



A North Macedonia Citizens' Assembly on Covid-19

ZIP Institute Project Concept Design

1. What is the problem?

In these unprecedented times brought onto by Covid-19, not many countries and governments have succeeded in including everyday people when deciding how to best deal with this global health crisis, while also dealing with low trust and battling misinformation. This is where the Citizen Assembly will contribute. A complex political response to this problem requires one that will have citizens' trust and input, and the Assembly is the right method to achieve that.

The problem we are aiming to solve is not one that can be fixed overnight. We are striving to keep the number of Covid-19 cases from rising again by asking everyday citizens what can be done to keep the Covid-19 case numbers from rising again. Our focus is to provide the Citizens' Assembly with the platform, time, and knowledge to create the most informed and constructive recommendation report on how we can best protect ourselves from the virus. Assembly members are tasked with a great responsibility to represent their fellow citizens and act in their best interest. This diverse group of citizens is at the core of the project and will have a unique chance to have a greater policy impact as the report will be reviewed by the decision-makers and thoroughly considered when making new Covid-19 recommendation proposals.

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The Covid-19 situation in North Macedonia is quite challenging. Starting in February 2020, the Government of North Macedonia established a public information center that will collect all relevant information to timely, accurately, and properly inform the public about the prevention and protection of the population from the spread of the coronavirus. By the beginning of March, the Government halted the educational process and teaching in all kindergartens, primary and high schools, forbade mass gathering, and brought forth stricter measures to help fight Covid-19¹. This brought out an abrupt change to everyday life. A large portion of the population in the country was doubtful and did not consider the virus to be a threat. Misinformation was quickly spreading, especially on the Internet, and once stricter preventive measures were announced, including lockdowns, that only brought dissatisfaction with the citizens.

While other countries have slowly started relaxing restrictive measures, ours is facing the effects of the second wave that brought more than 1000 cases daily. While the prospect of the new vaccine offers hope in these difficult times, new research by Gallup International shows that 49% of the respondents expressed they would not get vaccinated even if the vaccine is available to the public and is safe and efficient². Moreover, according to an opinion piece published on Balkan Insight, North Macedonia is already lagging behind other neighboring countries when it comes to securing vaccines for its citizens.³ Both examples show a great lack of public trust and a lack of information. This is why we are promoting a process for the people, by the people, where they will freely explore responses and come to

¹ <https://vlada.mk/node/20446>

² <https://plusinfo.mk/istrazhuva-e-na-galup-i-da-ima-sigurna-vakcina-49-makedonci-ne-bi-a-primile/>

³ https://balkaninsight.com/2021/01/21/north-macedonias-naivety-about-vaccine-procurement-costs-country-dear/?fbclid=IwAR0fv1qbGqmAS-1uHIsn9_maDfL16hTHPiPvP7peUUyjNOCUR58vOfouSos\

a common decision. We believe that through deliberative democracy and a copious amount of information sources, everyday people can address this social and political problem.

The complexity of the problem at hand means that the project brings challenges. The process itself must be transparent and well thought, participants must be provided with sufficient time while also considering the urgency and evolving situation with the virus, and an open platform for learning and discussions, which will result in a high-quality recommendations report. Through deliberative process, participants will obtain a more detailed, behind-the-curtain look at what it means to set out recommendations, how it will affect the population and the country, and what might be the next step in dealing with the Covid-19 pandemic. Meetings are set up in a way that gives participants plenty of time between meetings to conduct individual research, consider all the viewpoints that are being presented and carefully reach an end decision.

Here is where we believe the Citizen Assembly will contribute. ZIP will gather a mix of everyday people and provide them with a safe, informative, open platform where they will have time to absorb knowledge and lead discussions with fellow citizens and experts on how we can prevent Covid-19 case numbers from rising again. In an environment where people are skeptical of Government direction, we will provide a recommendations report based on community direction. The end report from the citizens process is ensured to be heard and taken into consideration by representatives on the Ministry of Health. The result will be of great significance to the Government as it will deliver public trust in the future decisions that they reach after weighing up complex trade-offs and finding common ground. Having the citizens' aspect and input in the Government's future decisions guarantees that further protective measures and recommendations will be a great deal more effective. It is a unique approach that has not yet been done in North Macedonia, and it will show outside-the-box thinking when it comes to dealing with the pandemic.

2. What makes this hard?

The design for this process must overcome six clear challenges.

- I. ***The process must remain objective, deliberative, legitimate and fair*** – From a public trust perspective, the process of the selection of the Assembly will be done publicly, from the dissemination of invitations to the selection of the participants, which will be done with a random selection software and presented online. The process of the Assembly and its participants must remain objective, unbiased, consider all the viewpoints presented and reach all decision by a manner of voting.
- II. ***We are addressing disagreement on an issue where views are polarized*** – The problem with Covid-19 has caused a disagreement with the citizens from the very start. The Assembly will address this challenge by giving people a chance to consider a diverse range of sources including speakers chosen by themselves.
- III. ***Managing expectations of the process*** – The recommendations report is aimed for Ministry of Health officials or other relevant government or health stakeholders who will be involved in the creation of new preventive Covid-19 measures. While it will not solve the issue of the pandemic, its meaning is not to be diminished. The report will provide a highly valuable insight on people's perspective on the situation and recommendation on solving a complex issue.
- IV. ***Experts requested by the participants might not be available to speak during meetings*** – While the time between each meeting does give ZIP the enough amount of time to contact the expert that was requested to speak by the participants, the expert might not always be available for various reasons. Nevertheless, participants will be promptly informed, and the expert will be rescheduled for following meeting. To ensure a wider range of experts is available to the participants, ZIP will also compose a list with potential experts in the field of economy and philosophy. Once the participants decide which expert they want to hear from, ZIP will arrange for them to hold a lecture.
- V. ***Selection of independent facilitation*** - A challenge that presented itself was finding an experienced, unbiased, dependable person who will help with the facilitation process. During team discussion, we decided that our team would be best suited to facilitate the meetings. We have been involved with the project since its conception, and as a non-governmental organization with almost a decade of experience with citizens, the meetings would run smoothly whether facilitated by ZIP's executive director Agim Selami, ZIP's IT support and project assistants Darko Popovski and Jovana Gjekanovikj.
- VI. ***Language difficulties*** – Since the fabric of the Assembly will be diverse as is the population on North Macedonia, we expect to encounter a few language difficulties during the meetings. For the purpose of solving this challenge, we

will hire a team of interpreters who will help facilitate the language barriers we may encounter in the process.

3. What is the question?

To reach its goal, the Citizen Assembly must have a guiding challenge throughout the process. This will not only ensure the focus of the participants is in the right place but also makes the process of deliberation centered on a common goal. Finding the correct question is no small task.

Question: Covid-19 case numbers are starting to mildly drop. What can we do to keep these numbers from rising again?

Upon careful consideration, the team of ZIP focused on a broader question that will entail many sub-elements, such as preventive measures, vaccines, and other possible steps citizens can take in order to keep the case numbers from rising again.

After the initial meeting, ZIP will discuss with participants what type of experts they would like to hear from during the following meetings. We will ask participants what kind of information they need, from what area, and who do they trust to deliver this information to them. Upon the agreed list of speakers, ZIP will contact them through the Ministry of Health and finalize the speaker schedule. However, the schedule must remain flexible as the speakers might have previous engagements. In such a case, participants will be informed and a new expert will take the place during the meeting.

Authority

The key authority in charge of managing the Covid-19 pandemic in the country is the Ministry of Health of North Macedonia. Through an MoU drafted by ZIP and sent for review to the legal department in the Ministry of Health, we are aiming at securing the presence of the Minister himself throughout the assembly sessions.

“The Minister of Health will give a public response to the Assembly recommendations”

This is one of the obligations that the Ministry has upon signing the memorandum of understanding with ZIP Institute. This clearly shows that the end result of the Assembly will have value and will be considered by the authorities, unlike other forums or discussions.

4. Size and scope of Assembly

We will recruit 40 participants stratified and matched the population to form a group that is representative of the population in miniature meaning the Assembly will present a diverse mix of people who will be chosen randomly from all walks of life. We intend on recruiting a slightly higher number of 45-50 citizens in case some of the participants decide not to proceed before the process begins.

OECD's Innovative Citizen Participation and New Democratic Institutions as well as the UNDEF Handbook on Enabling National Initiatives to Take Democracy Beyond Elections were ZIP's guide in deciding the number of participants. OECD explains that unlike in participatory democracy, where a large number of participants is encouraged (preferably everyone affected by a particular decision), a deliberative democracy requires a smaller and representative group of people, because it is difficult to have deep deliberation among a larger number of participants⁴. The Citizen Assembly requires just that, a representative group of people that can have deep deliberation to reach a common decision.

This smaller format of the Assembly will allow for each participant to be fully included in the meetings, ask questions more freely, and will allow for better participation in the discussions. The meetings will be fully conducted online on the ZOOM platform given the restriction on gatherings and this provides the safest option for all participants. Since the entire process will be online, ZIP will distribute physical invitations to all cities across the country to ensure a wider net for participants is cast. This will ensure people of all walks of life are represented and a more diverse Assembly is gathered.

⁴ <https://www.oecd.org/gov/open-government/innovative-citizen-participation-new-democratic-institutions-catching-the-deliberative-wave-highlights.pdf>

5. Invitation

The process of designing the invitation proved to depend upon the signing of the Memorandum of Understanding with the Ministry of Health. Once the Ministry understands their obligations and agrees to signs the MoU, a contact person from the Ministry will provide ZIP with a statement to be used as a motivation for participants to join the Assembly along with the payment.

The information available in the invitation will be our first contact with the potential participants. This is why the invitation must have just the right amount of necessary information to provoke a sense of curiosity and purpose in the citizens. The invitation will include the question the Assembly will answer, the goal of the Assembly, a statement from the Ministry of Health, payment information, and ZIP contact information for further detail.

The invitation will be translated into Macedonian and Albanian language and printed in around 4.000 copies for distribution. Meanwhile, the RSVP remains available online so that we can collect the contact information of the registered applicants. The team of ZIP remains available for any questions regarding the process.

The goal is to reach as many people as possible through both strategies, so we can have a wide selection of candidates. This will ensure that citizens will have public trust and that the entire process will be well-founded from the very beginning.

The proposed payment is \$200 gross per participant in total (no additional costs will be covered for participants as the meetings are conducted online). Invitations will clearly note that this payment will be made for time.

6. Who is eligible to become a participant?

- Must be over 18:

One of the questions that ZIP focused on was setting an age limit that will still represent the majority of the population. ZIP decided that the lowest age limit for participants will be 18 given that 18 is the legal voting age in North Macedonia. Moreover, citizens under the age of 18 are most likely to be students with further educational commitments. Anyone over 18 is eligible to participate. We are aware that elderly people in North Macedonia often do not have Internet and computer access, which is why ZIP remains at the disposal of the elderly by lending them a laptop.

- Must actively live in North Macedonia

The next criteria potential Assembly participants must fulfill is to actively live on the territory of North Macedonia. In its 2018 discussion on the impact of the Macedonian diaspora on the economy, the Institute for strategy and development uses data from the Emigration Agency that states there are around 500.000 Macedonians around the world⁵. While they might contribute to the economy of the country, we believe that is more important for citizens who actively live in North Macedonia to be represented in the Assembly. Furthermore, any Government decision that will result from the Assembly recommendations will have a direct impact on the people living in North Macedonia and not abroad.

- Preferably have Internet and IT equipment:

While participants should follow the meetings from personal computers, if the selected citizens do not have the necessary IT equipment and Internet connection, ZIP will assist them by lending them the equipment. To our best knowledge, there are no Internet cafes in Skopje and our libraries are not equipped with IT appliances. As to not exclude anyone, ZIP will lend a laptop to the participants, which must be returned once the meetings have finished.

⁵ http://isd.mk/view/front/modules_/blog/datafiles/A2K9nqcAiDWT.pdf

7. Recruitment and selection

ZIP Institute will select and recruit approximately 45 participants for the Citizen Assembly. The participant count is slightly higher than the intended group of 40 to ensure a replacement if any participants decide not to join the Assembly before the beginning of the process. However, once the process is underway, participants who decide to no longer attend sessions will not be replaced nor financially compensated for their time.

To make the process more transparent, inclusive, and valuable, ZIP decided to base the categories of participants around the 2002 Census of the population, households, and dwellings in the Republic of North Macedonia. This will ensure a great scale of representation by the Assembly participants. Casting the wide net of participants will entail following of the five stratification variables of **age, gender, ethnic affiliation, educational attainment, economic activity, and whether or not they would take the Covid-19 vaccine**. Data from the latest census of population, households, and dwellings in the Republic of North Macedonia conducted in 2002 will provide the scope of the Assembly, meaning participants will be selected from these categories:

Age	2022547(elligible1,594,764)	Number of participants
18-25	327,067(20.5%)	8
25-35	301,742(18.9%)	8
35-55	567,187(35.5%)	14
55-65	185,056(11.6%)	5
65+	213,712(13.4%)	5
Gender		
Male	1,015,377(50.2%)	20
Female	1,007,170(49.79%)	20
Ethnicity		
Macedonian	1,297,981(64.1%)	20
Albanian	509,083(25.1%)	12
Turkish	77,959(3.8%)	3
Roma	53879(2.6%)	1
Vlach	9,695(0.47%)	1
Serbian	35,939(1.7%)	1
Bosnian	17018(0.8%)	1
Other	20,993(1.03%)	1
Education		
Literate	1,693,044(83.7%)	33
Illiterate	63,562(3.14%)	7
Economic activity		
Employed	460,544(29.2%)	12
Unemployed	283,132(17.9%)	7

Inactive	833,325(52.8%)	21
For/Against Covid-19 vaccine⁶		
For	34.7%	14
Against	54.9%	22
Don't know	10.4%	4

The process of recruitment will be done following three strategies:

1. Online advertising through Facebook and Google. ZIP will prepare an online version of the invitation in a pdf format, along with an online RSVP link that interested citizens will have to answer. The RSVP will help us collect basic information to contact participants. This will attempt to reach all demographics and will offer an invitation to RSVP to participate in the North Macedonia Citizens' Assembly on COVID-19. It will explain that the Minister of Health will publicly respond to the Assembly's recommendations and participants will be paid \$200.
2. Physical invitations distributed in public spaces such as shopping malls, open markets, old bazaar, parks, town squares, bus stops, and other places frequented by everyday people. This will attempt to reach demographics who are less likely to see online advertisements while still attempting to reach as many people as possible. Recipients of the invite will be encouraged to pass the invitation to their friends and family to extend the opportunity to participate.
3. Physical invitations targeted at the population aged 55+. These invitations will be extended to people in retirement homes, the Association of Sport Fishermen Vardar, the Chess Federation of North Macedonia, Women's Active groups, and Association of Pensioners since these are places most frequented by our target age group.

The aim of this approach is to extend the invitation to participate so wide that it dilutes the standard interest from active interest groups with those people from the population who might not otherwise get involved in government community engagement. It does this by offering participants a meaningful opportunity to contribute to a complex public decision and through the use of random selection.

Everyone registers through the same RSVP page. Once this first stage of recruit has completed, we will conduct a stratified random selection of the applicants and contact those fortunate to be selected.

⁶ The Western Balkans in times of pandemic – Public opinion survey [TWB TimePandemcMont.indd \(balkanfund.org\)](http://TWBTimePandemcMont.indd(balkanfund.org))

Once the selection part of the process comes, all participant information will be uploaded into newDemocracy's stratified random selection tool (selection.newdemocracy.com.au) and the selection process will begin. To assure complete transparency, ZIP will record the selection as it happens and post it on our social media accounts and website.

ZIP will proceed to contact the selected participants to confirm their participation and gather personal information to draw up contracts that will be sent to the participants via e-mail. All private information will be safely handled and not shared with any external organizations or people who are not personally connected to the project.

8. Deliberation

A core element of the project is the process of deliberation. Deliberation and fair voting are what makes the process of the Assembly democratic, fair, and reliable. Each meeting is specifically planned for participants to have enough time to absorb new information, consider all viewpoints, and lead small group discussions on the topic at hand. All decisions, from choosing general principles to voting on every decision and final recommendation, are done as a group, by finding common ground on the problem and voting for a solution.

Since the deliberative process will be a complex one, ZIP will advise participants to brainstorm and decide on a set of general principles while making all the decisions. The idea behind the general principles is for participants to decide what to prioritize, what areas to focus on and these principles will guide them in their recommendation-making process. The brainstorming on the general principles will start at the first meeting, and final votes on the principles will end at the fifth meeting.

Given the open, non-leading nature of the process, participants will also have the freedom to decide what kind of information they need and who do they trust to inform them. By asking the participants this question after each meeting, they will have a chance to decide the source of the information they need and help to find a common ground with other participants to make informed decisions.

Participants will be encouraged to fully engage, to participate during the questions and answer sessions with the experts, share their thoughts and opinion during small group discussions, partake in voting throughout the entire process, and conduct individual research. Regarding the individual research, ZIP will share with all participants some basic guidelines while conducting their inquiries.

This deliberative democracy is key to the entire process. It means that the participants will be able to back-up the recommendations report with information, sources, and reason, making this final product not only of great importance but guarantees endorsement of the general public when taken into consideration by the Ministry of Health.

Small group discussions are one way of ensuring all participants will interact with one another and discuss the issue at hand. For each discussion, participants will be placed in groups with different people, which will give them time to process the information, get to know each other, and find common ground on solving the issue.

Along with the submitted research, Assembly participants will have to clarify why the information is relevant and reliable, why it is necessary for all Assembly participants to know it, and whether or not the source of the gathered information is reputable.

Regarding the process of decision-making, all such manner will be conducted through voting via live polls such as Mentimeter, an easy-to-use tool that is specially designed for online polls, with 80% agreement. The facilitator will ensure everyone is included in the voting and will always disclose the responses live during the meeting, ensuring full transparency.

9. Information

The goal is to provide participants with a diversity of sources so they can consider a wide range of views and make an informed decision by themselves. This is why ZIP will ensure the information available during the meetings comes from a variety of sources, both foreign and domestic. Information will be publicly available, from Government sources, the World Health organization, local and international medical experts, various research data by NGOs and pharmaceutical companies, will contain different points of view, and will be published by a variety of sources, experts, and journalists. All information will be posted on an online Google document with easy access to all participants and they will be able to decide what they agree is a trusted source.

Another great part of the process is that citizens will have the freedom to choose speakers for the meetings later on in the process. This aspect of the process will ensure public trust as well. All these variety of sources will incite critical thinking that will drive the process in the right direction.

As a country that faces a great deal of challenges when it comes to misinformation and fake news, especially since the beginning of the pandemic, dealing with this challenge is something we cannot escape. Instead, we are fully embracing it by including a large specter of sources, showing participants and other inquiring citizens that a variety of viewpoints were presented during the meetings.

A portion of the meetings will be dedicated to lectures by experts. ZIP will obtain a list of potential experts from the Ministry of Health who will be willing to participate during meetings and discuss with participants which experts should be called upon for a lecture and question and answer sessions.

To ensure participants will have a variety of experts available in case participants would like to hear economic or political viewpoints from experts/lecturers in these areas, ZIP will also have a list of potential lecturers from the top 3 ranked Universities in North Macedonia, who will be contacted promptly if so decided.

- In case some of the participants have in fact recovered from Covid-19 and would like to share his/her experience, they would be welcomed to do so. The Assembly is a safe and open space for discussion and it will mean that participants would have a chance to hear a personal testimony and gather more information.

10. How will it work?

The Assembly is a citizen initiative that will help the Government solve a complex issue, in this case, how can citizens prevent the number of new Covid-19 cases from rising again. For the initiative to be transparent and to ensure public trust, a representative group of 40 citizens is randomly chosen from across North Macedonia to participate. Once the participants are selected through a stratified random selection tool, ZIP will establish initial contact with them and obtain personal information for the purpose of setting up a contract.

Once the contract is signed, all participants receive an information kit, with all relevant documents including reading material provided from the Ministry of Health, information on their role in the Assembly, ZIP's role in the process, contact information, and ZOOM platform guide for users. The participants will receive their information kit three weeks before the start of the meetings. ZIP will also provide a personal computer to those participants who do not one.

Before the meetings begin, ZIP suggests a brief test session with all the participants, facilitators and translators, to ensure efficiency and a challenge-free start of the process.

The process of deliberation means that participants are provided with a variety of information and have the freedom to decide on what experts to call upon for further learning. After seven meetings of gathering information, deliberation, and finding a common ground on recommendations by a manner of voting, the eighth and final meeting is dedicated to presenting their recommendations report to the Ministry of Health.

Test Meeting – 30 April (Aim of the day: hold a test session to ensure logistics run smoothly, have interpreter join for audio test)

- Welcome participants
- Quick ZOOM tutorial
- Audio and video check
- Briefly discuss the meetings timeline

Meeting 1 – 06 May (Aim of the day: get participants familiar with the process, start brainstorming on general principles, presentation of healthcare worker)

- Welcome and introduction of process, organizers, guidelines;
- Social activity/ ice breakers
- Brainstorming on general principles
- Baseline presentation (healthcare worker)
- Q&A
- Exercise on working in groups for a common goal
- Break
- Final questions (organizers answer questions that have arisen during small group discussion)
- Closing small group discussion

Meeting 2 - 07 May (Aim of the day: participants focused on working towards a common goal, continued discussion on general principles, listening to experts)

- Meeting preview
- Social activity
- Exercise on working in groups for a common goal
- Expert lecture
- Q&A
- Small group discussions
- Break
- Brainstorming on general principles and their meaning
- Closing small group discussion

Meeting 3 – 27 May (Aim of the day: final discussion and revision of general principles, listening to experts)

- Meeting preview
- Brainstorming on general principles
- *Expert lecture*
- *Q&A*
- *Small group discussions*
- *Break*
- Final revision on general principles
- Closing small group discussion

Meeting 4 – 28 May (Aim of the day: final decision on general principles, listening to experts, start of the process for recommendation)

- Meeting preview
- Deciding on general principles
- Break
- Expert lecture
- Q&A
- Small group discussions
- Voting on general principles
- Identification on potential recommendations
- Closing small group discussion

Meeting 5 – 17 June (Aim of the day: overview of progress, listening to experts, discussing recommendations)

- Meeting preview
- Progress overview
- Final vote on principles
- Break

- Final expert lecture
- Q&A
- Small group discussions
- Continuing discussion on potential recommendations
- Closing small group discussion

Meeting 6 – 18 June (Aim of the day: learn about recommendations, how to create the report)

- Meeting preview
- Progress overview
- Review of principles
- Learning how to draft a recommendation report
- Break
- Group exercises
- Continuing discussion and voting on potential recommendations
- Small group exercises

Meeting 7 – 08 July (Aim of the day: agree on recommendations, make final edits, start the report)

- Meeting preview
- Progress overview
- Principles overview
- Final vote on recommendations
- Inform rest of Assembly on progress
- Break
- Completing the report

Meeting 8 – 09 July (Aim of the day: present final recommendations)

- Meeting preview
- Discussing the presentation
- Choosing who will present the report
- Break
- Presentation of report

The meetings are specifically designed with enough space between them so participants will have time to process what they have learned, conduct individual research, and consider all viewpoints that were presented. This will ease the process of defining the recommendations report.

11. What does success look like?

Success for this project comes in four different ways:

1. **Greater representation in policy making**– The Assembly is meant to be a mirror of the everyday citizens unlike the fabric of the Parliament and is meant to represent the best interest of the citizens and it means that people will see people like them contributing in policy-making.
2. **All actors involved will have an immersive experience** – We expect full cooperation with the Ministry of Health, given that the Memorandum of Understanding covers all obligations of the Ministry. We expect participants to be involved to a large degree that includes suggesting experts, participating in discussions, and taking advantage of the diversity of information at hand.
3. **Participants will fully support the recommendations**– While the team of ZIP Institute will be available for any form of guidance during the process of writing the report, its content will be fully created by the participants and supported with evidence.
4. **The public responds well to the entire process** – The process offers everyday people a chance to contribute to democracy. The project is unique to the Balkan region and we hope that it will encourage similar activities that will continue to spark the interest of citizens and continue to make positive changes to society.

Project timetable

Dates	Stage	Objective
Feb 26	Completing process design	We can start!
March 2	Draft invitation for review	We confirm the design of the invitation to ensure it meets needs and has no errors or red flags
March 5	Invitation distribution	Post Facebook ads, begin to distribute at least 4000 copies of physical invitations in public
April 5	End date for applications	RSVP date closes, gather all info from applicants to prepare for selection
April 9	Selection of participants complete	Live selection of participants, confirm participation, send contracts
April 9	Information kit	Send information kit to participants when they are confirmed
April 30	Test Meeting	Ensure everyone is tech ready
May 6	Meeting 1	Introduction
May 7	Meeting 2	Expert speakers, discussion on principles, consider 'what is the problem'
May 27	Meeting 3	Final revision of general principles and 'what is the problem'
May 28	Meeting 4	Expert speakers, draft ideas and themes
June 17	Meeting 5	Final expert speakers
June 18	Meeting 6	Voting on recommendations
July 8	Meeting 7	Finalizing recommendations report
July 9	Meeting 8	Presentation of recommendations