



D4 – Establishment plan: Macedonia



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This report has been developed within the “South-Eastern European Data Services” (SEEDS) (www.seedsproject.ch) project. The participant organisations of the SEEDS project are:

Name	Short Name	Country
Faculty of Humanities and Social Sciences University of Zagreb	FFZG	Croatia
Centre for Monitoring and Research, Podgorica	CeMI	Montenegro
Centre for Political Courage, Pristina	CPC	Kosovo
Institute for Democracy and Mediation, Tirana	IDM	Albania
Institute of Economic Sciences, Belgrade	IES	Serbia
Saints Cyril and Methodius University, Institute for Sociological, Political and Juridical Research, Skopje	ISPJR	Macedonia
Swiss Foundation for Research in Social Sciences, Lausanne	FORS	Switzerland
University of Ljubljana, Social Science Data Archive, Ljubljana	UL	Slovenia

Establishment Plan – Macedonia

I. Definition of organisation and internal structure

a. Identify organisation(s) to assume the data service

The Institute for sociological, political and juridical research, Ss. Cyril and Methodius University in Skopje will assume the role of data archive, in anticipation of future agreements and cooperation with other universities and institutions in the R. Macedonia.

b. Define organisation(s) and scope of collection

The focus of the archive collection will be on both quantitative and qualitative data in the Social Sciences. The collection will include quantitative and qualitative data in the disciplines of anthropology, sociology, political science, communication science, psychology, law, education science, economics, business and management, demographics and related social science disciplines.

c. Establish the set of services to be provided

The new data service will provide a range of services, including: 1) a searchable inventory of existing national projects; 2) preservation, documentation, and dissemination of social science data; 3) user education, user support, and consultancy; 4) regional collaboration and establishment of networks of both researchers and data repositories; 5) trainings for researchers (how to use the data service, how to prepare data for inclusion in the archive, and how to deposit prepared data); and 6) trainings for students on usage of data services.

d. Develop a sustainable financing scheme and budget

Funding will have to be secured through the Ministry of Education and Science. In addition to this, funding will be sought from donor organizations from the country and abroad. Detailed budgets will be developed assessing costs of needed staffing and technical infrastructure. Funding will be also secured through collaboration with CESSDA members in the implementation of specific projects (e.g., digitalization of materials).

e. Develop a governance structure (e.g. oversight board, scientific board), along with goals, roles, and responsibilities

An Oversight board will be created that includes: representatives of the Ministry of Education and Science, the State statistical office, representatives of the Macedonian Academy of Sciences; management representatives from ISPJR and Ss. Cyril and Methodius University, as well as individuals in management positions within major research and education institutions; and representatives of governmental agencies (potential major depositors). A Scientific/expert board will also be put together, including researchers, data experts/archivists, and data librarians. The goals, roles, and responsibilities of these bodies will be defined in a

"governance structure" document. The document will also define the number of meetings per year and the procedural rules.

f. Create a classification scheme of data types to be archived (according to risk level) and corresponding distribution mechanisms

The Macedonian Social Science Data Archive (MK-SSDA) will host two types of data: restricted and public. For restricted data, different levels of access are envisioned: funder-determined access, depositor-determined access, open access to sensitive data under special protocols (in accordance with the Personal Data Protection Act and contracts with researchers or research institutions that deposit sensitive data). For public data, open access will be applied with individual and group level access.

g. Define stakeholders and partners

The key stakeholders will include the Ministry of Education and Science of the R. Macedonia, the State Statistical Office of the R. Macedonia, the National Archive of the R. Macedonia, the Inter-University conference of the R. Macedonia, private research institutions, NGOs, foundations, think tanks, chambers of commerce, as well as other relevant institutions. This should also include a study of the legal questions concerning formal relationships with stakeholders.

h. Establish formal and informal communication channels with and between partner institutions and stakeholders

It will be important to set up lines of communication with key stakeholders so that they are kept informed about the development and direction of the new data service. Key representatives from each stakeholder institution will be identified and contacted to obtain their consent to participate as representatives on behalf of their institution. Representatives will be included in a contact database that will be used for communicating information about the data service. At least one annual meeting with representatives should be organized.

i. Define internal structure of organisation, including an organizational chart

The internal structure of the data service will be defined in accordance with the available resources. However, the new Macedonian data service will include at least the following formal tasks assigned to individuals and units: Director of the Data Service; Quantitative Data Archiving Unit/Task; Qualitative Data Archiving Unit/Task; Statistical Unit/Task; Data Acquisition Unit/Task; Dissemination and User Management Unit/Task; Legal Unit/Task; Information Technology Unit/Task and Librarian Unit/Task. It may be necessary to hire an administrative assistant, also. Whether this is a dedicated position, or rather part of someone's job/time who already is employed within the institution, will need to be decided later. The new Macedonian data service management structure will be organized as a flat structure, characterized by an overall broad span of control with two hierarchical levels. All unit/task employees will report directly to the Director of the Data Service. Also, employees will adopt

team-based approach and close collaboration between different units/tasks. An organization chart is developed that shows division of tasks; responsibility; reporting relationships and hierarchy (see Appendix 1).

j. Identify work space/facility

The data service will be housed at the Institute for sociological, political and juridical research.

k. Create institutional brand and logo

The new data service will need an institutional brand and logo, so that it will be easily recognizable by users, stakeholders, and the public. A brand and logo should be created that graphically presents the institution and its mission. The brand and logo will ideally be linked graphically to those developed for other new data services in the region.

l. Create website

A website will be created that presents the institution. It will clearly present on the homepage the services and mission of the infrastructure. In addition, the website will include at least the following elements: information about how to deposit and access data, contact details, links for resources for researchers, and news and events. The website will also include information about its internal organisation, stakeholders, funders, and institutional partner. There will be links to regional data service partner websites.

m. Begin promotional activities to establish continuous visibility among key stakeholders

Promotional activities to raise visibility have already begun and should be ongoing. These should include targeted messages for specific audiences, by way of different means and platforms. The means could include meetings and workshops, email and letter campaigns, and invited visits by key stakeholders.

II. Human Resources

a. Define minimum number of staff needed and roles and responsibilities for likely staff positions (i.e. who does what)

At a minimum, staff should include a Director, an archivist who specializes in quantitative data, an archivist who specializes in qualitative data, a statistician, a data acquisition specialist, a dissemination and user-management officer, a legal expert, an IT specialist, and a systems librarian. It may be that a single individual could assume two or more of these roles. A document will be produced that describes staff roles and responsibilities.

b. Prepare job descriptions, advertise, interview, issue contracts (near to day one once funding has been secured), and/or incorporate responsibilities into existing positions

Once staff size and positions have been determined, the search for suitable candidates should begin. The search will require detailed job descriptions that are appropriately publicized. If

the positions are taken over by existing staff, it should be clarified which of their responsibilities are to be transferred and which are to be maintained.

c. Develop knowledge and skills of staff through ongoing training

Some training for possible future staff members have already begun within the SEEDS project. Any staff that is hired for the data service before day one should begin training with respect to their future roles and responsibilities, either within the context of SEEDS or through other training mechanisms.

d. Define institutional rules and regulations for staff (e.g. regarding sick leave) (but only needed if a new institution is envisioned)

Staff will be subject to the respective rules and regulations of ISPJR.

III. Technical infrastructure

a. Select hardware, including servers, desktop computers, security and backup systems

The data service will determine the hardware and systems that will be needed in order to become operational, including decisions about the number of desktop computers and accessories, security and backup, and the number of servers required. This kind of system is expected to have a high level of security and several backup points. Also, collected data will require storage options. Dimensioning of the system will be done in cooperation with other SEEDS participants.

b. Select and prepare software and tools, including statistical analysis programs (like NVivo, SPSS, STATA), NESSTAR

An analysis based on expected data types and future services will help to decide on needed software and tools for the data service. Considering a variety of open-source solutions should be the first option. Experience from Slovenia could be valuable for this activity.

c. Select databases and archiving system tools

The data service will need to identify and select the databases and archiving tools that best suit its needs and available resources, based on the types of data that are expected to be archived. It will probably be necessary to customize the adopted tools and databases according to local needs and goals.

d. Select network infrastructure and telecommunications

Network infrastructure and telecommunications will be accessed with respect to the extent to which existing options can be relied upon (e.g., using a host organisation's systems). Whatever is needed but not available from a host institution will have to be accessed, selected, **costed**, and integrated before day one.

IV. Policies, quality control procedures, and workflows

a. Establish data policies and written protocols for data management and access

Before day one, the data service will have established policies and written protocols concerning all aspects of data management and workflow, as well as for data access. This will include policy documents on: the scope and types of data that can be included in the archive; workflow rules on how data are to be ingested and treated; guidelines for data depositors; and eligible users of archive data.

b. Create a data archiving plan

The data service will create a list of research projects from which data could be obtained, either from past collections, or from projects in progress, including contact information for project leaders. For each project there will be a brief description of the data and a justification for its importance for the data service. Letters will be sent to project leaders to inquire about the possibility of archiving the data, and explaining the benefits of long-term preservation and sharing.

c. Develop policy and plans for data backup and security

A policy paper will be written that explains how data will be safeguarded and preserved on a long-term basis, so as to minimize data loss or improper use of data. The paper will discuss procedures for backup, storage, and access conditions. It will describe storage formats for data files, plans for updating and migrating formats.

d. Ensure standardisation of policy and tools (including compliance with CESSDA and DSA)

A review will be undertaken to ensure that all policies and tools adopted by the data service are consistent and compliant with international standards. This includes compliance with CESSDA member rules and the Data Seal of Approval for trusted digital repositories. First, the relevant existing standards will be identified. Second, an evaluation of the expected policies and practices will identify any areas where there are differences. Third, it will be determined what could be done to bring the data service closer to international standards and policies.

e. Develop guides for researchers and training events to promote good practice and data sharing

The data service will have to engage the research community and raise awareness about issues in data sharing and data management. As part of establishing the infrastructure, the data service will develop some promotional materials and events to be offered to researchers. This will include a workshop on data management to be given after day one, as well as guidelines for data depositors, to appear on the website. It may be possible to invite international experts to provide some of the trainings.

f. Study legal background and develop contracts

The data service will need to start on a sound legal footing, which means aligning its policies and practices with national law. The work already done in this area should be updated and extended to produce a paper that summarizes national law and its implications for the data service. Also, licenses for data deposit and data use will be developed, keeping in mind different types of data accessed (e.g., through usual procedures, and those received through the legacy processes, in particular qualitative data that will be deposited in an expedited process in order to ensure its survival). These should be applicable for researchers within the country, but also for others in the region and internationally.

g. Develop basic performance monitoring system (i.e. indicators, measures for monitoring change over time)

In order to assess the progress and success of the data service, it will be important to develop and later implement a system of performance indicators and measures, linked to institutional objectives. Each indicator will address a specific objective of the data service. As an example, a typical indicator would be researcher use of data available from the data service, with the number of datasets downloaded or delivered as the measure. This would be related to the objective of promoting usage of secondary data.

h. Create database of users

To the extent possible the data service will create and maintain a database of potential users of the data that will be available in the archive. This will be used for communication and promotional purposes before and after day one. Individuals in the database will have the option of "unsubscribing", so that they no longer received communications from the data service.

i. Create database of researchers

The data service will create a database of researchers who could be either users or providers of data. They could be associated with universities, public administration, or private research institutes. The database will be used to gather information about research activities, and for communication and promotional purposes. Researchers will have the option of "unsubscribing", so that they no longer received communications from the data service. Given potential overlap, the researchers and users may be included in a single database, where there is a flag for users (who will be a subset of the researchers).

Appendix 1

Figure 1: Visual presentation of an organization's structure - Organization chart

