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EDC

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Acronyms

ALMM	Active labor market measures
AOTR	Agreement Officer's Technical Representative
AWP	Annual Workplan
BCM	Business Confederation of Macedonia
COP	Chief of Party
CC	Career Center (VET)
DCOP	Deputy Chief of Party
ESA	Employment Service Agency
EDC	Education Development Center Inc.
FAM	Financial and Administrative Manager
GCDF	Global Career Development Facilitator
ILO	International Labor Organization
ICP	Individual Career Plan
JC	Job Club (ESA)
HCN	Host Country National
HICD	Human and Institutional Capacity Development
LESC	Local Economic and Social Council
MASSUM	Youth Association of Technical High Schools in Macedonia
MK	"Moja Kariera"
MLSP	Ministry of Labor and Social Policy
MOF	Mladinski Obrazoven Forum
M&E	Monitoring and Evaluation
NEET	Youth "Not in education, not employed and not in training"
NESC	National Economic and Social Council
NGO	Non-governmental Organization
ORM	Employers Organization of Macedonia
IT	Information Technology
PMP	Performance Monitoring and Evaluation Plan
PPD	Public –Private Dialogue
PPR	Project Portfolio Review
RC	Regional Coordinators
RFO	Regional Field Offices
SBEP	Small Business Expansion Project
STS	Senior Technical Specialist
VET	Vocational and Educational Training
USAID	United States Agency for International Development
WBL	Work-based Learning
WRS	Work Readiness Skills
YES	Youth Employability Skills Network

Executive Summary

Activities in all sectors of the YES Network Project assistance portfolio were conducted during the quarter. Progress towards completion of the activities planned for in the AWP was influenced by the level and quality of cooperation and collaboration exhibited by YES Network partners. Overall, the three new municipalities of Stip, Prilep and Gostivar and YES partners in these municipalities allowed for considerable progress towards achieving project goals. YES now works in a total of six municipalities.

A number of significant developments during this quarter marked further progress in forming the Local Social and Economic Councils (LESC) and established them as functioning bodies to address youth unemployment. The Tetovo City Council reached an agreement for establishing an LESOC and nominated individuals from the municipality and social partners to serve as Council members. LESOC Strumica developed its strategic plan which organized its principle activities around the issues of youth unemployment and the state of the local labor market. This LESOC aims to develop a Local Action Plan for Employment for Strumica during the coming three months.

During the coming quarter, the YES Network project complete the definition of its Annual Work Plan (AWP) and lead a workshop involving partners from the municipalities at which there will be an exchange of opinions and experiences creating a better collective appreciation of the LESOC establishment process and the potential benefits resulting from the activities of an LESOC. As the three new municipalities have requested to have the partner relationship formally stated and defined, MOUs will be signed with each municipality. The members of the Strumica LESOC Council will participate in a training focused on either fund raising through the European Pre-Accession EPA mechanism or on enhancing their public-private dialogue PPD techniques and mechanisms; YES will respond positively to the needs stated by the Council.

Surveys of the three 3 ESAs and 11 secondary schools were collaboratively conducted in the three new partner municipalities of Stip, Prilep and Gostivar to determine their needs for furniture, IT equipment and career related materials to make the Job Clubs at ESAs and Career Centers in schools functional. Requests for bids for the items needed were released and minor repairs to the physical premises were started by YES partners. Completion of the refurbishment and equipping of the Job Clubs and Career Centers will be achieved during the coming three months.

Trainings and workshops covering work readiness skills training for unemployed, out-of-school, unregistered youth, secondary school students and to teachers from schools in the three new municipalities of Stip, Prilep and Gostivar were implemented during the quarter. VET teachers, from schools in the first three municipalities served as trainers for the Work Readiness Skills curriculum (WRS) workshops for teachers from the three new municipalities. This provides for optimism because the teaching of WRS is beginning to become institutionalized. NGO WRS facilitators completed a WRS ToT training for ESA staff. Teachers submitted about 60 best teaching practices valuable in the implementation of the WRS program. The collected best teaching practices of WRS activities in schools will be revised and a manual with best practices developed. This quarter, 12 registered unemployed young people entered into internships, 14 gained permanent employment while 4 accepted part-time jobs with local companies.

Twenty (20) ESA staff from 6 partner municipalities attended a Work Based Learning (WBL) workshop in April. A draft WBL curriculum for “free school activities” was developed. The first WBL workshop for 20

teachers from Tetovo was conducted and a workshop on the development of Individual Career Plans was delivered to 21 teachers from Bitola and Tetovo. The WBL curriculum for “free school activities” will be officially adopted by the VET Center and become part of elective VET curricula.

Eleven (11) participants registered to take part in the competition for the “Best on-line career portfolio” facilitated by the Youth Association of Technical High Schools in Macedonia (MASSUM) during this year’s “Educational Rendezvous”. Six (6) individuals competed with third place being awarded to an unemployed youth registered at ESA Strumica.

YES continued engaging with other projects to determine opportunities for collaboration. This effort included meeting with EU project “Further Modernization of ESA”, with the USAID project “Small Business Expansion Project” and the EU funded “National Policies for Employment” project. Meeting with ILO Regional Coordinator provided an opportunity to discuss work which the ILO is doing in cooperation with Government of Macedonia (GoM) on a national action plan for youth employment. Areas for cooperation between YES and the Ministry of Education and Science (MoES) on developing the “Stop Brain Drain Strategy of the Republic of Macedonia 2013-2020” was defined and a call for a consultant announced. An MOU with this Ministry was prepared which defines the nature and content of the Career Counselor project; the signing of the MOU is expected during the coming quarter.

M&E activities concentrated on focus groups with teachers, students, ESA and NGO youth, group interviews with NGO and ESA facilitators, class observations on how the teaching of the WRS was being conducted and on baseline questionnaires involving teachers, students, ESA and NGO youth. During the coming quarter data gathering will be completed, data will be processed and analyzed and a baseline report for the three new Municipalities will be written.

A realigned budget, which supports the actual activities which YES is currently implementing and plans to implement during the remaining three years of the project was created and submitted to USAID early in the quarter for review and approval. It is expected that the approval process will be completed early in the coming quarter.

The process of transitioning to a Macedonian by December 2012 was initiated. Internal candidates were interviewed and the current Senior Technical Specialist (STS) for Vocational and Educational Training (VET) selected to be first the DCoP in transition to CoP, and then becoming the CoP at the end of this year. The M&E Specialist, from the start of the third year of the project will take on technical oversight duties in addition to those required by the M&E position. A replacement STS VET will be hired.

Contracting for services was conducted to provide trainers for the implementation of the WRS and the WBL courses and workshops. This activity will continue during the summer and into early fall. The local entity “Moja Kariera” will continue locating internship opportunities in the six local economies in which works.

1. Program Activities and Outcomes

1.1. Facilitate Public-Private Dialogue that will improve demand-supply labor exchange at the local level

Establishment of Local Economic and Social Councils

Bitola: In February, Bitola City Council adopted the formal decision to establish the LESC which creates the legal basis for the formation of the LESC Bitola. However, the process has not yet been finalized since the members of the LESC have yet to be nominated and the agreement for establishing the LESC has to be signed between the municipality and the social partners. In order to expedite the procedure YES Network project requested a formal meeting with the Mayor of Bitola. The Mayor has, meanwhile suggested that YES meets with the Head of the Education Department. The Head of the Education Department assured the project during a meeting that she will talk to the Mayor and obtain his signature on the Municipal Council's decision to form a LESC in Bitola. Without this the Municipal Council cannot go forward with constituting the LESC.

Tetovo: The Municipality of Tetovo made the formal decision to establish an LESC in December 2011. During this reporting period, the municipality administration completed the procedure for nomination of the members representing the social partners and the municipality. In May, the City Council approved the draft text of the Agreement for establishing the LESC. Representatives to the LESC from the municipality administration and the Council were all nominated during the quarter. Both these decisions were passed unanimously made with all votes in favor. With this, the legal process of formation of the LESC was completed. The formal inaugural event bring the Tetovo LESC into being will occur this coming quarter.

Strumica: Strumica has an established and functioning LESC. During this reporting period, YES activities aimed at building the capacities of the LESC Strumica. The YES Network Project supported a two day workshop for Strategic Planning that was held in Berovo on April 6th and 7th. The workshop objectives were twofold: first, to introduce the process of strategic planning to the LESC members so they could understand its importance and, secondly, to initiate the drafting of the Strategic Plan for the LESC Strumica. The workshop was very successful since at the end LESC members established a very solid basis and framework for their Strategic Plan. The YES Network Project engaged a consultant who coordinated and led the process and worked closely with the LESC members. As a result, the Strategic Plan was developed, stating its mission, vision, goals and objectives and values. An Action Plan for the LESC was also established.

On April 26th LESC Strumica, with support from the YES Network Project, organized a Town Hall meeting which focused on the challenges that the youth are facing within the local labor market. The Town Hall meeting provided the venue for a lively discussion which produced quality information and facts which will be of a great importance in improving the productive link between unemployed youth, employers and provide support from the community and other stakeholders. Town hall meeting participants came from the education sector, NGO, municipality, employment centers, business and youth.

The opinions of the participants will provide input into efforts underway designed to mitigate the problem of youth unemployment and also as input in bringing the official VET education programs in

closer in content to the needs of the local labor market. This was highlighted by the representative Councilor from the VET (Vocational Education and Training) Center.

Stip, Gostivar and Prilep: The YES Network Project will sign MoUs with the municipalities of Stip, Gostivar and Prilep in order to define the reference frames for YES cooperation with the municipalities for establishing the LESC that will serve as advisory and consultative body to the municipality on issues such as employment of youth and the link between labor markets needs and youth skills development. To that end, draft MoUs have been developed and once they are internally approved will be provided to the municipalities for review, comment, revision and signing.

Stip: During this reporting period the STS for PPD met with the Mayor of Stip municipality and representatives from the municipality administration to discuss the process of establishing the LESC. The Mayor of Stip welcomed and supported the idea of establishing the LESC, thus the process has been initiated. All formal documents that are required for establishing the LESC have been prepared and presented to the City Council. It is expected that the formal decision to establish the LESC Stip will be made during the summer.

Prilep: Since the Mayor of Prilep has already established a public-private dialogue forum through constituting an Economic Council, which includes employers as well as the civil sector, YES decided it to be appropriate to work with this already existing entity rather than creating a LESC which would duplicate functions and be ultimately unsustainable as a forum for discussing, among other issues, youth unemployment and the local labor market and economy. Therefore, in Prilep, dialogue around the issues of youth employability and unemployment will be conducted within the existing Economic Council. The Council will be expanded with additional members to represent all local voices relevant to a meaningful debate about socio-economic change in the municipality including youth unemployment. In June, the YES Network CoP and STS for PPD attended the session of the Prilep Economic Council to present the project and discuss the activities that the project is implementing in providing enhancement of the employability skills of the unemployed youth.

Gostivar: During this reporting period the STS for PPD had several meetings with Gostivar municipality representatives to identify the partners that will be part of the LESC.

In order to enhance local knowledge about local social dialogue to the municipalities, since in Macedonia there are only very modest experiences of this, YES network CoP and STS for PPD met with the Executive Director of ZELS (Association of the Local Governments of Macedonia) and discussed the YES Network efforts to build a local PPD platform in a form of LESC. The Director confirmed the importance of such concept for the local communities emphasizing that it is very important that the mayor and the local administration clearly understand it and the benefits that it could bring to the local community.

Results 1.1

- Agreement for establishing the LESC Tetovo approved by Tetovo City Council and members of LESC from the municipality and social partners nominated.
- Strategic Plan of LESC Strumica developed.
- Town hall meeting in Strumica organized and held at which the issues of youth unemployment and the state of the local labor market were discussed by community representatives.

1.2. Develop venues for meeting immediate skill/training needs of the labor market and career development opportunities

Work Readiness Skills training by youth serving NGOs

During this reporting period, the YES Network supported the partner NGO Mladinski Obrazoven Forum (MOF) from Tetovo to implement a second WRC training with the unemployed, out of school and unregistered youth. This was in response to the huge interest of young people wishing to participate in this training. The training involved 25 young people who have completed their education and are no longer in the education system, do not have employment and are not registered within ESA.

In order to build the capacities of the youth serving NGOs from the three new municipalities of Stip, Gostivar and Prilep to work on developing the “soft skills” of the unemployed, unregistered and out of school youth, YES Network Project organized a Training of Trainers (ToT) workshop on methods and mechanisms employed in the proper delivery of the WRC. Twelve (12) participants from 7 NGOs from Prilep, 7 participants from 3 NGOs from Stip and 12 participants from 6 NGOs from Gostivar successfully completed the ToT WRC training. The training was held between May 14th-16th and June 04th-6th and all 8 WRC Modules were covered. This training was conducted at the same time for ESA staff. This provided a good opportunity for ESA staff and NGO representatives to network and discuss possibilities for their cooperation. The YES Network Project hired two facilitators from NGOs - who had been trained in the first round of WRS ToTs - to train NGO and ESA facilitators from the three new partner municipalities. Thus, for training activities involving new municipalities, local experts trained during the first year of the project were employed to further disseminate skills and knowledge, thereby expanding the probability of the “soft skills” instruction becoming institutionalized in the NGO community and the regional ESA staff.

YES is facilitating activities through which the unemployed, out of school, unregistered youth that completed the WRC training implemented by the NGOs can be exposed to work based learning opportunities particularly through internships. To this end, the YES Network Project is working with “Moja Kariera” to arrange internship placement for those young people who are willing to take engage in this learning experience. Around 30 young people stated their interest in being interns. Moja Kariera will be working during the summer to provide internship possibilities to these young people within their local labor markets and economies.

Since the activities of the YES Network Project include development of employability skills and internship opportunities for the young unemployed population, the South East European University (SEEU) invited the project to take part at Career Fair that was held on May 7th, at the SEEU Campus. This event was a good opportunity for YES to present its activities directly in front of the current students and as well already graduated individuals who are looking for employment and internships. Young people who were part of the fair were very much interested in what YES is doing and some of them expressed an interest in being included in the project activities. This event was a starting point for the collaboration between YES Network Project and the SEEU since once the students complete their education they could benefit and be part of the YES Network project activities.

Career Centers

The STS for VET together with YES Network Regional Coordinators (RC) visited all 13 secondary schools in the 3 new municipalities (Prilep, Stip and Gostivar) to identify potential facilities where Career Centers (CC) in these schools will be located. In 11 of the 13 schools, the appropriate spaces for CCs have been identified and lists of furniture, IT equipment and career related materials needed for CC compiled. The establishing of CCs in two schools will be postponed to the end of this year due to the current lack of adequate physical facilities.

In all schools that have provided appropriate spaces where the Career Centers will be situated, the evaluation of needs for refurbishment activities have been made jointly with the school Principals and contact persons. Most of the schools have already undertaken several reconstruction activities as their contribution, typically painting and reconstructing walls, electrical works and lighting and such. During the coming quarter, all schools will have finished their reconstruction activities and the process of installing of technical equipment and furniture will likewise be completed.

In order to help students to identify their skills, values and interests and to set educational and career goals based on a desired career pathway, a workshop on “Development of an Individual Career Plan” was designed and delivered to 21 teachers from secondary schools in Bitola and Strumica. Career Plans will serve as a tool for identification and exploration of a designated career pathway and to outline the steps needed to successfully pursue education or training that will lead to employment and advancement in the chosen area. This activity was organized in collaboration with Macedonian Association of Career Development Facilitators.



The YES Network Project is keen on discovering and creating as many career development opportunities as possible for young people. One such event was the Educational Rendezvous 2012, organized by MASSUM - Youth Association for Vocational Schools in Macedonia.

During the Educational Rendezvous 2012, hosted by the Municipality of Strumica, about 500 students from vocational schools from all over Macedonia competed in over 10 contests such as preparation of marketing plans, public speaking, job interview, best school website, best school video, best on-line career portfolio and suchlike; the last mentioned competition was facilitated and supported by YES. The event was attended by more than 1500 students.

In order to express their support and confidence in this great educational event and its mission, YES in collaboration with MASSUM, organized and sponsored a contest. Within the Educational Rendezvous 2012, organized by MASSUM - Youth Association for Vocational Schools in Macedonia - with support of YES, a contest for creating the best online career portfolio was organized in two categories of competitors: secondary school students and unemployed registered and unregistered out-of-school youth. Hence, the second category was for those unemployed, registered and unregistered out-of-school youth who were part of the WRC training implemented by the ESA Centers and NGOs from Tetovo, Bitola and Strumica.

In this competition, more than 35 young people from Tetovo, Bitola and Strumica, the three municipalities that were part of the USAID YES Network Project at the time, took part. The best students were awarded medals and certificates. Below are links to the best on-line career portfolios:

- Martin Dimitrievski <http://www.wix.com/cvmartin/martin#!>
- Selimi Jeton <http://www.jeton.cyberlend.net/index.htm>
- Done Kirov <http://kirovdone.net84.net/>
- Andrea Mirchevska <http://www.wix.com/andreamkbt/andruska#!home|mainPage>
- Stojanov Georgi- <http://www.wix.com/gpsnetto/default#!info>

The YES Network project continued to support secondary schools from the first 3 municipalities (Bitola, Strumica and Tetovo) in implementing employability skills related activities and in the promotion and use of Career Centers by students, parents and the business community.

Job Club Activities

YES has successfully worked on realizing two goals related to Job Clubs (JCs). The first of these is the development of modern and functional venues in the 3 new partner municipalities, Prilep, Shtip and Gostivar, in collaboration with state ESA Head Office and regional Employment Centers. Youth can obtain information at the Job Clubs about the labor market and employment opportunities, and gain or enhance employability skills in order to gain a competitive advantage in the labor market. The second goal relates to the YES assisting the local ESA staff with establishing appropriate and effective operational and management plans for the JCs in the first 3 partner municipalities: Bitola, Strumica and Tetovo.

The initial activities in the 3 new municipalities involved creating initial assessments and needs statements for equipment, furnishings and resource materials and formulating a draft budget for the renovation and equipping of the 3 new JCs. Based on these analyses the YES, STS for Labor Market and the Regional Coordinators prepared documentation required for the procurement process which will be publically announced during the next quarter.

The YES STS for Labor Market and the Regional Coordinators visited the 3 new JCs - in Prilep, Shtip and Gostivar - and arranged for the initial renovation steps. These were small interventions such as changing of lighting, and repairing and painting of walls. Materials were provided and the work realized by the regional ESA centers themselves.

JCs in the first three partner municipalities are functioning as planned and according to stated work plans and agendas. After the first round of WRS trainings supported by YES and implemented by the end of this quarter (three trainings per ESA Center), additional WRS trainings are planned in July for Strumica and in September for Bitola which will be conducted by ESA staff. This WRS training initiative which was decided upon by the ESA Centers themselves promises well for the sustainability of the endeavor and long-term use of JCs for meeting the immediate and long term transfer of employability skills to youth in these partner municipalities.

JCs are being used for other youth courses such as the implementation of Active Labor Market Measures (ALMM), foreign language teaching, and computer skills training. These courses are unilaterally arranged

by the regional Employment Centers and thus represent a heightened probability that they will form a permanent element in the use of the full capacity of the JCs.

Results 1.2

- Assessments of needs and budgets for renovation of 3 new JCs in Prilep, Shtip and Gostivar prepared;
- Prepared procurement documentation for furniture for the 3 new JCs;
- Renovation process begun with minor repairs performed by the ESAs;
- 25 unemployed, out of school, unregistered youth completed the WRC training implemented by NGO MOF from Tetovo;
- 31 NGO representatives completed the ToT WRC Training
- Facilities for Career Centers identified in 11 secondary schools in Stip, Prilep and Gostivar and a needs assessment of the necessary furniture, IT equipment and career related materials required to make these Centers functional was collaboratively developed.
- A workshop on the Development of Individual Career Plans was delivered involving 21 teachers from Bitola and Tetovo.
- Career competition on “Best on-line Career Portfolio” was organized. 35 students from Bitola, Strumica and Tetovo participated.

1.3. Strengthen the job services capacity of ESA and private job matching companies to ensure trained youth have access to up-to-date information on job openings and career development opportunities

Work Readiness Skills training at ESA Centers

The WRS training for the third group of registered unemployed youth at ESA Bitola was held during the first half of April 2012, and the fourth WRS training was held at JC Tetovo in the second half of April 2012. Additional WRS trainings are planned to be held in September 2012 and in JC Strumica in the second half of July 2012.

These WRS trainings were based on the established WRS curriculum specifically designed to address the lack of employability skills knowledge and skills among Macedonian youth. Facilitators for these trainings were employees of the local Employment Centers trained for implementation of the WRS curriculum and supported in their training efforts by a NGO facilitator.

The WRS trainings held in the JCs also strengthened the capacities of the ESA staff, which has received special training and consequently is capable of presenting this curriculum. Due to repeated implementation of the WRS curriculum, and the practice this affords, ESA facilitators are increasingly more able to arrange and conduct WRS trainings with significantly less support from the NGO facilitators who, in addition to partnering the ESA staff in curriculum delivery, were also mentoring and coaching them to enhance their trainer skills.

The participants - unemployed youth registered with ESA - in the past WRS training held in the 3 JCs in Bitola, Tetovo and Strumica received certificates from YES for completing the WRS training which acknowledge their professional development and enhanced knowledge of work readiness skills.

During the ToTs for WRS curriculum held on 14-16 May 2012 and 04-06 June 2012, 4 additional facilitators were trained from the first group of 3 partner municipalities; one individual from ESA Tetovo, one from ESA Strumica and two from ESA Bitola. Eight individuals from the 3 new partner municipalities of Prilep, Stip and Gostivar will be responsible for delivering the WRS trainings in their ESA's Job Clubs. The ToT training for ESA staff from Stip, Gostivar and Prilep was delivered by ESA facilitators these being ESA employees who have already been trained by YES Network for dissemination of WRS curriculum.

Of the individuals who have completed the WRS trainings at the ESA JCs in Bitola, Strumica and Tetovo, 12 have entered into internships, 14 gained permanent and 4 part-time employment positions.

Participants from the WRS trainings in the first 3 partner municipalities took part in a YES Network facilitated and NGO partner organized competition titled "Best on-line Portfolio". This was part of the annually held "Educational Rendezvous" which was held in Strumica at the end of April and organized by the "Youth Association of Technical High Schools in Macedonia" MASSUM. Eleven (11) participants were registered and 6 actively participated. A representative from Strumica ESA JC was awarded third place in the competition.

Work Based Learning Program (WBL)

The WBL program which was designed collaboratively by the YES STS for Labor Market, a local consultant and the ESA Coordinator, was presented during a workshop. The aim of the workshop was present the WBL program to the ESA staff working in the 6 partner municipalities. This workshop was held at the beginning of April and was completed by 20 staff for the ESA Regional Centers and ESA Skopje Head Office representatives. The training consisted of: A presentation of the "Handbook for the "Implementation of the Work Based Learning (WBL) program"; an explanation of new tools which will be used in the Internship process and their alignment with the current documents for Internship in ESA; and defining the future steps required for the implementation of the WBL program. The WBL program is designed to encourage and facilitate the development of internship program and the opening of actual internship positions at local businesses.

Results 1.3

- Conducted the third WRS training in ESA Bitola and the fourth WRS training in ESA Tetovo;
- Certificates for WRS training were given to all participants who completed the training;
- ToT for WRS facilitators from ESA staff was held between May 14-16th 2012 and June 4-6th 2012.
- Twelve (12) registered unemployed young people entered into internships, 14 gained permanent employment while 4 accepted part-time jobs with local companies;
- Eleven (11) participants registered to take part in the competition for the "Best on-line Career Portfolio" facilitated by MASSUM during this year's "Educational Rendezvous". Six individuals actually competed with third being awarded to an unemployed youth registered at ESA Strumica.
- Conducted WBL workshop for 20 ESA staff from 6 partner municipalities at the beginning of April.

1.4. Provide continuing professional development opportunities for teachers in Vocational Educational Training (VET) schools.

Work Readiness Skills training for VET teachers

In this reporting period, several workshops, on the WRS curriculum were delivered during two sessions. About 70 teachers from Prilep, Gostivar and Stip participated in these workshops and the following modules were delivered:

- Personal Development
- Appropriate work place behavior
- Communication skill
- Team Work and Leadership;
- Job searching;
- Safety, rights and responsibilities at the work place;
- Financials skills.



The training sessions were facilitated by the VET Center Advisors and selected teachers from schools in the first 3 municipalities who have already implemented activities with the students. As a part of the workshop activities, several “best” teaching practices were presented and demonstrated by teachers.

About 60 “best” teaching practices which can be used in the implementation of Work Readiness Curriculum have been submitted by teachers from Bitola, Strumica and Tetovo. VET Center Advisors will review and select the best practices that will be included in a best practices manual being developed.

Work Based Learning Program

At the beginning of April, YES organized the first WBL workshop for teachers from Tetovo. Two VET Center Advisors and one local consultant representative of the business sector have delivered the WBL workshop. Twenty-five teachers (25) from VET schools from Tetovo participated and the following four modules were delivered:

- Introductory module;
- Planning and preparation for WBL program;
- Implementation of WBL activities in the companies;
- Monitoring, assessment and record keeping.

As a part of the workshop, the VET Center Advisors presented several ways the program could be implemented as a part of the regular VET curriculum. In the next reporting period, teachers should pilot at least one WBL activity with their students. The results of their experience will be presented and shared with other teachers on the next workshop that will take place in August.



Results 1.4

- WRS workshops delivered to teachers from Stip, Prilep and Gostivar;
- About 70 teachers trained in WRS;
- First WBL workshop delivered to teachers from Tetovo delivered with 20 teachers trained.

1.5. Creative innovative mechanisms to make VET schools and the VET Center more responsive and relevant

The VET Center Advisors have collected about 60 good teaching practices identified by teachers implementing activities related to the Work Readiness Program. During the coming quarter, the best practices, from those submitted identified, will be selected and included in a manual.

Also, 6 teachers from the first 3 municipalities who had demonstrated a high level of commitment and expertise in implementation of WRC activities with their students were included as trainers for the WRS workshops with teachers from Prilep, Stip and Tetovo. The VET Center Advisors and YES STS for VET worked with these teachers to develop appropriate facilitation skills as well as to strengthen their training materials preparation skills. They individuals will be one of the main factors in providing sustainability of the delivering of WRS program through YES/VET Center developed materials and methodologies.

The VET Center Advisors, local WBL consultant and YES STS for VET developed the WBL curriculum for “free school activities”. In the next reporting period, it will be officially adopted by the VET Center and become part of the range of elective courses offered to students in VET schools.

In partnership with the VET Center, YES worked on the development of a teacher’s externship program. In the next reporting period the draft version will be developed and sent to our partners for comments/suggestions.

Results 1.5

- Teachers submit about 60 good teaching practices which have proven to be valuable in the implementation of the WRS program.
- Draft WBL curriculum for “free school activities” was developed
- VET teachers, from schools in the first three municipalities were involved as trainers for the WRC workshops with teachers from the three new municipalities.

1.6. Integrate productive connections with current and planned USAID and other donor workforce related activities

After establishing a preliminary contact with the EU funded project “Further Modernization of ESA” the YES project team continued collaboration meetings to avoid duplication and overlapping of activities for developing a complimentary implementation plan. The WRS curriculum materials developed by YES were shared with the EU project since it also is planning to work on human capacity development training for ESA staff.

The YES STS for Labor Market also arranged a meeting with the EU funded project “National Policies for Employment” for defining future possibilities for collaboration.

YES established contact with the new USAID project Small Business Expansion Project (SBEP) to better inform that team regarding YES activities to date and plans for the future. The current YES Annual Work Plan was shared with the SBEP project.

STSs for PPD and Labor Market met with the ILO Regional Coordinator to discuss their activities related to the youth population. The ILO is currently supporting the government of Macedonia to develop a National Action Plan for Youth Employment using ILO methodology. It is expected that during the summer the Action Plan will be finalized. This approach could be considered to be used on a local level. The YES project will explore possibilities for cooperation with ILO in this regard on local level.

YES Network supported the MoES in development of the “Stop Brain Drain Strategy of the Republic of Macedonia 2013-2020”. The “Stop Brain Drain” project is incorporated in the national development strategy and program of the Government of Macedonia, with Ministry of Education and Science being responsible for its facilitation. YES will provide a consultant who will conduct all necessary quantitative and qualitative researches and prepare a draft version of the strategy for “Stop Brain Drain 2013-2020”. Also as a part of this consultancy, a two year action plan will be developed which will outline in detail the specific measures and activities for implementation of the strategy. YES and the MoES were involved during this past quarter in formulating the SOW for this project and defining the Terms of reference for the consultant who will be selected through a competitive process also initiated this past quarter.

Results 1.6

- YES continued the collaboration with EU project “Further Modernization of ESA”.
- Arranged meetings with EU funded project: National Policies for Employment.
- YES established contact with USAID project “Small Business Expansion Project”.
- Meeting with ILO Regional Coordinator to discuss work which the ILO is doing in cooperation with GOM on a national action plan for youth employment.
- Areas of cooperation between YES and MoES on development of the “Stop Brain Drain Strategy of the Republic of Macedonia 2013-2020” defined and call for consultant announced.

1.7. Monitoring and Evaluation

Gathering field data for the evaluation of the WRS training impact in the first three municipalities (Bitola, Tetovo, Strumica)

During May and June, field data gathering activities were performed in the first three municipalities. Since most of the project activities were finalized during this period, this was also the most appropriate time for data gathering. The data was gathered in order to evaluate the effects of the WRS workshops on secondary school students, youth registered as unemployed with the ESA and youth not in education, employment nor training (NEET). The post rehabilitation use of the renovated and upgraded Career Centers in the schools and Job clubs in the local ESA centers was also surveyed. The following methods were employed:

- Questionnaires administration to teachers, students, ESA and NGO youth
- Focus groups with teachers, students, ESA and NGO youth
- Group interviews with NGO facilitators
- Group interviews with ESA facilitators
- Class observation

Table 1. Number of respondents/groups

	Questionnaires	Focus groups (FGs)	Group interviews (GIs)	Class observation
Teachers	113 teachers who participated in the first round of WRC workshops	3 FGs with teachers who integrate WRC in their classes		12 teachers who implement the WRC in the Free classes
ESA facilitators			3 GIs (one in each municipality)	
NGO facilitators			3 GIs (one in each municipality)	
Students	400 students	4 FGs (2 in Tetovo and Bitola)		
ESA youth	122 ESA youth	3 FGs (one in each municipality)		
NGO youth	93 NGO youth	3 FGs (one in each municipality)		

All planned activities in Bitola and Tetovo were implemented. In Strumica some of the activities are postponed until September. Findings will be presented in the following quarter when the data analysis will be finalized.

Gathering baseline study field data in three new municipalities (Prilep, Gostivar, Stip)

This spring, the YES Network Project initiated partnerships with three new municipalities: Prilep, Gostivar and Stip. Before starting collaborative working in these municipalities, baseline data on work readiness activities was gathered to compare with data gathered subsequently. This will enable the project to determine the magnitude and direction of change as facilitated by YES and its partner activities. For this purpose the following methods were used:

Questionnaires for teachers

- Group interviews with NGO representatives
- Group interviews with ESA employees (ESA Center director and employees working in the Job club)

Table 2. Number of respondents/groups

	Questionnaires	Group interviews
Teachers	65 teachers that participated in the first round of WRC workshops	
ESA facilitators		2 GIs (one in Gostivar and Prilep)
NGO facilitators		2 GIs (one in Gostivar and Prilep)

Additional baseline data will be gathered in August and early September.

Data input

Inputting of baseline data in the YES ACCESS database began in June. The quantitative data from the questionnaires was inputted into Excel sheets, while the qualitative data from the focus groups was transcribed from audio into written format. The data will be processed and analyzed in the following quarter, when we will be able to present the findings and the conclusions.

Implementing the second round of “Filming Best Practices” (FBP) workshops

In June 2012, YES organized the second part of a workshop series on “Filming Best Practices” for delivering WRS through active teaching and learning methodologies. These were held in Bitola, Strumica and Tetovo. The goal is to facilitate the establishment of a community of WRS delivery practitioners whose members share best practices and encourage each other to create innovative and Macedonian appropriate techniques for reaching youth. The videos will represent the best practices in WRS workshops with youth, and other related activities. They could highly contribute to collaboration between VET teachers using WRS in schools, and to the establishment of networking between different YES partners such as schools, ESA, NGOs, municipalities and employers).

Teachers from secondary schools, ESA employees and NGO facilitators who took part in the first “Filming Best Practices” workshop in March were invited to attend this follow on series of workshops. A total of 25 people participated in the three workshops. Most of the participants (64%) were teachers from 9 of our partner-secondary schools. Also 7 NGOs and only one ESA center (Bitola) took part in the workshop. The gender distribution was in favor of the female participants (56%). There were 20 Macedonian and 5 Albanian participants in all three municipalities. As participation was voluntary and the invitations were sent out to the participants directly (not through the institution they are representing), a lower number of participants was expected; around half of the invited people came to participate. The others mostly attributed their absence to their busy schedule. This was especially true for the teachers who had to be present at their schools due to the school admissions.

Although attendance was down 50% when compared with the first trainings, the quality of the workshop remained high in respect of the discussions and level of interactivity. At the beginning the participants shared their experiences with the filming of their classes and best practices during the period in-between both workshops, stressing the difficulties and concerns; peers provided their advice and support. Afterwards, the participants learned about how to give their students feedback through presentation, discussion and exercises.

In order to put the newly obtained knowledge into practice, the participants showed the group the videos they filmed and edited and the group gave them feedback, having in mind the previously given guidance. Although everyone was expected to bring at least one video, only a few people made one and presented it. At the end of the workshop, the next steps were discussed – creating a venue for sharing the videos. In all three municipalities it was agreed to create a Facebook group where all interested members can share their work, and be able to get support from their colleagues. Also, Administrators were chosen to oversee the Facebook group, manage members and check the content for appropriateness and irregularities.

Maintaining and updating the project database

YES works to regularly update the project database and database reports. The latest reports available on the data are presented in Appendix I.

YES Network website and Newsletter

The website (yesnetwork.mk) was regularly updated with information about upcoming events as well as details about events completed. Updates included:

- 09 May 2012 Local Economic and Social Council in Strumica
- 21 April 2012 YES Network at MASSUM - Educational Rendezvous 2012
- 12 April 2012 Filming best practices for professional development

Following the first issue of the Project Newsletter, in May 2012, a second issue was developed covering the events, achievements and successes of the YES Network project occurring in later months. The printed version was distributed during the SEEU career fair, the WRC and FBP workshops organized by YES and other events. A total of 550 copies were printed: 300 in Macedonian, 100 in Albanian and 150 in English. The electronic newsletter was published on the YES website (yesnetwork.mk) from where it can be downloaded.

NEWSLETTER



**Issue 2,
April 2012**

2 . Activities proposed for the coming quarter : July through September

2.1 Facilitate Public-Private Dialogue that will improve demand-supply labor exchange at the local level

- Presentation of the YES Network project AWP and workshop for exchange of experiences between all municipalities partnering YES with in order to create a better collective appreciation of the LESC establishment process
- LESC Strumica to start with the development of the Local Action Plan for Employment for Strumica
- Signing of the MoUs with the three new municipalities
- Workshop for LESC Strumica members

2.2 Develop venues for meeting immediate skill/training needs of the labor market and career development opportunities

- Complete the procurement process, through public announcement and purchase furniture, equipment and resource materials for JCs
- Realization of the main refurbishing and re-equipping of the JCs at ESAs.
- Procurement of furniture and IT equipment for CCs at the VET and Gymnasia schools.
- “Development of Individual Career Plan” workshop will be delivered to teachers from Tetovo.

2.3 Strengthen the job services capacity of ESA and private job matching companies to ensure trained youth have access to up-to-date information on job openings and career development opportunities

- Additional WRS training in JCs for the first group of 3 partner municipalities.

2.4 Provide continuing professional development opportunities for teachers in Vocational Educational Training (VET) schools.

Work Readiness Skills Training

- YES will deliver WRS workshop to teachers from Stip (module 5-8). Approximately 25 teachers will participate;
- The collected best teaching practices of WRS activities in schools will be revised and a manual with best practices developed.

Work Based Learning Program

- YES will deliver workshops on implementation of WBL activities in VET schools. About 40 VET teachers from Tetovo, Strumica and Bitola will participate.

2.5 Creative innovative mechanisms to make VET schools and the VET Center more responsive and relevant

- WBL curriculum for “free school activities” will be officially adopted by the VET Center and become part of elective VET curricula.
- All YES educational partners will be informed about the YES AWP 2012-13 and their thoughts and considerations as to its component parts will be sought and included in a final document. ESAs and NGO opinions will also be solicited at similarly organized venues.

2.6 Integrate productive connections with current and planned USAID and other donor workforce related projects

- YES will continue working with the State ESA (Skopje) and the EU project “Further Modernization of ESA” to ensure complementarity particularly in the areas of workforce development training.
- YES will connect with the recently initiated USAID Small Business Expansion Project and determine areas for possible collaboration and cooperation in the regions where each project is/will be operating.

2.7 Monitoring and Evaluation

In the coming quarter the Monitoring and Evaluation activities will be mainly focused on the finalization of the Evaluation Report for the initial three municipalities and the Baseline Report for the three new municipalities. Those will be the following activities:

- Finalization of the field data gathering activities
- Quantitative and qualitative data processing
- Quantitative and qualitative data analysis
- Evaluation report writing
- Baseline report writing

3 Administration and Finance

3.1 Administration activities and outcomes

The activities completed during the quarter include:

- Disposition Plan for Furniture/Equipment for CCs/JCs purchase submitted to USAID was approved;
- Revised budget realignment submitted to USAID finalized;
- Moja Kariera contract for work based learning (internships) finalized;
- Contracts for MASSUM and YES participation in the Educational Rendezvous issued;
- Contracts with local consultants from ESA and the VET Center for further work on the WRS and WBL trainings finalized;
- MOF financial report was submitted and reviewed;
- Second part of CY2011 documents for claiming VAT reimbursement submitted to USAID

3.2 Administration activities proposed for the next quarter

Activities planned for the coming quarter:

- Provide finance and administrative orientation of the new DCOP;
- STS VET job announcement will be posted, applications will be reviewed, candidates interviewed and the new Senior Specialist will be hired and on board with YES by the end of August;
- Prepare the necessary documents for formal disposition of Furniture/Equipment to CCs/JCs;
- Recruit new junior support staff;
- Recruit M&E intern by the end of August 2012;
- Complete purchase of Furniture/Equipment for CCs/JCs in Gostivar, Stip and Prilep;
- Complete procurement of renovation of CCs/JCs in Gostivar, Stip and Prilep;
- Complete procurement of books and other materials from USA and regionally – if available - for the CCs/JCs in Gostivar, Stip and Prilep;
- Annual Work Planning staff retreat to be held in July 2012 and a final draft of the Annual Workplan for YES year 3 will be submitted to USAID by the end of August.

Appendices

Appendix I

WRS CURRICULUM WORKSHOPS

[Last updated 19.07.2012]

PARTICIPANTS BY MUNICIPALITY

Municipality	Number of participants			Total
	secondary school students	unemployed registered	unemployed unregistered	
Bitola	293	39	21	353
Strumica	88	72	21	181
Tetovo	337	52	50	439
Total	718	163	92	973

PARTICIPANTS BY GENDER

Gender	Number of participants			Total
	secondary school students	unemployed registered	unemployed unregistered	
female	416	102	54	572
male	302	61	38	401
Total	718	163	92	973

PARTICIPANTS BY ETHNICITY

Ethnicity	Number of participants			Total
	secondary school students	unemployed registered	unemployed unregistered	
Macedonian	480	131	58	669
Albanian	218	27	27	272
other	20	5	7	32
Total	718	163	92	973

PARTICIPATED/COMPLETED

Participation	Number of participants			Total
	secondary school students	unemployed registered	unemployed unregistered	
participated	718	163	92	973
completed	0 ¹	125	71	196

¹ This information will be available in the following quarter.

YES WRS CURRICULUM TRAININGS

[Last updated 24.07.2012]

PARTICIPANTS BY MUNICIPALITY

Municipality	Number of participants		
	FY2011	FY2012	Total
Bitola	42	32	74
Strumica	23	30	53
Tetovo	41	63	104
Other	6	0	6
Prilep	/	42	42
Stip	/	32	32
Gostivar	/	41	41
Total	112	240	352

PARTICIPANTS BY GENDER

Gender	Number of participants		
	FY2011	FY2012	Total
female	73	158	231
male	39	82	121
Total	112	240	352

PARTICIPANTS BY INSTITUTION

Institution	Number of Institutions					
	FY2011		FY2012		Total	
	Participated	Completed	Participated	Completed	Participated	Completed
State ESA (Employment Service Agency)	4	4	3	3	7	7
Private ESA	7	2	0	0	7	2
Secondary Schools	14	14	12	7 ²	26	21
NGO (Non- Governmental Organization)	18	12	16	16	34	28

² Secondary schools from Stip will complete the workshop in the next quarter

Institution	Number of participants					
	FY2011		FY2012		Total	
	Participated	Completed	Participated	Completed	Participated	Completed
State ESA (Employment Service Agency)	15	10	12	11	27	21
Private ESA	9	2	0	0	9	2
Secondary School (VET and Gymnasium)	65	52	192	125 ³	257	177
NGO (Non- Governmental Organization)	19	12	36	25	55	37
VET Center	4	2	0	0	4	2
Total	112	78	240	161	352	239

³ Teachers from Stip will complete the workshop in the next quarter

Appendix 3

WRS TRAININGS (Bitola, Strumica, Tetovo) – 24.07.2012

ALL THREE MUNICIPALITIES			
Participants by institution	Gender		Total
	f	m	
State ESA	12	6	18
Completed	8	4	12
Private ESA	2	6	8
Completed	0	2	2
Secondary Schools	132	46	178
Completed	100	36	136
NGOs	13	14	27
Completed	12	7	19
Total Enrolled	159	72	231
Total Completed	120	49	169

BITOLA			
Participants by institution	Gender		Total
	f	m	
State ESA	6	1	7
Completed	5	0	5
Private ESA	0	3	3
Completed	0	1	1
Secondary Schools	49	7	56
Completed	38	7	45
NGOs	2	6	8
Completed	2	3	5
Total Enrolled	57	17	74
Total Completed	45	11	56

STRUMICA			
Participants by institution	Gender		Total
	f	m	
State ESA	3	2	5
Completed	2	2	4
Private ESA	1	0	1
Completed	0	0	0
Secondary Schools	25	13	38
Completed	22	9	31
NGOs	5	4	9
Completed	4	3	7
Total Enrolled	34	19	53
Total Completed	28	14	42

TETOVO			
Participants by institution	Gender		Total
	f	m	
State ESA	3	3	6
Completed	1	2	3
Private ESA	1	3	4
Completed	0	1	1
Secondary Schools	58	26	84
Completed	40	20	60
NGOs	6	4	10
Completed	6	1	7
Total Enrolled	68	36	104
Total Completed	47	24	71

TETOVO			
Participants by institution	Ethnicity		
	AL	MK	Other
State ESA	1	5	0
Completed			
Private ESA	3	1	0
Completed			
Secondary Schools	46	36	2
Completed			
NGOs	6	3	1
Completed			
Total Enrolled	56	45	3
Completed			

WRS TRAININGS (Prilep, Stip, Gostivar) – 24.07.2012

ALL THREE MUNICIPALITIES			
Participants by institution	Gender		Total
	f	m	
State ESA	5	3	8
Completed	5	3	8
Secondary Schools	46	33	79
Completed	23	18	41
NGOs	18	10	28
Completed	13	6	19
Total Enrolled	69	46	115
Total Completed	41	27	68

PRILEP			
Participants by institution	Gender		total
	f	m	
State ESA	2	0	2
Completed	2	0	2
Secondary Schools	22	8	30
Completed	18	7	25
NGOs	7	3	10
Completed	7	3	10
Total Enrolled	31	11	42
Total Completed	27	10	37

STIP			
Participants by institution	Gender		total
	f	m	
State ESA	3	0	3
Completed	3	0	3
Secondary Schools	12	9	21
Completed ⁴	0	0	0
NGOs	4	4	8
Completed	0	1	1
Total Enrolled	19	13	32
Total Completed	3	1	4

GOSTIVAR			
Participants by institution	Gender		Total
	f	m	
State ESA	0	3	3
Completed	0	3	3
Secondary Schools	12	16	28
Completed	5	11	16
NGOs	7	3	10
Completed	6	2	8
Total Enrolled	19	22	41
Total Completed	11	16	27

GOSTIVAR			
Participants by institution	Ethnicity		
	AL	MK	Other
State ESA	3	0	0
Completed			
Secondary Schools	12	12	4
Completed			
NGOs	7	1	2
Completed			
Total	22	13	6
Completed			

⁴ Secondary school teachers from Stip will complete the workshop in the next quarter.

Appendix 5

WORK-BASED LEARNING WORKSHOPS

[Last updated: 24.07.2012]

Municipality	Number of participants	
	Participated	Completed
Bitola	17	17
Strumica	10	10
Tetovo	20	20
Gostivar	3	3
Prilep	2	2
Stip	3	3
Skopje	3	3
Total	58	58

Municipality	Entity		
	Secondary School	NGO	ESA
Bitola	14	0	3
Strumica	7	0	3
Tetovo	17	0	3
Gostivar	0	0	3
Prilep	0	0	2
Stip	0	0	3
Skopje	0	0	3
Total	38	0	20

Municipality	Gender	
	female	male
Bitola	11	6
Strumica	5	5
Tetovo	9	11
Gostivar	0	3
Prilep	2	0
Stip	3	0
Skopje	3	0
Total	33	25

Municipality	Ethnicity	
	Macedonian	Albanian
Bitola	17	0
Strumica	10	0
Tetovo	9	11
Gostivar	0	3
Prilep	2	0
Stip	3	0
Skopje	3	0
Total	44	14

FILMING BEST PRACTICES WORKSHOPS
[Last updated: 24.07.2012]

Municipality	Number of participants		
	Participated	Completed part 1	Completed part 2
Bitola	20	15	10
Strumica	13	11	8
Tetovo	22	18	7
Total	55	44	25

Municipality	Institution		
	Secondary School	NGO	ESA
Bitola	12	5	3
Strumica	9	4	0
Tetovo	16	5	1
Total	37	14	4

Municipality	Gender	
	female	male
Bitola	10	10
Strumica	8	5
Tetovo	12	10
Total	30	25

Municipality	Ethnicity	
	Macedonian	Albanian
Bitola	18	2
Strumica	13	0
Tetovo	9	13
Total	40	15