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Macedonian Bank for Development Promotion

October 2013

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NGO MAGAZINE

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DEVELOPMENT - CED

INTERNATIONAL MAGAZINE ABOUT THE NGO SECTOR - NR. 6 / OCTOBER 2013



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The importance
of teamwork in
organizations

**Editor's
Choice**



CID's story is 7 years old!

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(HRSI), from academia
to activism

Dana
BALAN

Citizens' engagement, an
antidote for citizens' pessimism

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National Youth Council of Macedonia established

THE COUNCIL WAS FOUNDED BY 55 ORGANIZATIONS



The complete process of establishing the National Youth Council of Macedonia is strongly supported by the European Youth Forum (EYF) which is the largest umbrella organization in Europe representing and advocating for the rights of youth before the international institutions.

The National Youth Council of Macedonia was founded on June 29, 2013 in Struga. The Council was founded by 55 organizations (youth organizations, organizations for youth, alliances and youth wings of political parties). As the president of the National Youth Council of Macedonia, Ivana Davidovska noted, its mission is to represent the interests and needs of young people as a liaison with all the stakeholders and to ensure the involvement and active participation of youth in the decision-making process at every level. According to the adopted Statute, the National Youth Council of Macedonia (NYCM) will be managed by the following bodies: General Assembly, Management Board, Supervisory Board and Executive body - Secretariat. Delegates of the Founding Assembly elected Ivana Davidovska (CID) for President, Dona Kosturanova (MOF) for Vice President and board members Ivan Jovanov, Goran Georgiev (Scout Association of Macedonia), Daniel Kalajdzieski (HERA), Arben Ristemi (Centre for Community Development) and Antonio Jovanovski (Go Green). The Management Board elected at the Founding Assembly prepared a work plan for the next six months. According to this plan, the NYCM will focus on promoting the role of this body and the way in which cooperation is established with the institutions. The goals of NYCM lay down the guidelines under which it will operate in the future. Goals include: encouraging processes for creation of appropriate policies enabling social and personal development of young people, representing and acting on behalf of the interests of young people and youth organizations, representing their interests before the institutions; unification and development of the capacities of the youth sector through the strengthening and promotion of the role of youth organizations,

promotion of non-formal education and encouraging the creation of systems for supporting youth at a local and national level; promotion and action for strengthening youth participation in the decision-making processes, promotion of youth activism, youth information and active citizenship among young people, promoting equality, the treatment of youth, tolerance and democracy among youth. The criteria for membership established with the Statute enable organizations working for and with the youth to have the opportunity through their participation to present the actual interests and needs of young people in our country. The criteria for full members stipulate that they need to have young people in the governing bodies of the organizations, to have at least a three-year experience working on youth issues, an annual budget of at least 123,000 denars, and to cover at least 300 young people annually with at least 10 activities. The youth organizations are entitled to 2 votes in the General Assemblies, youth organizations and youth wings of political parties are entitled to 1 vote, whereas

the alliances may have up to 4 votes. The complete process of establishing the National Youth Council of Macedonia is strongly supported by the European Youth Forum which is the largest umbrella organization in Europe representing and advocating for the rights of youth before the international institutions. The president of the European Youth Forum, Peter Matjashik once again stressed that the European Youth Forum is closely monitoring the entire process, with even more support and participation in building its capacities. This support is actually part of the strategic orientation of the Forum to work on supporting youth rights. In fact, the establishment of such a council in Macedonia will lead to greater inclusion of young people in Macedonia in all the decision-making processes. The European Youth Forum will continue to directly support its work in the future as well, in order to meet all the criteria for integrating the National Youth Council of Macedonia in the European Youth Forum. After its establishment in Struga, the National Youth Council is facing many challenges. Throughout the upcoming period, NYCM will initiate intensive communication with all the institutions in our country competent in youth issues, in order to encourage a structured dialogue during the decision making process. NMSM will be a strong representative of youth interests in our country, with an ultimate goal will be to improve the situation of young people in our country. In addition, the National Council will also play a major role in the strengthening of the youth sector in our country, by networking with and supporting organizations, providing benefits for the youth - such as inclusion in quality and sustainable activities. At the end, president Ivana Davidovska said she expects all institutions and stakeholders to recognize this authentic and democratic initiative, which has the sole purpose of improving the decision making processes. This would allow young people to directly exercise their rights to participate. (Source: metamorphosis.org.mk)



PRESS CONFERENCE OF THE NATIONAL YOUTH COUNCIL MACEDONIA (JULY 01, 2013. SKOPJE)

Through CED young people from the region of Tearce cooperate with the German institution and express their artistic skills

CENTER FOR EDUCATION AND DEVELOPMENT - CED



The pedagogical work of the theatre is focused on the everyday life of children and young people. The needs of young people are in the center of attention with the aim to give them the chance to express experience and communicate a creative confrontation with different living cultures.

Probably everyone's attention got caught by the big group of Germans passing through Tearce and wondering what are they doing here. The German group of the "Theater Am Markt" is doing a 3 daily theatre workshop with people from the municipality of Tearce. The workshop is organized in cooperation with the NGO Center for Education and Development, which cares about everything around the workshop. The topic of the workshop is improvisational theatre. Further was the time used to present the people from abroad the special places of the region; for example had some people the chance to see a mosque for the first time from inside and Leshok impressed with it's beautiful landscape a monastery as well. These trips opened the opportunity over the workshop time beyond, to share cultural experiences and get in an exchange. The further aim of the workshop was, to experience the positive profit of community and tolerance for the participants and audience through creating an activity where the participants of all ethnicities and generations creating one activity together. The workshops offers the chance, to teach the participants new skills, that these are also after ending the project are able to continue independently in their group on the methods of improvisational theatre. And whoever thought that language is the most important medium to express is wrong. The workshops switches from German, Albanian,

Macedonian and English or just pantomimes - there are no borders to express yourself. All of the participating persons are positive surprised, how easy it is to communicate without having the same mother tongue. In the end there is nothing left to say then it is a lot of fun, though high concentration and hard work. You see cheerful and excited faces when you look through the participants, which gained new experiences - in more than acting.

TAM "Theater am Markt"

Since November 2008 does the german "Theaterpädagogisches Zentrum - Theater am Markt" center for theatre pedagogy theatre on the market) is in the town Eisenach. The theatre founders Timo Bamberger and Marcus Coenen transformed a restaurant to a theatre with a capacity of about 80 seats. The purpose of the "Theater am Markt" is to present a diverse and comprehensive mix of professional and amateur theatre, played by children, youth and adults. Everyone is welcome to join, independently from social origin, individual and financial conditions,

religion, nationality and gender. It develops to a citizen theatre at the moment, active created by the residents of Eisenach, which are actors, audience, idea source and collaborators. GOALS: The topics of the shown productions are reflected by the issues of the theatre members. The pedagogical work of the theatre is focused on the everyday life of children and young people. The needs of young people are in the center of attention with the aim to give them the chance to express experience and communicate a creative confrontation with different living cultures. Especially in the work with disabled and individual handicapped people is the theatre endeavored to balance different social and individual situations. Further to enable for recognizing their personal and social living situation and taking active part in the formation of their life and the society. The theatre's aim is to support the cultural awareness, creativity and cultural competence of the children and young people through the theatre work, as well as to support identifying processes through sensual experiences.

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"The theatre is the involuntary reflex
of the ideas of the crowd" - Sarah Bernhardt



Human Rights Initiative (HRSI), from academia to activism



Photo courtesy of Agnieszka Budek

HRSI brings human rights to the forefront in students' everyday lives



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WHAT IS HRSI? Human Rights Initiative (HRSI) is a unique non-governmental organization established in 1999 with a mission to promote social engagement through awareness-raising and capacity building. Based at Central European University (CEU) in Budapest, Hungary and supervised by an independent Board, HRSI set a precedent for other universities to incorporate human rights non-formal education into students' life experience. The specificity of the HRSI project is a direct participation in its programs of over 1500 students, faculty and staff coming from more than 100 countries. HRSI brings up a new generation of human rights advocates and international community of responsible citizens regardless of their formal educational backgrounds. Nowadays HRSI also serves as a platform for civil society practitioners from over 40 NGOs who use it to discuss human rights issues and prepare joint actions.

HRSI HISTORY: Since its founding 14 years ago, HRSI has undergone a significant process of development and institutionalization. Started as an informal group, HRSI worked exclusively with

the Department of Legal studies and its students. Shortly after HRSI's inception, the decision was made to expand outward from its original target group to encompass every CEU student, faculty, and staff members. The organization was registered and supported by Open Society Foundation and CEU grants. Due to recent restructuring processes taking place at the university in 2012, HRSI is currently under the direct supervision of the Provost and Academic Pro-Rector's Office. In fact, this institutional shift marks another important landmark in HRSI's growth: HRSI has acquired a new status at CEU equal to any other department and unit.

OUR WORK: The Human Rights Initiative is committed to promoting human rights, collaboration, and cross-disciplinary and critical thinking, with particular emphasis on youth

activism and networking. HRSI aims at bridging the worlds of academia, policy, and activism by organizing campus-wide events that encourage awareness and actions on human rights issues. During 14 years of work, HRSI has accumulated valuable sources on human rights activism covering such areas as organizing campaigns, workshops, internships with NGOs, credited courses at the legal studies department, public lectures, roundtable discussions, food and clothes donation drives, theatre performances, and publishing a journal. Our experience shows that universities' formal curriculum often does not sufficiently raise awareness of essential human rights issues and principles. We advocate the inclusion of a human rights component into all of CEU department's teaching programs in order to ensure the understanding of human rights as a universal notion relevant to any field. We also work on ensuring fruitful interaction among different CEU departments and local and international NGOs in the field of human rights to bring practical elements from NGO practitioners into academic research.

HRSI'S OTHER MAJOR GOALS ARE: To provide training and practical experience necessary for work in the non-profit sector for the members of the CEU community and partner organizations; to raise awareness among CEU students on current issues in the field of human rights; to provide networking opportunities for CEU members as well as for the NGOs located in Hungary; to incorporate non-formal education into the educational experience of HRSI target groups. We are open for new partnerships, exchange of experience and joint projects with both NGOs and universities!

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Support Human Rights Initiative (HRSI)

HRSI is a not-for-profit organization, dedicated to human rights awareness-raising and social engagement. Our activities are free and do not generate profit. Therefore, in addition to generous support from the Open Society Institute and Central European University, HRSI relies on support from private donations. If you're interested in supporting HRSI, please visit CEU's Alumni Relations and Careers Website. <http://arcs.ceu.hu/donation>. You can donate through them if you click to "specify an academic department" and write that the donation is for HRSI. Thank you for your generous support!

The role of NGOs in society



Picture: bluecross.ca



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In order to find the truth you have to be true to yourself and NGOs role in today's society is extremely humane because they deal with the issues of everyday people; they constantly work on improving the needs of communities on local and national level and what is more they learn how to cooperate among each other.

If you travel to any country of the world and spend few days or weeks you will soon understand and realize what it is that makes that country a unified or disrupted place where people reside. In today's world when capitalism and democracy play dominos on the Earth's turf there are many important changes within societies. In my personal opinion democracy should serve society where inhabitants of a certain country are able to be who they are regardless of race, gender or social status, where education, health insurance, housing is available to everyone, where the emphasis is on the long-term prosperity and not only on short-term positions or success. And NGOs are providing people exactly that. Official government bodies set various rules and not always are the things organized fairly and justly and I think that NGOs are making it possible to give people much wider picture of what is happening in the world and around them allowing them to make their own decisions without jeopardizing someone's freedom. I have had the opportunity to participate in a life-changing basic training in building peace organized by one such NGO and I learned that non-formal education and spending time with people who don't necessarily agree is actually rewarding because when you are given a chance to have a conversation with someone whose opinion you do not agree with but still manage to reach an agreement is a proof that there are still many people who are open to suggestions and who are not afraid to change their minds and who believe in many different perspectives. The truth is one and we only need to look for it in different places while sharing our opinions with as many people as possible. In order to find the truth you have to be true to yourself and NGOs role in today's society is extremely humane because they deal with the issues of everyday people; they constantly work on improving the needs of communities on local and national level and what is more they learn how to cooperate among each other. What I value the

most when working for NGO sector is their mission to work on the building of lasting peace through the promotion of the cultures of non-violence and dialogue and through the trust building among individuals and groups, as well as constructive dealing with the past as one of the key elements of the peace building. Their contribution to the world is immense and they are constantly pushing the limits in strengthening societies across the world by introducing and tackling the issues that are of crucial importance in a person's life. They offer everyone a chance to become a member, a volunteer or to contribute to our overall goal and that is a unified and peaceful surrounding. Some may call it a Utopia but I would dare say it is not because there are NGOs in every one of us and we

just need to find each other in order to give ourselves, our neighbours and families a chance to speak and a chance to live what we preach. NGOs provide us with various forms of apprenticeships and non-formal education, they allow us to become active members of societies and they guide us towards benevolence, humanitarian work and healthy education where truth is based on facts and facts are there to be discovered. Their main concerns is a well-being of people and countries and even though it takes time to improve all that we neither give up nor give in to the mass pressure of those who are selfish and greedy vultures. **I salute them and join them on this path!**



“YATA MACEDONIA” - PART OF THE YOUTH FORUM IN BUDVA, MONTENEGRO

From 5 to 8 June 2013, the President of the YATA Macedonia, Mr. Ilija Djugumanov, Secretary General of YATA Macedonia, Mr. Jordan Tasev, and the member of YATA Presidency Mr. Hristijan Despotovski attended the third 2BS Forum in Budva, Montenegro. The 2BS Forum was organized by the Atlantic Council of Montenegro. With topics ranging from “How to end the Syrian Civil Conflict and Shape a New Middle-East” to “Regional Cooperation and Common Security Challenges” on 6th June started the Youth seminar. This was an insightful Forum, filled with well-spoken experts that provided useful in-depth analysis of the issues at hand. (Source: atamacedonia.org.mk)

Citizens' engagement, an antidote for citizens' pessimism



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Because we cannot live isolated, we go back to hope and start searching for a true meaning in our lives. Most of the time, that meaning is love and love takes different forms: charity, volunteer work...



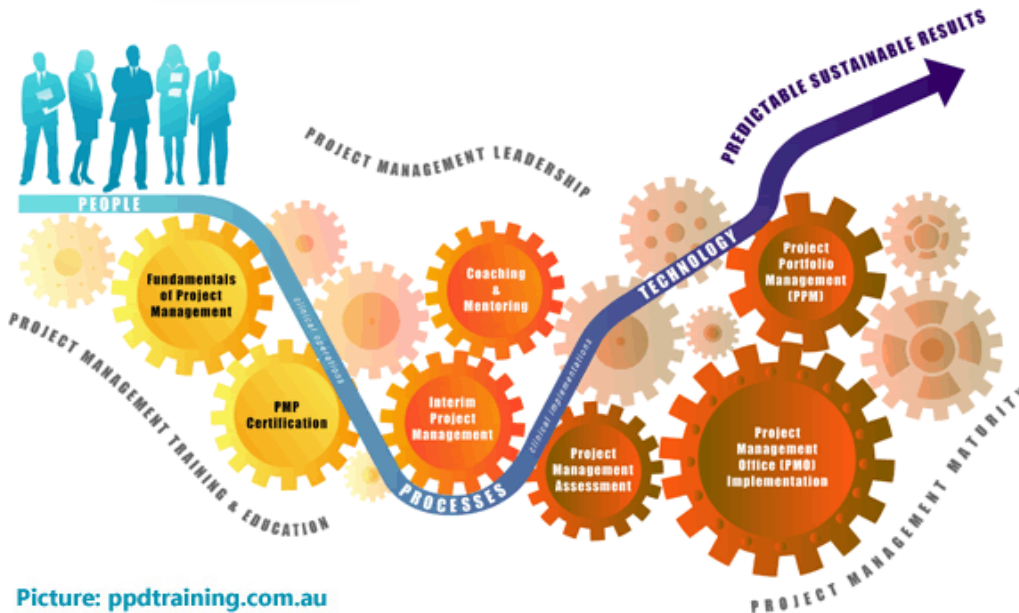
Being a journalist - an excellent opportunity to discover more about human nature, I know that pessimism is the most toxic feeling of our times. One of the main features of humanity is our capacity to project the future, to dream, to hope. On the other hand, we tend to expect immediate results. It takes only a couple of disappointments, a moment of impatience and a few seconds of egoist temptation to switch from optimism to pessimism. And then we fall into loneliness. Because we cannot live isolated, we go back to hope and start searching for a true meaning in our lives. Most of the time, that meaning is love, and love takes different forms: charity, volunteer work, direct participation and engagement in social initiatives, or positive actions. NGOs have this great power to connect people in the name of the most diverse claims, showing all of us that "yes", people do care and that "no", we are not alone. People are willing to invest their physical time and resources in the name of social good, be it more democracy around the world, better access to information, more accountability among politicians, or better inclusion for the vulnerable social categories. Non-profits are here to stay. As part of the policy making process, NGOs give citizens more means to make their voices heard and push things forward in the sectors of education, technology, human rights, development, environment, humanitarian aid, health or children and youth. The Top 100 NGOs 2013 edition (released by The Global Journal) shows that the NGO sector is estimated by the Public Interest Registry to hold almost 10 million organisations! "In the multilateral context alone, the number of UN-accredited NGOs had risen from 40 in 1945 to 3,536 by the end of 2011", points

this ranking, based on impact, innovation and sustainability criteria. Unfortunately, the growing number of NGOs cannot be correlated with citizens' ability to make the most of democracy. The heart of democracy, the right to VOTE, is taken for granted. Turnout at European Parliament elections has decreased since 1970 from 62% to 43%, in 2009. The Flash Eurobarometer report for European Youth: Participation in Democratic Life shows that only 3 in 10 respondents are certain that will vote in the next election. The good news in this report is that "participation in activities run by various organizations has an impact on interest in politics or elections". NGOs stimulate people to deliberate and participate in social life, by cultivating a culture of dialogue and collaboration. The Internet facilitates participatory democracy on online platforms. Crowdsourcing draft legislation (e.g. The Finnish Citizens Initiative, a new form of participation on the state level, the European Citizens Initiative, the first transnational citizens' initiative ever in the world) has made politicians lose their monopoly over agenda setting. It is not an exaggeration to say that nowadays people are more empowered than ever. The question is what they will do with it. Nevertheless, "Democracy is not the multiplication of ignorant opinion", as English sociologist and social reformer Beatrice Webb stated. By that, she was not denying democracy, she was demanding for more educational reform. Active, well-informed citizens are the foundation of every democratic government. Non-profits all over Europe play an important role in promoting these qualities by capacitating citizens to take more action in their communities, on the local level. Every Little

Change, founded in Sweden, aims to enable people, through education, media and events, to collaborate and find solutions to the challenges they confront. Jonas Eriksson, board member of this NGO, is running the project Transit Mode, a wiki guide on active citizenship, future platform for lectures and workshops, an annual conference and a one-year course on active citizenship, to be launched in 2014-2016. Development of participatory democracy depends on ambitious projects such as NGO start-ups, which have the potential to take democracy to the next level by increasing the impact of public opinion on policy decision-making. A unique start-up in this sector is WikiRendum, an NGO platform, with a deliberation process in four steps: problem definition, solutions defined by collaboration, argumentation based on facts, and votes. Nathalie Conrad, founder and project manager, says that the idea came up in January 2011 during the Arab spring. In November, the NGO was founded in Switzerland under a name that combines wiki (a website modified by its users) and referendum. WikiRendum is inspired by the Swiss political system, in which citizens regularly initiate referendums. The team, which combines expertise in political science, IT, consulting, and NGOs, plans to develop this demonstration platform and launch it in several languages and countries. The stakes are high: the most voted ideas will request mass media and politicians' consideration, demonstrating that citizens can make their voices heard every day, not only when they go to vote. NGOs are here to stay. But, we have to let go of pessimism and balance our optimism with rational decisions. After all, we are what we believe in: the future.



Tips for project management prosperity



Picture: pdtraining.com.au

There are many challenges to keeping a project on track and within budget. By taking a few precautions and by having a specific plan in place, you can lead your project to guaranteed success. Here are 6 tips and tricks to help ensure your project goes as planned:

1) COMMUNICATE, COMMUNICATE, COMMUNICATE

Always ensure that the lines of communication are open. As the project manager, it's your job to be the operator of the communications system. Make a plan and stick with it. Keep everyone informed by creating status reports based on a project's information and updates. Good project managers will document everything. If it can be documented it should be documented. Any information is pertinent to the team—even the comment from the CEO about how he strongly dislikes the color you've decided to use—is important. Relay any and all information to the team, you never know what might become an issue later.

2) BE THE LEADER

You are the captain of the ship. You should act like it. You need to inspire your team, you need to encourage them, and you need to carry on during the tough trials that you will face. If you don't have good leadership skills, you may not be able to prevail over challenges that face your project. Address your strengths and weaknesses—because they will be tested.

3) SET AND MANAGE THE EXPECTATIONS

The expectations of your project should be set by a descriptive, well-written scope of work. All team members should use and refer to this document to set the stage for what will be ultimately delivered on each project. As project manager, you should sit down with your client and review the project

timeline. It's imperative to have these types of conversations with your client—you need to keep them informed of the process for the duration of the project. Between each deadline, set up a meeting with the client about the upcoming document delivery. Receive their constructive feedback about the document—it'll make the final deliverable a lot stronger. It's critical to educate your clients on the process of making a website. If you keep the client informed and involved, you're guaranteed to build a product that pleases your client and engages your users.

4) KNOW WHO TO INVOLVE, WHEN TO INVOLVE THEM

It's impossible to keep everyone in the project informed of everything—and that's a good thing because you don't necessarily need to. It's good to know when to involve the team to help a conversation or an idea, but you don't need to do it for everything. A project developer should never answer design or development specific questions unless it was previously documented. Know what the client is asking: Is the question design or development specific? Is it a question regarding content? Pull the appropriate people for each question—but you don't need to have a meeting every time the client calls with an idea.

WHAT IS PROJECT MANAGEMENT?

More specifically, what is a project? It's a temporary group activity designed to produce a unique product, service or result. A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources. And a project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. So a project team often includes people who don't usually work together - sometimes from different organizations and across multiple geographies. The development of software for an improved business process, the construction of a building or bridge, the relief effort after a natural disaster, the expansion of sales into a new geographic market — all are projects. And all must be expertly managed to deliver the on-time, on-budget results, learning and integration that organizations need. *(Source: pmi.org)*

5) FIND AN ALLY AND MANAGE STAKEHOLDERS

A good project manager will find a friend on the client-side. He or she should try to do their best to build a relationship with that person. A strong relationship can help the project manager learn the politics of the company and how it'll affect the project's process. Having an ally can help you gain guidance: a simple, short conversation where you ask, "Who do I need to approve X project?" can give you valuable insight. As project manager, it's your job to predict the potential factors that could make the project go over deadline or over budget. If you know and manage your stakeholders, it becomes a lot easier for you to have blunt conversations about why and when a project might go off track. No project manager wants to be the bad guy. But as a manager, it's part of your role. Set everything up in your favor so you can be in control the risks—at least most of the time.

6) ENCOURAGE YOUR TEAM

Simple, encouraging sentences like, "Wow, you did a really good job!" can really go along way. A great project manager is one who enforces the rules, keeps everyone in-sync, and supports and encourages the process, the team, and the client.

(Source: dburnsdesign.com)

CDI with presentation of best practices in Amsterdam

Association Community Development Institute (CDI) from Tetovo, on formal invitation by the Dutch Minister for Interior and Kingdom Relations, dr. Ronald H. A. Plasterk, between 29-31 of October will be part of the international conference "Borders to cross" that will take place in Amsterdam. At this conference CDI will have rare opportunity to be one of 40 organizations from whole Europe that will present their activities that provide democratic innovation and present best practices in the field of civic initiated and driven changes.



NON-FORMAL EDUCATION, TRENDS AND CHALLENGES

ON THE RISE OF MASSIVE OPEN ONLINE COURSES



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Education is a human right – it emancipates, liberates and empowers. Mandela called it “a weapon that can change the world”. Gandhi advised to “learn, as if you were to live forever”. Recent trends indicate a growing community of passionate life-long learners around the globe, a statement that can be supported by the popularity of the many learning websites. With more than five million users combined, Coursera and edX are the two leading platforms for tuition-free, web-based classes, popularly known as MOOCs, or massive open online courses. Launched in April/May 2012, these websites rapidly promoted the education industry and succeeded in bringing online world’s leading professors and universities. A year later, they are offering almost 500 courses in the areas of humanities, arts, science, statistics, engineering, teacher training, business and management. Participation in these courses requires a computer, internet access and allocation of several hours per week for study. The duration of courses varies, but most of them are four to twelve weeks long. The study material consists of video segments and assigned readings, while the assessment is based on quizzes/exams, peer-graded essays/projects and forum posts. Upon successful completion, the student receives a printable electronic certificate or a statement of accomplishment. The benefits of these online platforms are multifold. They provide the opportunity to (at least virtually) experience an Ivy League education and learn from the most prominent thinkers in today’s academic landscape. The courses allow for a

self-paced study and represent a flexible form of continued education; as such, they are suitable for both full-time professionals and regular students, who can complement their studies with these additional resources. The forum, an integral part of every MOOC, is a fantastic place to exchange ideas and network with like-minded peers and experts. Most importantly, the courses come free of cost. In the context of the civil society, these new trends in non-formal education have enormous significance. In fact, the very idea of creating such online platforms was initiated in the social development sector. Among the precursors, probably the best known is the Khan Academy, a non-profit education platform launched in 2006 with a mission to provide “free, world-class education for anyone anywhere”. Furthermore, the real pioneer of online education is Paul Romer, an international development professor at Stanford who, in 2000, launched Aplia Inc. as an online learning experiment. In the plethora of online courses, NGO activists can find real gems tailored to their mission and activities. There is, for example, an increasing number of courses in the area of global health, social

epidemiology, HIV/AIDS, public health volunteering and community-based approaches. Another series of courses focus on early-child education and educator training. There are also courses on climate change and sustainability, globalization, democracy and governance. Therefore, selecting the right course, in terms of content and level, is perhaps the first challenge for the online learning enthusiast. Second challenge is overcoming the procrastination trap, typical for voluntary engagement in absence of external supervisor. In spite of the large number of people who sign up (from 10’000 to 100’000 per course), the actual completion rates are very low – only 3 to 10% of the participants earn a certificate. Most of the students quit after the first week of the online course, not even attempting to complete the assignments. Finally, it is important to acknowledge that this form of education does not provide university credits and does not associate the student to the university offering the online course. The value these certificates can have on the candidate’s career prospects is still not clear. While it is believed that these non-formal credentials can enhance the resumé, demonstrate interest and commitment to learning, they still belong to the zone of non-formal education. However, the continuous expansion of these platforms and the increasing number of universities who join testify of the growing interest in this form of learning and the fantastic potential of these new education trends.

CID's STORY IS 7 YEARS OLD!



They say 7 is a lucky number. We say we had an incredibly happy time through these 7 years together! On 31 May 2006 the Central Register in Kumanovo has just started working and among the first decisions in the new system was to register CID. Center for intercultural Dialogue was officially formed in Intermezzo cafe on the 3rd table from the right side following a meeting of the founders in Cafe Corso on the table opposite the Kumanovo clock in the corner. This is how this wonderful journey of young enthusiasts have started seven years ago. It's been 7 years of active work and many dedicated people who have made the organization what it is today. Now we have an experienced team and many successful projects that we are proud of! Long live CID!

TRAVELING WITH POLIO PLUS

A brief history of an exceptional movement



POLIO PLUS
movement against disability

*Everything comes to an end
only struggle remains eternal*

Polio Plus – Movement against disability is Macedonian civil society organization which is working for 14 years on national, regional and international level. As a civic organization of persons with and without disabilities, we are working on substantial linking, complete actualization of basic human rights and fundamental freedoms of the persons with disabilities. Our mission is directed towards increasing of the self-confidence of persons with disabilities and designing a society with equal opportunities for all. We are accomplishing the mission through advocacy and lobbying for legislative changes and improvement, education, employment and independent living, as well as awareness raising, promotion of creativity and contribution to the society of the people with disabilities. One of our maxims is “Polio Plus doesn’t travel alone”, we are working together with all stakeholders into society. Polio Plus has designed and managed a wide range of projects and has gained extensive experience. Polio Plus is the first organization in Macedonia which dared to talk about the cause with unusual, unique and exceptional campaigns. The uniqueness of our campaigns is firstly in the selection of motives, which are always shocking but still attractive. The messages of our campaigns have simple and usual replicas for entangling some problem, and they are anticipated in the titles we give them: “The music of my town”, “Vote of Honor”, “Unequal Treatment is Equal to Illegal Treatment”, “We are One World”, “Closing Time for Disability Discrimination”, “One to Another – Different but Equal”, a serial of street performances named “The Sense of Life”, as well as the social billboards “Let’s be honest, is it different today?” – a serial of billboard unseen in this area before! Hitler and Mona Lisa, Marilyn Monroe or Spiderman were not drown to ‘speak’ for something with political background and in un- commercial sense, but for something which have vital meaning

for all community: the condition and the life of the persons with disabilities in our society. Polio Plus thoughtfully and gradually set up the legal framework for equal rights and dignity of persons with disability. Polio Plus was actively involved in 4th and 6th Ad Hoc Committee in UN (2004 and 2005) for the process of preparing and enactment of UN Convention for the rights of persons with disability (CRPD) where two interventions were accepted and were incorporated in the CRPD content. As a result of that, and through our lobbying and advocacy, in 2011 Macedonia ratified the Convention of the Rights of Persons with Disability. Since 2005 we have initiated, prepared and lead the first ever successful Civic Initiative for enactment of Law on Rights and Dignity of Persons with Disability (Systematic Law) by collecting double signatures (19.896 signatures) then the required figure of 10.000 signatures. From 2005, Polio Plus was working on establishment of anti-discriminatory framework in Macedonia and in 2010 the Law for prevention and protection from discrimination was adopted. From 2003 till today, Polio Plus initiated, established and is coordinating the Technical Committee of the first Interparty Parliamentary Lobby Group (IPPG), which at the moment has 45 deputies from different political parties. But our work is also appreciated by all citizens in Macedonia. In the survey “Index of trust” in 2006 and in 2010, where the trust of the citizens in the CSO and their stances of CSOs leaders was examined, Polio Plus was placed at the leading position with 13.6 % index of trust. Polio Plus is also awarded for it’s work. In 2011, Polio received the ERSTE Award for Social Integration and in the same year we received the first prize in the film festival in Jablanica for the documentary movie “My Story – Facing Discrimination”. But we are not stopping here, because we know - every story has it’s end, only the fight is eternal!

PROJECT MANAGEMENT PROSPERITY

You will need to ensure that the project scope is distinctly identified, including the roles and responsibilities of the various project team members.

Tips & Tricks



INTERNATIONAL
BURCH
UNIVERSITY

What is IBU?

International Burch University (IBU) is higher education institution established in 2008 in Sarajevo, capital of Bosnia and Herzegovina. This University is member of the private Bosna Sema Educational Institutions family, well known on the ground of Bosnia and Herzegovina for the success its students shows participating various educational competitions on federal, country and international level. Bosna Sema Educational Institutions offers the education in 16 schools from preschool, through primary school and college up to university in cities of Tuzla, Bihac, Zenica, Mostar and Sarajevo.

What is BDC?

Business Development Club (BDC) is the first club at IBU established in 2009 by students of Faculty of Economics and is formed to serve as a bridge between University and Business world, but also to contribute in development of student’s careers and prepare them for future experiences for their business life. BDC club functions under the Management Department with full support of both department and students. BDC club was organiser of many events and business sessions held at University with experienced entrepreneurs and respected lecturers as guests from different fields and various industries. Especially, BDC organized numerous visits to companies and universities through past several years. Members of the club organized the first Forum on Domestic Production in B&H that includes discussion also promotion of domestic products, quality standards and possible ways to improve and to strength the domestic economy. BDC is place of personal development and experience where students discover themselves and improve their skills. Also, through realization of projects and activities such as organization of seminars, workshops, conferences, etc., BDC contributes to improvement of quality in education process at International Burch University and Bosina and Herzegovina. BDC provides a supportive and positive atmosphere at IBU among students also among academic staff.

By: Haris Magrdzija (BH)

How to advocate? A Macedonian think tank researcher's perspective!

ALWAYS HAVE IN MIND THAT YOU ARE CORRECTING GOVERNMENTAL POLICIES FOR THE BETTER WHICH IS A NOBLE WORK. YOU SHOULD BE PROUD!



Ana
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Working in the Macedonian civil society is a thrilling daily routine composed of grants mapping, research conducting and advocacy. The latter means trying to get your recommendations accepted by the stakeholders you are targeting, which is especially important for a think tank which main aim is to influence policy making. After working three years in the Macedonian think tank Analytica, I can say that advocacy is the most difficult part since you have to persuade the relevant stakeholders (ministries, Government etc.) to adopt your recommendations, something that is still an issue even for the largest civil society organizations in Macedonia. However, in this dynamic three years I have learnt few things about advocacy and will gladly share my experience. It is not that I have managed to change a law, but I managed to get to be in a Parliament advocating for a law, to get my recommendations accepted by the EBRD on a Strategy on Macedonia, to receive document by a ministry with a request to comment on it, to get my suggestions for projects accepted by few donors. Not much, but not bad either. Since there is no written rules on how to advocate, I believe it is important to share one's views and perspectives. Here it goes:

RESEARCH PRIOR ADVOCACY: You can not expect to be persuasive without having conducted research on the topic. When advocating you are communicating your findings, i.e. recommendations which in order to be valid need to be a research result. Otherwise, you are not credible.

TAKE YOUR TIME: You can not expect to become professional on a topic only after one research. It takes time to acquire expertise. You have to constantly conduct research on the topic and follow other knowledge produced as well as the policies that are created and implemented on the topic.

FOCUS ON ONE TOPIC: In order to be credible as a researcher and even more successful in your advocacy campaign, make sure you have chosen one to two topics to focus your research on. Do not try to be from good governance, over climate

change to human rights professional. It is also better to be recognized by a topic; it increases your credibility and takes you less time to specialize.

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change to human rights professional. It is also better to be recognized by a topic; it increases your credibility and takes you less time to specialize.

USE EVERY OPPORTUNITY: You never know when an advocacy opportunity will arise: it can be a journalist asking for a brief statement which later be read by a government official; a possibility for joint conference with another institution which will secure the presence of a government official; a new network of young researchers to produce policy papers to be sent to a ministry; or even a post on your Facebook wall summarizing your research findings. Therefore try to be as more transparent, open for cooperation and visible.

BUILD NETWORKS: People that you will meet working in your area, in another think tank or even your friends are important part of your advocacy campaign. You will never know who can get promoted to a senior policy adviser in the Parliament, who will ask you for opinion on a suggestion to a ministry or who will be your project partner. Social capital is an asset.

BE PROACTIVE: If you only work hard, chances will follow, but you have to be proactive yourself. Attend all events in your topic, get to know all relevant stakeholders such as ministry officials, donors, think tanks. Consider them for cooperation and exchange, your advocacy

campaign can only benefit from that.

USE ALL LEGAL CHANNELS: Governments usually have introduced legal ways for cooperation, transparency etc. Use all the formal channels – if there is possibility send your recommendations to the Government or your comments on a law to the respective ministry, send inquiries by utilizing the Law on free access to public information, schedule interviews, be boring with the phone calls to the agency you are trying to invite etc. It is important to do this in order to show formal cooperation capacity and willingness as well as to contribute to paving the way for yourself and others having in mind that all of these instruments are fresh and need trying out.

USE MEDIATORS: If you are not able to directly influence the policy making, try using all indirect channels as donors, other more influential organizations, personal contacts, media, partner organizations. Do not forget to apply for a competition for research poster or essay on your topic, to get your research published in a local journal or presented at a conference. Anything that works to get your findings across to your stakeholders, use it. To sum up, work hard, create a positive image of yourself and advocacy results will follow sooner or later. Always have in mind that you are correcting governmental policies for the better which is a noble work, you should be proud!



**INTERNATIONAL
YOUTH DAY • 12 AUGUST**



2013 INTERNATIONAL YOUTH DAY: YOUTH MIGRATION: MOVING DEVELOPMENT FORWARD

On 17 December 1999, in its resolution 54/120, the United Nations General Assembly endorsed the recommendation made by the World Conference of Ministers Responsible for Youth (Lisbon, 8-12 August 1998) that 12 August be declared International Youth Day. The theme of International Youth Day 2013 is "Youth Migration: Moving Development Forward". The 2013 observance of International Youth Day will raise awareness of the opportunities and risks associated with youth migration, share knowledge and information stemming from recent research and analysis on this topic, and engage young people in discussions on their migration experiences. (Source: un.org)

The World Future Council brings the interests of future generations to the center of policy making



FUTURE POLICY AWARD 2013



Fiona BYWATERS (United Kingdom)
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Since 2009, the World Future Council's Future Policy Award has aimed to highlight and spread exemplary policies which create better living conditions for current and future generations. It is the first award to celebrate policies over people on an international level and each year a topic is chosen on which progress is urgently required. By showcasing these outstanding policies, it is hoped that policy action towards just, sustainable and peaceful societies can be hastened and achieved.

FUTURE POLICY AWARD:

2009: Food Security
 2010: Biodiversity
 2011: Forests
 2012: Oceans & Coasts
 2013: Disarmament

In 2013, the Future Policy Award seeks to highlight disarmament policies that contribute to the achievement of peace, sustainable development and security in partnership with the UN Office for Disarmament Affairs and the Inter-Parliamentary Union. It emphasizes how the continued existence of weapons of mass destruction poses an existential threat to life on earth whilst endangering the world we wish to leave to future generations. In addition, the production and trafficking of conventional weapons increases tensions, undermines peace processes, stimulates armed violence and hinders the achievement of sustainable development and human security. Moreover, it is important to underline that global military spending reportedly exceeded \$1.7 trillion in 2012, evidently diverting precious resources from human needs: "Every gun that is made, every warship launched, every rocket fired signifies, in

"Every gun that is made, every warship launched, every rocket fired signifies, in the final sense, a theft from those who hunger and are not fed, those who are cold and are not clothed. This world in arms is not spending money alone. It is spending the sweat of its labourers, the genius of its scientists, the hopes of its children." Former U.S. President Eisenhower.

the final sense, a theft from those who hunger and are not fed, those who are cold and are not clothed. This world in arms is not spending money alone. It is spending the sweat of its labourers, the genius of its scientists, the hopes of its children." Former U.S. President Eisenhower. Disarmament is therefore absolutely crucial to achieving crucial peace, development and security goals across the agenda. Overall, the World Future Council received twenty-five policy nominations from noted experts in the field, from a total of fifteen countries and six regions. As well as representing the disarmament efforts of all continents, a wide variety of themes were represented including small arms and light weapons and nuclear weapons as well as cluster munitions and anti-personnel mines. Some policies focus on complete demilitarization whilst others pursue the elimination of specific types of weapons, some originate from and apply to national areas whilst others are of a regional nature. Key, and unique, to the decision-making process in determining the

Future Policy Award winners however, are the seven policy principles of future-just law making. These are derived from the seven principles for sustainable development law, presented at the 2002 Johannesburg World Summit on Sustainable Development. Each is carefully considered whilst interviewing local specialists on the subject from backgrounds of academia, government and civil society. After compiling an extensive evaluation report of the nominated policies, each is considered in turn by a jury of experts in the field. It is planned that the winners will be announced on the eve of UN disarmament week, at the UN Headquarters in New York, on the 23rd October 2013. Of course, the work will not stop there as dissemination projects are equally important to the overarching aims of the Future Policy Award. In order to successfully spread the key strengths of the winning disarmament policies, we invite and welcome any interest from policy-makers in the Western Balkans on this subject.



World Future Council

The World Future Council brings the interests of future generations to the centre of policy making. Our up to 50 Councilors from around the globe have already successfully promoted change. The Council addresses challenges to our common future and provides decision-makers with effective policy solutions. In-depth research underpins advocacy work for international agreements, regional policy frameworks and national law-making and thus produces practical and tangible results. The World Future Council is registered as a charitable foundation in Germany.

What should every young farmer know about agro lending?



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Viable agricultural and rural development is almost impossible without additional finance. When investing, a young farmer can always relay on FFF (family, friends and “fools”) for gathering additional money, but real and steady agribusiness predominantly relies on agro lending. For farmers, agro-credit as a financial tool is as important as other “conventional” tools: tractors, harvesters, drop-irrigation systems etc. In fact, all these tools (credit included) have crucial role in developing profitable agriculture production. Agro lending allows additional capital accumulation necessary for agricultural households to increase its productivity, thus income. In real life, agro-credits are provided by the representatives of the formal financial system: commercial banks, micro-credit institutions, savings houses and considerable credit-oriented programs financed by donors. All of them, before commencing any credit operations make an in-depth analysis of the sector in general, and the applicant’s business itself. Special focus is always put on technical and production parameters, forthcoming demand and prices of products, cost and availability of raw materials and management skills of the applicant. As a result of this analysis a credit risk assessment is conducted. This is extremely important in decision making whether a loan should be granted or not as well as setting an upper limit of borrowing and defining other lending terms. Unfortunately, financial institutions perceive agriculture as highly risky to be financed. Uncertainty of short and medium-term trends in production, prices and markets complicates credit analysis and increases the risks. Unlike other economic sectors, agriculture is exposed to a number of specific risks which makes credit officers analyzing agriculture to have a little bit less grateful assignment compared to their industry and services counterparts.

THESE SPECIFIC RISKS ARE: Production risks –



Unlike other economic sectors, agriculture is exposed to a number of specific risks which makes credit officers analyzing agriculture to have a little bit less grateful assignment compared to their industry and services counterparts.

risks of uncontrollable events like extreme temperatures, droughts, floods, pests and diseases that cause instability of production and yields; **Market risks** – arise from volatility of raw materials and final products’ prices, changes in foreign trade relations and factors affecting delivery, i.e. transport and storage; **Legal and institutional risks** – arise from changes in policies and regulations affecting agriculture, agro-processing and agro-trade; **Human risks** – most unpredictable risks of all arise from human behavior and poor labor management system. Human risks include: failure to meet contractual obligations, inexplicable delay in repayments, illness, injury or death of the borrower and moral hazard. The last implies existence of asymmetric information known exclusively by the applicant and not interested in sharing it with the creditor; **Technical risks or risk of assets** – include possibility of theft, fire or other damage to crops, equipment and facilities as well as death of livestock; **Financial risks** – risks that increase the cost of borrowing, decrease the available capital or

reduce the ability of repay. Financial risks are: frequent increase in interest rates, deterioration in cash flow and higher transaction costs; **Macroeconomic and political risks** – arise from the general situation in the country (inflation, exchange rates, political instability) but also from the political and social sensitivity of agriculture where state interventions in pricing and marketing are very common. Anyway, young farmers should not be frightened to apply for a loan. In contrary, financial institutions are far less reluctant to borrow to younger than senior farmers because of their courage, entrepreneurship and ability to understand modern agriculture and finance. They even introduce special lending programs for youngsters ready to take over from their fathers. In fact, present day farmers manage funds better than ever allowing their families and employees to live modest but happy life as Masanobu Fukuoka once said: “The ultimate goal of farming is not the growing of crops, but the cultivation and perfection of human beings”.

The importance of teamwork in organizations



**Saba
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The ability to work in a team has always been considered a plus, either by your employers or in a non-formal environment. Yet, which meaning does the phrase teamwork actually bear? My teamwork experience started pretty, early due to my outgoing nature. After encountering many groups where team work meant-not working at all and getting all the credit, I was a bit discouraged by the idea of developing ideas in a team and dedicated myself to individual research. It was at my University I realized the value of proper teamwork. Teamwork carries something that can only be described after experiencing it. It is more than mere sharing of information and tasks. To put it artistically- it is one soul residing in different bodies- at least during the project. First of all, team work starts with a common understanding of its importance. Second of all, team work is always determined by a common goal. Teamwork is the backbone of effective communication between members, and at young age can be a valuable asset and an aid to develop social skills. One very important aspect of team working is mutual learning. Since a group usually comprises of individuals of different academic or social backgrounds, the information flow increases and becomes more diverse. This more and more popular style of work results in better organization of work time and concentration, which makes deadlines less

Teamwork is the backbone of effective communication between members, and at young age can be a valuable asset and an aid to develop social skills.

terrifying. Team work does make the job easier and makes the organization more effective. This is only possible though if the individuals are ready to collaborate and make compromises. With team work, constant feeling of competitiveness is present, which in a healthy amount can only do well to the member, team and to the organization. Competition improves research skills and problem solving. While working in a team, one really has the opportunity to get to know himself. During a project or an assignment an employee's personal characteristics come to surface, and he will always know his pluses or minuses, which will speed up his work in future team projects. The phenomenon of team working has proved resultant in the aspect of getting to your coworkers and why are they important for the organization. Team working also increases accountability and responsibility of the team. Members tend to support each other and fulfill tasks on time, which means constant contribution and no "stowaways". To summarize- team work saves energy and increases effectiveness. Perfect, right? All these facts do testify to the importance of teamwork. But the importance of team work is found in its main consequence- bonding. Nothing bonds coworkers as much as sharing a vision or a goal and uniting knowledge and forces in order to obtain it.

Regional youth conference "Youth and public policy"

European Center SN7 and Community Development Institute (CDI) organized the regional conference on topic "Youth and public policy". The conference was held at the EU InfoCentre in Skopje, on May 14, 2013. The goal of the conference was to review public policies pertaining to youth, increase public awareness for youth rights and promoting the participation of the youth in decision-making processes at the all levels. The conference was dedicated to the people who are actively involved in the field of the non-governmental sector, government representatives, representatives of municipalities, young professionals, young activists, youth workers, students etc.



Terra Floria

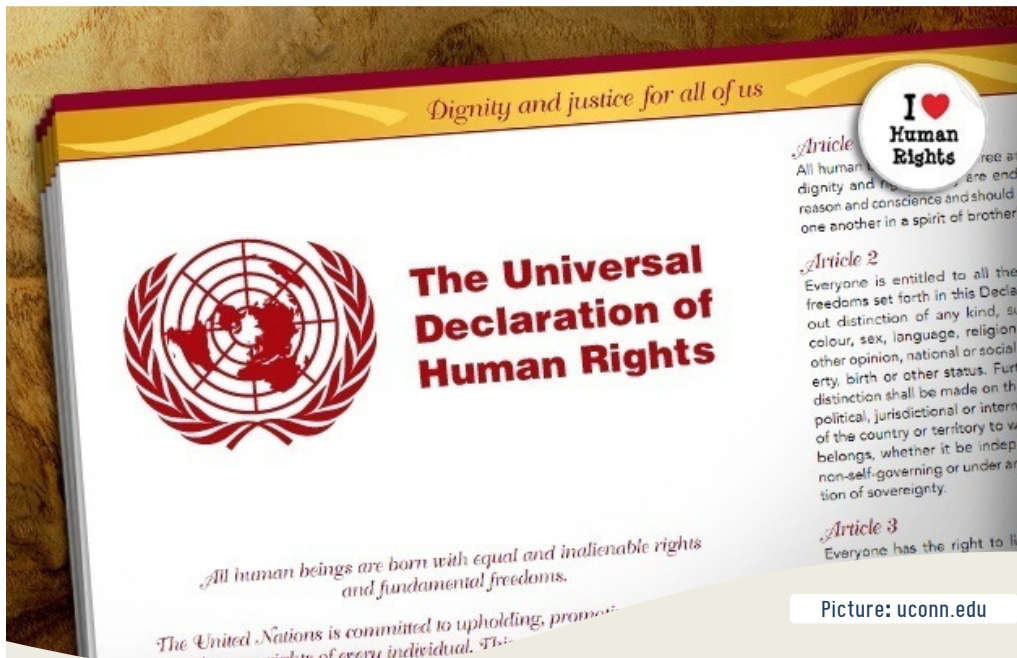
The Association for environmental protection "TERRA FLORIA" from Skopje, Republic of Macedonia, is a voluntary, non-profit, non-governmental, non-partisan citizens' association, formed by free association of citizens in order to exercise care and align their interests and beliefs to promote active civil society and local communities, where everybody as a citizen of this country, regardless the religion, ethnic group, political orientation and gender, will have a chance to give their contribution in the process of changing the environment, as well as to perform activities to reduce the impact of humans on climate change through environmental protection, support renewable development in the Republic of Macedonia as well as maximum use of renewable energy sources and creating green jobs, in accordance with the Constitution and the Law.

MISSION: Transfer positive experiences for sustainable development, implementing education and practical solutions aimed at protecting the environment and creating green jobs.

VISION: Maximum use of renewable natural resources in the Republic of Macedonia for co-existence with the environment rather than destruction.

GOALS AND TASKS: Informing and educating citizens about sustainable development, renewable energy, green design and green jobs; efforts to create green jobs, creating a network of Eco journalists in the Republic of Macedonia, youth programs, the promotion of sports and sporting activities as environmentally friendly and drafting policies and influencing local and national legislatures.

Human Rights - an introduction



Picture: uconn.edu

Human rights are “commonly understood as inalienable fundamental rights to which a person is inherently entitled simply because she or he is a human being”.



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Whenever we discuss the human rights and its enforceability, the starting point always has been the idea of law. Law can be defined as series of rules which is incorporation to regulating behavior and reflecting to some extend of ideas and preoccupations of the society. Law has been the most basic and needed social institution, where no society can be exist unless laws are in order and every one respect the right of the other. Further law establishes that not only everyone should respect the right of others, but also have responsibility and obligations towards one to another, which has been defined as a person's right and obligation. As we aware law also sets penalties for violating rules, also states how the government shall enforce the rules and penalties. This is how the idea of law is interconnected with the idea of human rights. Along with all other aspects, because the main function of law is to protect, preserve and defend human rights, all the provisions of law intend to realize order, justice and public interest in the society and set the

primarily objective to protect human rights. Although the questions arise in related to the juridical and philosophical concept in regards to the application of the municipal and international law, having the basic principle of human rights, as it is to be sought in the nature of man, the concept of 'right' has been defined as an privilege in regards to the daily life of human being. Human rights can be determined in this basis as the rights which are belong to man regardless of any distinction based on his society. Determining the fact, each of the legislation should consider the facts of human rights, which would establish further on the basic principle of natural rights, a subsequent contemporary concept of human rights. Addressing the development of human rights, this has been a 'new' concept although the notion of rights may be traced back to the earliest civilizations. Authors criticize although the twentieth century witnessed some major events which creates the common notion of international

human rights, still there has been no complete agreement on the content and domain of human rights which question the substantial establishment of human rights principles. By history although the League of Nations had initially determines the principle of human rights in the intergovernmental level, the failure to collaborate and proving the incapability in prevention of aggression demise the idea of everlasting peace and security, derive to the World War 2. The United Nations replaced the League of Nation and which consists the basic principle to maintain peace and security around the globe. Also in order to institute the accomplishment of human rights principle, the Universal Declaration of Human Rights adopted by the General Assembly of UN in 1948, continuously the subsequent human rights covenants and conventions elaborated on the content of human rights. In addition to the UN, several regional and intergovernmental organizations formed with the primary object of protecting human rights, observed fundamental principles set out in Universal Declaration of Human rights, which has been inscribed as directly binding principles, subjected only to the concept of dualism. Not only the Council of Europe, the African Union (formerly known as the Organization of African Unity), but also other intergovernmental organizations such as the Organization for Security and Cooperation in Europe and the Organization of Islamic Conference also showed the human rights concern and the commitments by adopting the Helsinki Final Act (1975) and the Cairo Declaration (1990), respectively. Moreover, people all around the world have established national and international organizations, which are independent from their governments, with the purpose of promoting human rights, monitoring states' behavior, publicizing the violations of human rights, and for assisting the victims. Despite all governmental and nongovernmental efforts in regards to the human rights evolution, at both national and international levels, there are still debates about what constitutes human rights and about the limitation subjected to the culture and social stigma of the nations. There are still heated topics have been in discussion, such as same sex marriage, law of abortion, right of equality to the prisoners which illustrates the challenges to the notion of universal human rights, and also about the violation of human rights which has been in place in all around the world.

BEFORE STARTING AN NGO!?

Before starting a non-governmental organization, it is also advisable to determine whether there is a need for the organization in question.

Tips & Tricks

Bosnia and Herzegovina: connecting the dots

OUT OF ALL BALKAN STATES, ONLY BOSNIA-HERZEGOVINA AND KOSOVO HAVE YET TO SUBMIT THEIR EU MEMBERSHIP APPLICATION



Picture: citizenfresh.deviantart.com



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Two weeks ago, as bitterly cold weather and snow was yet to sweep across much of the Balkans, I flew in the capital of Bosnia-Herzegovina to attend a conference on the country's future and challenges of EU membership. Nothing uncanny so far. Rather just another debate between students and specialist around the difficulties ahead. One might say a commonplace event in a country so bound to European institutions via the key role EU special representative in Bosnia plays. The conference started with the usual praising arguments, stressing the importance of becoming an EU member state and the benefits entailed. Yet, as the debate rolled on and students began voicing their opinions a different mindset slowly began to dawn. It shifted from an unabated consensus on the EU accession to a cautious, skeptical, less enthusiastic approach. It was new ground I was stepping on.

MISGIVINGS OVER EU BID: From afar, European Union seems to be the place they all rush to get to. And that was the misconception I first came to Sarajevo with. But for those deciding Bosnia's future, EU is much like heaven: everyone wants to go to heaven but don't want to die to get there. A flimsy analogy saying but one thing: the perks and privileges that come with European Union membership are favored by all, not so much the painful reforms and social transformation demanded by the accession process. I imagine this as a bitter pill to swallow for EU officials and enlargement enthusiasts alike. Realizing that the Balkans are not longer passionately yearning for Europe, not willing to do whatever it takes to get

The western leaders who drew up the accords fail to insist on a mechanism to adapt Dayton to future development on the ground in Bosnia.

there, is for many a malaise hard to whisk away. With last month's low turnout for Croatia EU referendum, this purely intellectual concept sported only in conference halls, gains more ground. It shows the carrot- and- stick approach EU assertively used in the Balkans as obsolete. This is something European Union has to get a grip on, as well as understanding that Balkan countries can't be all dealt with in a similar fashion. The region is simply too complex, with local enmities and expedient political interest chipping away at an ever vagrant trans-regional consensus towards the EU. Out of all Balkan states, only Bosnia-Herzegovina and Kosovo have yet to submit their EU membership application. If Kosovo is still a young state, highly contested internationally and on life support from Washington, the same can't be said about Bosnia-Herzegovina. Yet, Bosnia has shown little national consensus in pushing for reforms and furthering the process of EU integration.

THE STATUS-QUO: Again, for an onlooker such as myself the situation in Bosnia-Herzegovina appears dire. Since Dayton Agreement was signed, little has been done to prepare the country for peace. It simply appears that 16 years have been wasted, getting not closer to adverting the country disintegrating along ethnic lines. Meanwhile, people became disenchanted with what was supposed to be their unifying goal – EU and NATO accession -, whilst politicians continue to fester ethnic tensions for electoral gains. Attesting to this lingering ethnic strife is the current political deadlock – Bosnia having no government a year and a half after the last elections were held. This current state of affairs has but two culprits: the International Community

and Bosnia- Herzegovina itself.

THE INTERNATIONAL COMMUNITY: As in most post-war societies, the involvement of the International Community was incremental to preventing further bloodshed and help rebuilt the country. What sets Bosnia a cut above other post-war societies is that 16 years after the war ended an international envoy, called the High Representative, still holds powers above local constitution, parliament and governments. This was possible because both EU and the United States agreed upon a reconstruction strategy foregrounding the principles of multiculturalism: in order to maintain peace, ethnic communities should interact as little as possible. Not only did the Constitution framed at Dayton legitimize the territorial division of Bosnia but created separate institutions for each of the 3 ethnic groups: Serbs, Croats and Bosnians. As expected this made the country ungovernable, with only one exception: The High Representative for Bosnia who still enjoys veto power, the ability to amend all laws and to revoke any elected official if deemed necessary. The western leaders who drew up the accords fail to insist on a mechanism to adapt Dayton to future development on the ground in Bosnia. The Constitution left ethnic national groups too much room for blockades should they see their interest at risk. In other words, the existing constitution actually impedes the development of a culture of compromise. It's this reality that keeps Bosnia in limbo for almost two decades now and, looking backwards, 16 years later, we realize how faulty this approach was to begin with. At that time it seemed the reasonable thing to do but this status-quo should have never lasted this long.



BOSNIA AND HERZEGOVINA

A divide country may be by the fallout of Dayton, but Bosnia is equally accountable for fuelling this ethnic segregation. With the exception of the Army, Bosnia keeps ethical divisions focal to any administrative and institutional organization. Serbs, Croats and Bosnians vote only for their own, as politicians foment ethnic nationalism and use religion as primary tools in their electoral battles. Likewise, the infamous two schools under one roof system, which separates pupils based on their ethnicity, has seen little popular support for its removal. Sarajevo, blending in an Ottoman past with a strong European heritage, was once dubbed the "Jerusalem of the Balkans" for its religious and ethnic diversity. Nowadays, out of its 550.000 inhabitants only 18.000 are ethnic Serbs. For all it counts, the only thing people of Bosnia, whatever the ethnicity, clearly agreed upon is that direct external intervention has to narrow down. There's no silver bullet for Bosnia's problems. But the failure to spark a constitutional debate on the devolution of powers from the High Representative to local level will hamstring the government in Bosnia-Herzegovina, rendering it even more powerless than it is now. Also, EU has to have a clearer policy toward Bosnia and stop sending mixed messages, as was the case when it allowed Serbs and Croats to travel without a visa but not Bosniaks. Mistakes were made as it was hard to connect the dots looking forward. But now, looking backwards, they must be amended. The final decision is with the people of Bosnia. Only Bosnians can say if they are willing to take up the challenge, make harsh reforms and join the EU, or keep the status quo which will only widen the existing gap between Bosnia and the rest of Europe, without even a perspective for a better life in the foreseeable future.

Bu: Cristian GHERASIM (Romania)

Citizens' budget = informed citizens = accountable government



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The Center for Economic Analyses - CEA, since its foundation in 2003, is committed to using its capacities, intellectual and other, to support those working for an enabling environment for higher investment, accelerated development and growth of Macedonian economy and strengthening civil society, social capital and trust. CEA's efforts with regard to design, development, and implementation of better fiscal transparency contributes to increased accountability at the executive power and eventually to increased participation of citizens in decision making and ultimately better business environment. Following our mission in April 2013 finally, the first Macedonian Citizens' Budget drafted by the Center for Economic Analysis - CEA and financially supported by the USAID's Civil society project was launched. The Citizens' Budget represents a simplified and shortened version of Macedonia's Budget, written in a simple and understandable way in order to be understandable for every Macedonian citizen. In this way, the citizens will have access to the most important data and information about the Macedonian Budget that can be easily read and through this will help them to ask questions, raise discussions and hold Government accountable about how Government spends taxpayers' money. We hope that this Citizens' Budget will also increase the awareness

The Citizens' Budget provides more information to the citizens of Macedonia in terms of the sources of revenues, the priorities of allocations, how the budgetary process flows...

of the Government of Republic of Macedonia, and above all, the awareness of the Ministry of Finance, regarding the obligation that they have for transparent presentation of the information related to the budget and informing the citizens of Macedonia in an adequate and available manner, with the aim that this highly technical document brings the budget closer to all of us. That we are on the right path were the comments received from the Macedonian parliament on how to improve the next versions of the Citizens' Budget of Macedonia. The first Macedonian Citizen Budget can be downloaded at: <http://www.mkbudget.org/docs/GraganskiBudgetFinalS.pdf>. The Citizens' Budget provides more information to the citizens of Macedonia in terms of the sources of revenues, the priorities of allocations, how the budgetary process flows, and in the course of time it will provide greater motivation for citizen participation in the creation of the Government policies and the central and local government budgets. With higher fiscal transparency, a constructive political dialog is also expected, better selection of alternatives for more effectiveness in achieving national goals and for more value for money for the tax payers, improvement of the political culture, and finally relaxing the debate about the budget proposal in the Parliament.



International Day of Democracy
15 September

2013 Theme: Strengthening Voices for Democracy

Democracy is a universal value based on the freely expressed will of people to determine their own political, economic, social and cultural systems and their full participation in all aspects of their lives. While democracies share common features, there is no single model of democracy. Activities carried out by the United Nations in support of efforts of Governments to promote and consolidate democracy are undertaken in accordance with the UN Charter, and only at the specific request of the Member States concerned. The UN General Assembly, in resolution A/62/7 (2007) encouraged Governments to strengthen national programmes devoted to the promotion and consolidation of democracy, and also decided that 15 September of each year should be observed as the International Day of Democracy. The subject of this year's theme "Strengthening Voices for Democracy" aims to shine a spotlight on the importance of people's voices, both expressed directly and through their elected representatives, in today's political, economic, social, developmental, environmental and technological debates. The ability of people to raise their voices and decide how they are governed lies at the heart of democracy. The Inter-Parliamentary Union is promoting the International Day of Democracy through its Member Parliaments in 162 countries around the world. (Source: un.org)

How web and social media best perform for NGO's



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Non-profit groups providing services in your community usually come about from a personal story. Not a political movement. The seed of the Distress Centre Peel, as told on their website was "In 1972, the drowning of a Mississauga mother and her two children could have been a murder-suicide. In response to this tragedy, a group of concerned citizens founded Distress Centre Peel." So the initial cost, coordination and hours put in were a private response to what a group of citizens in Peel felt was a good solution to prevention of tragedies where they lived related to social and mental conditions. And years later, the legacy of that personal origin is the very genus and grain of a non-profit organization. So even though it provides common services for everyone in a town it is still overseen by a group of private individuals who keep firm this reason for being among salaried staff and executives in the organization. These private board members give funding but also restrict how the non-profit presents itself in order to top up budgetary requirements through applying for broader government and foundation grants. So despite being tight on funding the non-profit never wavers from its origins. As you can imagine this would be like wearing a straightjacket for a marketing department, so if there were one it would be very basic tasks for them to accomplish. A great role for an intern who is interested in writing press releases and updating well-worn copy but not much in the way of new creative branding or market strategies. The great majority of non-profit

Non-profits get approached by a lot of enthusiastic marketers who want to get involved over the years. Their take-away is a reluctance to venture from a message that is used for decades due to this spirit.

are small organizations with only one executive layer and sometimes just one person occupying that level. So the brand, if you call it that, is embodied in that person or several people. And it comes across from their own stake in the community being in-synch with the board-members overseeing that non-profit. The public perception that nonprofits are more concerned with meeting funder expectations over the clients they service comes from what one young man says in my neighbourhood, "keeping the flame alive". The board members and the funders they serve are deeply loyal to the spirit that lit that flame and ensuring faithfulness to it. Non-profits get approached by a lot of enthusiastic marketers who want to get involved over the years. Their take-away is a reluctance to venture from a message that is used for decades due to this spirit. According to www.bizmoms.com, funders want the non-profit to "brilliantly" provide the services the community needs and fulfill the standards of these funders. That is to use it's money optimally and be a shining example of a community. How does this impact you helping non-profits take advantage of internet platforms? These groups are mostly interested in making new and existing citizens in the community know about the free support services they provide, the community's care in addressing challenges people face that do not qualify for government support or after they are let go from government coverage, and making the request for more established members to help out. Social media is used primarily for alerting as many people in the community as possible to the group's existence and services. This is not the

original purpose of social media's two way conversational origins. So social media volunteers will be disappointed in such one-way broadcast-type aims at first. But really, non-profits are helped immensely if they can more cost-effectively recruit volunteers at greater volume. In exchange for the volunteers time, these groups provide a reference for the volunteer's commitment and recognition of the training they received. Helping a non-profit recruit volunteers in this way rather than encouraging discussion of general community issues, which is left to the function of other local groups, is the top priority of non-profits with small budgets that have to serve a growing town. This can be a very interesting and challenging proposition for social media volunteers. Working within the messaging restrictions, keeping to the faith of the groups spirit, and getting people to commit time is as rewarding as acquiring new sales in the commercial sphere. A Facebook, Google Plus, and Twitter page is mainly a bulletin board for people involved with the group. Yet "Of course, engagement doesn't have to mean a conversation." - from 2013 Brands Redefining Content Marketing, [iMedia Connections.com](http://iMediaConnections.com). On top of that is the training a volunteer will provide to the salaried staff in using these platforms. Usually the staff are older and are not very familiar with the point and controls particular to each platform. Simple work for even burgeoning social media marketers. Working closely with the executive and being recognized for such a unique contribution to the non-profit is a great mark on one's experience.



Role of the NGOs sector in Macedonia and beyond



Picture: gc.ca

There is wide range of questions that NGO`s are engaged in and raise interest in public and media like discrimination, education, inclusion of people with disability, environment, animal protections.



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Modern societies are based on three coexisting sectors public (state), private (market) and civil society. Last, one we can define as citizens who are active actors in every sphere of society. Why in today's societies NGO sectors are or should be important? First of all, countries in Europe are declared as democratized, according to this every citizen and group has right to proclaimed his ideas and needing public sphere and demands from state do fulfill then in proper way through out policies or law frames. If we analyze elections in European or Macedonian level, we can see that there is range of 55-65 % of citizens who don't use their voting right, so there is about 35 to 40% left out. There can be different reasons why is this happening. Some of them are: Many people think their vote does not count; Apathy is probably the most common reason for not voting; Some people say they do not vote because they do not like the two candidates that are on the news every night; Some people do not vote for a third party, because they are told it will 'spoil' the vote for one of the big two parties and est. However many citizens articulate their opinions through NGO's or if we can name it throw civil activism. There is wide range of questions that NGO's are engaged in and raise interest in public and media like discrimination, education, inclusion of people with disability, environment, animal protections. How is situation in NGO sector in Macedonia today? There is about 6000 NGO registered in

Macedonia¹, but probably half of them are operative; NGO's incomes is coming mostly from foreign donors; Most of them are located in urban areas (most of them are operating in Skopje); There is a sector in government responsible for NGO sector², but links between NGO and authorities at national and local level are still weak; Most of NGO are etiquetted that they are supporting some of political parties and est. This is just a few descriptions of NGO sector in Macedonia. However, what can be done to change situation and why is this change needed? First of all NGO's are created from citizen who have specific interest in certain questions are therefore they can more effective detect are come up with solutions for certain problems because they are not committed to strict programs as local or national authorities. Second NGO's can help authorities in pointing them what should be done in order to prepare and implement more effective policies and programmed in wide range of questions (education, culture, environment). Authorities can work with NGO's in "bottom up" policy making. This kind of law was adopted in Brazil in 1999³. With this law the process of forming a Non-Governmental Organization got much less bureaucratic, what doesn't mean that it's easy to establish an institution of that category in Brazil. This can be helpful for Macedonia to, because in this period, bureaucratic procedures are complex for many citizens who want to involve in NGO sector but just because of these, they do not. It will be beneficial for Macedonia because in this way citizen will be more engaged in solving their needs more efficiently and their voice will be heard by authorities and in that way civil society will be strengthen.



GAP Institute for Advanced Studies is a Think Tank established in October 2007 in Kosovo. During these years GAP has been directly involved in many governmental working groups for drafting public policies. A large number of public documents that are implemented today recognize GAP's contribution and research inputs. During this period GAP has managed to publish more than one hundred different publications; GAP has provided space for research to a large number of professionals coming from different fields; GAP's publications are among the most cited documents from local media; GAP findings have been cited by international media as well as from scholars whose work focuses on public policies.

MISSION AND VISION: The main objective of GAP is to attract professionals in order to facilitate an environment of development and professional research, with standards of developed Western Countries. Our goal is to support research, development and implementation of projects with the aim of advancement of society. Priority in this institute is mobilization of professionals to address Kosovo's pressing economic, political and social challenges. GAP's vision remains to bridge the gap between the government and the people and to serve as a bridge between problems and solutions.

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