2.1	General social impact	33.8
4.2.2	Social impact of own organisation	51.9
4.3	Policy impact (internal perception)	51.6
4.3.1	General policy impact	29.4
4.3.2	Policy activity of own organisation	78.2
4.3.3	Policy impact of own organisation	47.2
4.4	Responsiveness (external perception)	45.8
4.4.1	Impact on social concern 1	20.8
4.4.2	Impact on social concern 2	70.8
4.5	Social impact (external perception)	60.4
4.5.1	Social impact selected concerns	70.8
4.5.2	Social impact general	50.0
4.6	Policy impact (external perception)	55.5
4.6.1	Policy impact specific fields 1-3	45.8
4.6.2	Policy impact general	65.2
4.7	Impact of civil society on attitudes	9.5
4.7.1	Difference in trust between civil society members and non-members	6.8
4.7.2	Difference in tolerance levels between civil society members and non-members	0.0
4.7.3	Difference in public spiritedness between civil society members and non-members	0.1
4.7.4	Trust in civil society	30.9
5	Dimension: EXTERNAL ENVIRONMENT	56.5
5.1	Socio-economic context	61.0
5.1.1	Basic Capabilities Index	96.0
5.1.2	Corruption	36.0
5.1.3	Inequality	61.0
5.1.4	Economic context	50.8
5.2	Socio-political context	59.0
5.2.1	Political rights and freedoms	60.0
5.2.2	Rule of law and personal freedoms	60.4
5.2.3	Associational and organisational rights	58.3
5.2.4	Experience of legal framework	72.1
5.2.5	State effectiveness	44.2
5.3	Socio-cultural context	49.6
5.3.1	Trust	10.4
5.3.2	Tolerance	51.2
5.3.3	Public spiritedness	87.3

Annex 5: Resources of civil society organisations in Macedonia

	Associations and foundations	Political parties	Trade unions	Chambers of comm. and business ass.	Religious communities	Total
2009						
Number of registered organisations	10,700	126	48	93	35	11,002
Number of CSOs that submitted financial reports	1,938	21	34	46	13	2,052
Total Incomes in Macedonian Denars	5,742,578,281	108,808,498	504,490,018	279,753,341	152,418,599	6,788,048,737
Total Incomes in EUR	93,375,257	1,769,244	8,203,090	4,548,835	2,478,351	110,374,776
Number of employees	2,079	26	159	133	27	2,424
2008						
Number of CSOs that submitted financial reports	1,853	23	33	40	8	1,957
Total Incomes in Macedonian Denars	5,723,334,822	77,771,522	369,818,405	213,671,971	39,672,868	6,424,269,588
Total Incomes in EUR	93,062,355	1,264,578	6,013,307	3,474,341	645,087	104,459,668
Number of employees	2,008	31	45	132	13	2,229
2007						
Number of CSOs that submitted financial reports	1,770	19	34	29	7	1,859
Total Incomes in Macedonian Denars	5,410,996,559	50,052,486	367,234,825	193,124,605	6,414,612	6,027,823,087
Total Incomes in EUR	87,983,684	813,862	5,971,298	3,140,237	104,303	98,013,384
Number of employees	2,290	38	126	120	10	2,584
2006						
Number of CSOs that submitted financial reports	1,738	24	28	23	8	1,821
Total Incomes in Macedonian Denars	6,325,814,977	189,632,672	393,273,728	162,098,632	6,319,174	7,077,139,183
Total Incomes in EUR	102,858,780	5,577,432	6,394,695	2,635,750	102,751	117,569,407
Number of employees	2,601	34	135	128	9	2,907

Annex 6: Distribution of civic organisations in Macedonia²⁴

Region	Develop- mental index	GDP per capita MK=100 (2007)	GDP (PPP \$) ²⁵	Total Popul. (2002)	CSO ²⁶ per 1000 inh.	Total CSOs	%	CSO per 1000 inh.	Total CSOs	%
	2008-12	2007	2002	2002	2003			2010		
Skopje	1.48	156.4	11,964	578,144	4.2	2454	41.9%	7.4	4,304	38%
Urban municipal				506,926	4.7	2381	40.7%	8.2	4,181	37%
Rural municipal				71,218	1.0	73	1.2%	1.7	123	1%
Northeast	0.56	60.7	3,541	172,787	1.8	309	5.3%	4.0	697	6%
Urban municipal				36,042	8.4	304	5.2%	17.1	615	5%
Rural municipal				136,745	0.0	5	0.1%	0.6	82	1%
East	0.67	86	5,104	181,858	3.1	557	9.5%	5.6	1,018	9%
Urban municipal				14,766	36.2	535	9.1%	65.6	968	9%
Rural municipal				167,092	0.1	22	0.4%	0.3	50	0%
Southeast	0.89	83.6	6,050	171,416	2.3	390	6.7%	5.2	884	8%
Urban municipal				53,618	6.1	325	5.6%	12.9	691	6%
Rural municipal				117,798	0.6	65	1.1%	1.6	193	2%
Vardar	0.69	98	5,591	154,535	2.1	329	5.6%	5.9	908	8%
Urban municipal				136,103	2.3	311	5.3%	6.2	840	7%
Rural municipal				18,432	1.0	18	0.3%	3.7	68	1%
Pelagonian	0.73	103.9	6,905	238,136	3.5	822	14.0%	6.3	1,501	13%
Urban municipal				198,662	3.8	759	13.0%	6.7	1,324	12%
Rural municipal				39,474	1.6	63	1.1%	4.5	177	2%
Southwest	0.72	75	4,192	221,546	2.7	590	10.1%	4.8	1,062	9%
Urban municipal				175,946	3.1	539	9.2%	5.4	954	8%
Rural municipal				45,600	1.1	51	0.9%	2.4	108	1%
Polog	0.72	47.4	3,076	304,125	1.3	400	6.8%	3.1	952	8%
Urban municipal				167,622	1.9	326	5.6%	4.3	720	6%
Rural municipal				136,503	0.5	74	1.3%	1.7	232	2%
Macedonia	1	100	6,850	2,022,547	2.9	5,851	100.0%	5.6	11,326	100%

²⁴ Source: State Statistical Office; Central Register of Macedonia (data for civic organisations in 2010) and Primary courts (data for data for civic organisations in 2003)

²⁵ Ministry of Local Self Government, UNDP (2004) Socio-economic Disparities among Municipalities in Macedonia. Skopje, Ministry of Local Self Government, UNDP.

²⁶ Civic organisations – Associations and Foundations

Annex 7: List of participants in regional focus groups and national workshop

	Name and Surname	Organisation/institution	Town
1.	Ahmet Jašarevski	Roma Community Centre – “Drom”	Kumanovo
2.	Aleksandar Miševski	Youth Forum Bitola	Bitola
3.	Aleksandar Todorovski	Youth Cultural Centre - Bitola	Bitola
4.	Aleksandra Vrđovska	European Institute	Bitola
5.	Alii Faik	Roma Woman Organization in Macedonia “Daja”	Kumanovo
6.	Aneta Jordanovska	Information Centre for Communities	Kumanovo
7.	Anita Jurukovska	Civil Association Bitola	Bitola
8.	Arben Ristemi	Kičevo	Kičevo
9.	Behar Qerimi	NGO “Linda”	Kumanovo
10.	Biljana Menoska	TV Star – Štip	Štip
11.	Biljana Vršovska	Centre for Cultural Decontamination	Bitola
12.	Blagica Kostadinova	NGO “Equal for all”	Kočani
13.	Bordil Sulimani	NGO “Natira”	Kumanovo
14.	Boris Šarkovski	Local community development foundation - Štip	Štip
15.	Brankica Zatarakoska	Project – Youth Independence	Struga
16.	Čedomir Šopkikj	Union of Blind People in Macedonia	Skopje
17.	Darko Nastevski	General Secretariat of the Government of the Republic of Macedonia – Office for Cooperation with NGOs	Skopje
18.	Dejan Miševski	Vecer (daily newspaper)	Skopje
19.	Demir Šabani	Information Centre for Communities	Kumanovo
20.	Denis Ademovski	Bairska svetlina	Bitola
21.	Deniz Ali	Organization of the Turks “EM”	Štip
22.	Dilbera Kamberovska	Roma Woman Organization in Macedonia “Daja”	Kumanovo
23.	Dimče Vele	Foundation for local development and democracy – Focus	Veles
24.	Dimitri Golaboski	Association for Development and Activism “Akva”	Struga
25.	Divna Zmejkovska	Union of Independent and Autonomic Syndicates of Macedonia	Skopje
26.	Dragi Zmijanac	Megjashi – First Children's Embassy in the World	Skopje
27.	Elena Kocoska	Polio plus – Movement Against Disability	Skopje
28.	Elizabeta Angeleska Atanasoska	University Ss. Kliment Ohridski - Bitola	Bitola
29.	Elizabeta K. Bosevarova	Municipality of Gradsko	Veles
30.	Elizabeta Risteska	Community development centre - Kičevo	Kičevo
31.	Emilija Georgievska	City of Skopje	Skopje
32.	Emilija Stojanovska	Environmental association “Biosfera”	Bitola
33.	Erol Ademov	Municipality of Štip	Štip
34.	Erol Ademov	Municipality of Štip	Štip
35.	Evgenija Bektaš Josifovska	Municipality of Bitola	Bitola
36.	Fatrije Arifi	NGO “Linda”	Kumanovo
37.	Feat Kamberovski	Roma Rights Forum “Arka”	Kumanovo
38.	Ferdi Asani	Humanitarian organisation - El Hilal	Skopje
39.	Ġoko Mileski	Local Agency for Development	Struga
40.	Ġorġi Joševski	Citizens Association Bitola	Bitola
41.	Ibrahim Pajaziti	Union of Blind People in Macedonia	Skopje
42.	Ilina Mangova	Institute for Democracy “Societas Civilis”	Skopje
43.	Inda Savikj	Sojuz na sindikatite na Makedonija	Skopje
44.	Ismet Ballazhi	Community Development Centre - Kičevo	Kičevo
45.	Jordanka Kalajdzieska	NGO “Nadež” - Štip	Štip
46.	Josipa Rizankoska	Institute for Democracy “Societas Civilis”	Skopje
47.	Jovan Ivanovski	Together-Macedonia	Bitola
48.	Jove Hađievski	International Gestalt Institute of Macedonia	Bitola

49.	Julijana Nastoska	NGO Opcija – Ohrid	Ohrid
50.	Jusein Demirov	HZRM	Štip
51.	Katerina Ćekić	NGO “Olimpija” – Štip	Štip
52.	Katerina Ćukalevska	Television Orbis Bitola	Bitola
53.	Katerina Ivanova	Organisation of women - Sveti Nikole	Sveti Nikole
54.	Katica Ćadieva	Municipality of Veles	Veles
55.	Lenka Soleska	Together-Macedonia	Bitola
56.	Lidija GrupĆeva	Imperial Tobacco TKC Skopje	Skopje
57.	Liljana AlĆeva	Habitat – Macedonia	Skopje
58.	Liljana Jankulovska	Trade Union of Macedonia	Skopje
59.	Ljubica KoĆova	Council for Prevention of Juvenile Delinquency - SPPMD	Kavadarci
60.	Ljubica Stankovska	Semper	Bitola
61.	Ljupco Dimitrov	Municipality of Lozovo	Veles
62.	Maja Petrovska	Multikultura	Tetovo
63.	Marija Lazarevska	Environmental Association Biosfera-Bitola	Bitola
64.	Marina Denkovska	Roma Education Initiative "Vrama si"	Kumanovo
65.	Marjan Kelemen	Municipality of Aerodrom	Skopje
66.	Mehmed Dunjamin	The association for cultural cooperation “Youth Steps”	Veles
67.	Mirjana Hadzi-Nikolova	MHZ Štip	Štip
68.	Miroslav Ristovski	Roma Community Centre – “Drom”	Kumanovo
69.	Mitko Aleksov	Macedonian Chambers of Commerce	Skopje
70.	Muhamed ToĆi	Humanitarian and Charity Roma Association “MeseĆina”	Gostivar
71.	Nataša Mustafa	Centre for Cultural Decontamination	Bitola
72.	Neli A.Panova	Association of handicraft artists - Macedonian Handicraft	Bitola
73.	Nestor Jauleski	Environmental Association Areal	Struga
74.	Nevena Longurova Girova	Local Community Development Foundation - Štip	Štip
75.	Nikola Ćoreski	Business Startup Centre - Bitola	Bitola
76.	Nikola Ivanovski	Together-Macedonia	Bitola
77.	Orlan Demirša	Organization of the Turks “EM”	Štip
78.	Pajtim Saiti	Permaculture and Peacebuilding Centre Gostivar	Gostivar
79.	PanĆe Urumov	Children and Youth Parliament – Veles	Veles
80.	Pranvera Imeri	Multikultura	Tetovo
81.	Rahela Simeonova Maneva	Organisation of Women of Sveti Nikole	Sveti Nikole
82.	Ramadan Šakirovski	Roma Rights Forum “Arka”	Kumanovo
83.	ReĊep Šabani	NGO “Natira”	Kumanovo
84.	Rozita Talevska	Environmental Association “VinoŹito”	Štip
85.	Samet Skenderi	Initiative for Social Change	Skopje
86.	Selajdin Sulejmanov	The association for cultural cooperation “Youth steps”	Veles
87.	SevĊan Sulejmanovski	Roma Education Initiative "Vrama si"	Kumanovo
88.	SneŹana Patareva	Organisation of the consumers Štip	Štip
89.	Sonja Nikolovska	New Life	Skopje
90.	Sonja Ralevska	Semper	Bitola
91.	Sonja S. Trajanoska	United Nations Development Programme	Skopje
92.	SunĆica Kostovska	Foundation Open Society Institute Macedonia (FOSIM)	Skopje
93.	Svetlana Janeva	National Council for Gender Equality	Skopje
94.	Svetlana Milenkova	Centre for Institutional Development	Skopje
95.	Svetlana Talevska	Forum of civil associations Bitola	Bitola
96.	Tetjana Lazarevska	Macedonian Enterprise Development Foundation	Skopje
97.	Tinka Kotevska	Public Utility Enterprise “Isar” - NGO Regional Business	Štip

98.	Todor Ivanovski	Centre for Cultural Decontamination	Bitola
99.	Trajče Čefutov	NGO "Bright vision"	Štip
100.	Vera Pankovska	Bureau for development of education - Kumanovo	Kumanovo
101.	Verginija Stojkova	Council for prevention of Juvenile Delinquency (SPPMD)	Kavadarci
102.	Viktor Iliev	YMCA Bitola	Bitola
103.	Viktorija Ristevska	Children and Youth Parliament - Veles	Veles
104.	Violeta Boškova	Municipality of Gradsko	Veles
105.	Violeta Karagunova	Child parliament Štip	Štip
106.	Violeta Nalevska	Municipality of Bitola	Bitola
107.	Violeta Spasova	Ekolosko društvo "Vinožito"	Štip
108.	Vladimir Lazovski	Open the windows	Skopje
109.	Vladislav Župan	Municipality of Struga	Struga
110.	Žaklina Paunovska - Anđelovikj	NGO "Equal for all"	Štip
111.	Žaneta Poposka	Organisation for Security and Co-operation in Europe	Skopje
112.	Zoran Ivanov	Local community development foundation - Štip	Štip
113.	Zoran Jankulovski	Association of Financial Workers Of Local Government and Public Enterprises - ZFRLSJP	Veles
114.	Zumrete Jakupi	Assembly of the Republic of Macedonia	Skopje

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