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**WORLD LEARNING
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Strategic Objective 4.1 (Cross-Cutting)

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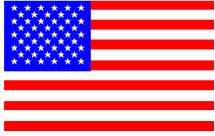
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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



I. Washington, D.C.

A. Meetings, Conferences, and Presentations

- October 19-20, Washington, DC staff attended training in Human and Institutional Capacity Development conducted by the International Society for Performance Improvement (ISPI) in Washington, DC.
- November 6-8, field office staff attended a professional development workshop conducted by ISPI professionals in Veliko Turnovo, Bulgaria in the principles of Human and Institutional Capacity Development. World Learning funded both the DC and Bulgaria-based workshops.
- February 15-17, Colin Davies, Lisa Posner Olocco, and Dorothea Antonio attended the National Council for International Visitors' annual conference in Washington, DC. Colin and Dorothea were panelists at a session entitled "Identifying-Fee-for-Service Opportunities" where they discussed FORECAST training programs with the members of NCIV who are current and potential training hosts.

B. Solution Provider Outreach

The Resource Center coordinated visits to the FORECAST office from twelve training providers. The substantive meetings focused on training capabilities, proposal writing guidance, and issues of training program management. Visits were made by the following organizations: Delaware Technical Community College; Florida Center for Environmental Studies at Florida Atlantic University; University of Tennessee; Futures Group; Skarrow and Associates; Caroline Meirs (consultant); Illinois State University; Utah Sister Cities; Rowland and Associates; World Services of La Crosse, Inc.; California State Polytechnic University, Pomona; and National Center for State Courts.

II. FORECAST/Macedonia

For information regarding the most recent training/HICD activities for participants from Macedonia please refer to the status chart in the Appendix.

A. Success Stories

Please see the Appendix for full details on the following Success Stories:

- New Think Tank in Macedonia Formed by Returned Participant

A participant who is currently completing a PhD on the subject of European Integration in the Western Balkans at the University of Sheffield in Thessalonica, Greece has founded a think-tank whose mission is to foster lasting improvement in democracy and governance in Macedonia and elsewhere in Southeast Europe. It recently published the results of its research on Macedonia's readiness for membership in the EU, just prior to the issuance of a European Commission opinion on that subject.

- First National Youth Association Launched in Macedonia to Increase Youth Employment

Following a US study tour on Vocational School Training the participants - students and the teachers -were given an assignment to establish local youth organizations within their schools. To date, 15 local school organizations have been established, with an organizational structure (president, secretary, vice president, etc.), a plan of activities, and budgets. The local organizations came together at a workshop where they developed the documentation documents necessary for establishing a National Youth Association, and recently the association's first national convention was held.

B. Media Coverage

- An article in *Kapital* on December 8 described Macedonia's future in IT development. The Government of the Republic of Macedonia will start to offer services to citizens and businesses through the Internet very soon. It will bring Macedonia closer to modern-world trends, in which application of IT solutions are key for development of any country. In an interview for "Kapital", the president of the Governmental Commission for IT, Jani Makraduli, announced the new Government's project, which includes modernization and digitalization of the communication between Government and citizens / businesses as well as within the Government itself. Mr. Jani Makraduli, Advisor to the Prime Minister of Republic of Macedonia on IT, was a participant in the E-Logistic Forum on Electronic Commerce in Budapest, Hungary in April 2003.
- The website of the Association of Housewives of Macedonia was announced as "the web site of the day" in the Macedonian daily newspaper *Vreme* in a January 27 article. The site

presents useful information about the activities of the Association and the possibilities of buying some of the products of their members. The website animations perfectly fit with its design, and by clicking on the link for language change, users are transferred to the page of the desired language. In 2005, the Association of Housewives of Macedonia was awarded a small grant for marketing presentation to create a multimedia CD catalogue and a website. They successfully accomplished their goal presented in their Action Plan.

- According to the February 27 edition of *Business Wire*, former participants who are employed by On.net were one of the recipients of the NetEvents Technology Leaders 2006 Awards presented in Garmisch, Germany at the NetEvents European Press & Analyst Summit 2006. On.net received an honorary award for European Service Provider of the Year for Outstanding Innovation. On.net employees participated in three trainings organized by World Learning: “Employee Motivation,” “Modern Marketing Skills and Techniques” and “Sales Techniques and Practices”.

C. Third Country Training

- Capacity Building of Accademia Italiana-Strumica began with its first session, March 03-April 30 and will continue August 20-September 20 in Florence, Italy. Five future employees/professors at the faculty for art, fashion and design of the soon-to-be-opened (October 2006) Accademia Italiana in Strumica, Macedonia, were sent to training at Accademia Italiana in Florence. The future professors are qualified in the field of clothing and fashion industry, but have no experience in teaching methodology. The primary purpose of Accademia Italiana in Strumica is to support Macedonian textile & clothing companies with well trained designers that can develop distinctive designs and styles that are attractive to demanding Western European customers.

D. In-Country Training

- Visual Effects for Macedonian Film Industry took place February 23–March 18 in Skopje for 30 participants. AXIS, Production and Authorized Training Center, provided the training, sub-contracting Mr. Steve Right as a visiting consultant. The training event supported all member companies of M.A.D.E., specifically the companies that are actively participating in the DMFC (Digital Media Film City) working group, aiming to improve trainees’ production and post-production skills as well as their organizational skills. As a final outcome of the training, participants will produce one (1) minute of special visual effects for film, going through the whole process of filming, digitalizing, compute-generated imagery, post-production and recording back to film. The end product will be used as a demo for M.A.D.E. member companies.

- Integration of Information and Communication Technology in the Primary School System was held for 414 participants in Skopje, March 10-April 2. Training was provided by MCEC. The 400 participants were divided in two groups of 200, and the training was conducted by 20 Master Trainers teamed in pairs. The training had two segments of two rounds each. Each round was a 5-day training split into two weekends, with one weekend free in-between. Trainings were implemented in 10 schools across the country and were held in Macedonian and Albanian languages. The schools provided computer labs and IT administrators to help trainers/trainees with the equipment. Trained teachers will learn how to use educational software in all subjects from first through fourth grade. They will be required to train colleagues later, once the schools have the licenses needed to use the software. Along with this training, the E-school project will procure 100 licenses of ToolKid software (and its Comenius Logo platform, Cyrillic and Latin version) for 100 Macedonian primary schools.

E. Noteworthy Events

- A Parent-School Partnership (PSP) from the largest Roma primary school in Macedonia, the Braka Ramiz-Hamid School in the municipality of Suto Orizari, Skopje, has been involved in securing a donation of textbooks as well as getting support from the American People to repair classroom doors, windows, and floors through a project sponsored by USAID. Direct beneficiaries of the program were the school's 2,200 students and 100 teachers. "Although USAID provided the resources, these school improvements would not have been possible without the active participation of the school community," said Dick Goldman, USAID's Mission Director. Mr. Goldman attended a special concert held at the school on December 16, marking the completion of the renovations. USAID's support included helping establish the PSP Group, which is made up of 20 members representing parents, teachers and the school management team. The group has participated in intensive workshops, ranging from decision-making models to resource mobilization. The program has also supported extracurricular activities identified and prioritized by teachers. This program is part of USAID's ongoing support of the Roma people. Through this and other programs, USAID/Macedonia has committed more than \$3 million to support Roma activities as part of the Roma Decade initiative.
- Launched in July 2005, the USAID Support to Roma NGO & Business Community Program aimed to work with both audiences directly. More than \$260,000 was invested in this program, as part of the Roma Decade initiative. Over a period of six months, 18 training modules were designed and delivered to 400 members of 22 Roma NGOs in areas such as leadership development, advocacy and lobbying, project cycle management, and various technical-specific fields. In addition, close to 400 potential Roma businessmen were informed of the benefits of running registered businesses. Of those, 80 decided to register and have become legal entities. These businesses are now eligible for loans and other

professional services. “We want to support practical measures that make a direct difference to participants,” said Alfreda Brewer, Deputy Mission Director of USAID Macedonia, at the closing ceremony of the project on December 22. “This project is a good example: Once small businesses take the first step to register, they then have the possibility to take off and grow. If businesses don’t do this, their growth will always be limited.”

- On January 24, On.net celebrated 5 years of existence as an Internet Service Provider in Macedonia. The event was held at Hotel Continental. All the companies in the field that On.net has cooperation with were invited, as well as important people from the government, politicians and international donors. At the event, On.net presented its WiFi Internet connection implemented throughout Macedonia in cooperation with Motorola. Thus, Macedonia has become one of the first countries in the world with complete WiFi coverage. The three trainings that World Learning organized, “Employee Motivation”, “Modern Marketing Skills and Techniques” and “Sales Techniques and Practices” in which On.net employees participated, helped them to become a more client-oriented firm.
- In March, Memorandums of Understanding (MOUs) were signed between World Learning, the USAID Mission in Macedonia and two local institutions participating in a first batch of HICD interventions, and negotiations began with additional institutions, including the following:
 - The Ministry of Justice (MOJ)
 - The State Education Inspectorate (SEI) of the Ministry of Education & Science
 - The Crisis Management Center (CMC), a newly launched organization
 - The Quality Lab of the Land O’Lakes Seal of Quality program
 - On.net, a private firm provider of internet services and USAID partner in its Macedonia Connect project

The signing of the MOUs has been the culmination of an intensive preparation effort on the part of World Learning Macedonia and the Program Office within its new Human & Institutional Development Program under the FORECAST contract. The Program, which builds upon the previous Participant Training Program under the START contract, focuses on building capacity and improving performance of institutions rather than among individuals or groups, although the latter is still one of the deliverables under the new contract.

This effort started in Fall 2005 with presentations to various Strategic Objective teams at the Mission, as well as a series of new documents and procedures that fit the focus of the new Program. All new documents and procedures will be incorporated in the revised version of the WL/Macedonia Operations Manual, due to the Mission at the end of June.

Delivery of the HICD initiatives listed above will commence in May or June, mostly with comprehensive Performance Assessments (for MOJ, SEI and On.net), or with other types of

technical interventions (e.g., a data sweep for CMC and a market assessment for the Quality Lab). Type and breadth of subsequent steps will depend on findings from the first phases.

III. APPENDIX

- A. Intervention Status Report – October 2005-March 2006
- B. Success Stories for October 2005-March 2006

APPENDIX A: INTERVENTION STATUS - NEW STARTS - OCTOBER 2005-MARCH 2006

	UST	TCT	ICT	TA	Small Grants	EMT	Academic	Partnerships	HICD Activities	TOTALS
Number of Interventions										
Macedonia - period	0	1	2	0	0	0	0	0	0	3
cumulative	0	1	2	0	0	0	0	0	0	3
Number of Participants (if applicable)										
Macedonia - period	0	5	443							448
cumulative	0	5	443							448

Appendix B: World Learning/Macedonia Success Stories
October 2005-March 2006

New Think Tank in Macedonia Formed by Returned Participant

Context and Description of Training Intervention

Islam Yusufi is currently completing a PhD on the subject of European Integration in the Western Balkans at Southeast European Research Center of the University of Sheffield in Thessalonica, Greece. His PhD seeks to assess the extent of the political, economic, and institutional development of sub-regional governance structures in the Western Balkans by examining the meaning of key concepts, such as governance and European integration, and sketches the types of governance structures that have emerged from the transition period. Its particular focus is on democratization, state-building and stabilization processes in the region and the effects of the EU in this regard.

Outcome of Training Intervention

The PhD program has been instrumental in encouraging Mr. Yusufi to initiate and become a founder of Analytica, a think-tank established in September 2005 as a non-for-profit independent institution dedicated to helping individuals and institutions foster lasting improvement in democracy and governance in Macedonia and elsewhere in Southeast Europe. Analytica promotes greater cooperation and understanding among the people of Macedonia and Southeast Europe.

Analytica provides high-quality research and expert opinions on issues ranging from foreign affairs, public administration, public policy, media, to economic and educational reform. Its staff can support government and non-governmental institutions with over 10 years of combined expertise. On October 28th, 2005, Analytica published the results of its research on Macedonia's readiness for membership in the EU, just prior to the issuing of a European Commission opinion on that subject.

In addition to its own capabilities, Analytica partners with key external institutions and resources in order to expand both parties' capabilities. Analytica operates with an innovative and flexible approach that puts together "Rapid Reaction Forces" teams (RRF). Based on their areas of interest and past experience, each RRF is carefully structured to meet the requirements of a specific project. RRF are assigned key responsibilities to develop and operate short- and long-term research programs and projects. This allows Analytica to remain flexible and responsive to changing national, regional, and international circumstance and trends in areas of expertise and experience covered by Analytica.

Analytica benefits from diversity at all levels and has broad-base support among various layers of society. It values tolerance, dialogue and diversity as the way to achieve co-existence, peace, happiness and calmness. It promotes ideas that aim to achieve the

strategic goals of Macedonia and [other countries in the region] within their integration in Euro-Atlantic structures, for "Ideas have consequences, but they must be promoted aggressively," says Mr. Yusufi.

Participant Data:

Name of Group: Islam Yusufi, Counselor, Foreign Policy Department (NATO and EU Affairs), Cabinet of the President of the Republic of Macedonia

Date and Location of Intervention: September 2003 – September 2005, Thessaloniki, Greece

Name of Intervention Provider: South - East European Research Center, University of Sheffield and CITY Liberal Studies

Summary

A participant who is currently completing a PhD on the subject of European Integration in the Western Balkans at the University of Sheffield in Thessalonica, Greece has founded a think-tank whose mission is to foster lasting improvement in democracy and governance in Macedonia and elsewhere in Southeast Europe. It recently published the results of its research on Macedonia's readiness for membership in the EU, just prior to the issuance of a European Commission opinion on that subject.

First National Youth Association Launched in Macedonia to Increase Youth Employment

Context and Description of Training Intervention

The main goal of the Vocational Student Training in the US was to cultivate student leadership skills to support the Ministry of Education and Science in its efforts to link vocational schools with industry by:

- learning the elements for organizing and running a local vocational youth organization;
- organizing vocational competitions;
- observing how US industry supports vocational programs and youth organizations;
- and observing an effective supervised work experience program that will demonstrate how students compete, and how industry can support it.

The program began in Louisville, Kentucky, where participants attended the annual Future Farmers' of America (FFA) Convention that had some 50,000 members in attendance. That event gave the students the opportunity to interact with other student leaders, observe competitions, and attend structured leadership events. The second part of the training was held in Minneapolis-St. Paul, Minnesota, where the participants had discussions on establishing and maintaining effective vocational student organizations (VSOs) and heard overviews on VSOs such as FFA, FCCLA, DECA, SkillsUSA, and

others. The highlight of the program was the visits to vocational schools that focused on specific and various subject areas (agricultural education, industrial technology; business education; nursing/health occupations, etc.). Macedonian students stayed with families of host-students and attended their local schools for three days to experience how students live and work, and had visits with advisors, members and officers of VSOs, as well as area business leaders that work with students. This allowed trainees to explore how career exploratory programs are set up, and how VSOs are advised and financed.

Outcome of Training Intervention:

Upon their return from the study tour, the students and the teachers were given an assignment to establish Local Youth Organizations within their schools (local chapters). By March 2005, 15 local school organizations with an organizational structure (president, secretary, vice president, etc.), plan of activities and budgets, were established. In June 2005, all 15 participated in a workshop held by Professor Richard Joerger, the facilitator of the portion of the training program that had taken place in Minnesota. At the workshop, the students developed documents necessary for establishing the National Youth Association (statute, application for membership, budgeting, etc.) and agreed upon the organizational structure of the Association.

The first presentation of the idea for establishing a National Youth Organization was made in November 2005 in Skopje in front of 70 Vocational High Schools. The 10 students that participated at the training in the US presented the main goals and benefits of having a Youth Association. The first National Convention of the Association was held on April 8, 2006, during which 15 members of the National Board were elected officially, one representative from each vocation track.

Members of the National Board will now work with two former leaders of US Youth Organizations, who are on a mission in Macedonia currently, to help the Association and its leaders become an official Youth Organization that can serve the students and help them improve their communication and leadership skills, build their self-confidence, sense for competition and, as a result, increase their chance for employment and improve their position in society.

Participant Data:

Name of Group: Vocational Student Training

Sasko Andonov, "Josif Josifovski", Gevgelija (Hotel and tourism); Ana Gicova, "Ljupco Santov", Kocani (Economy); Blerim Avdija, "8-mi Septemvri", Tetovo (Economy); Vlatko Nestorov, "Sv. Kiril i Metodij", Negotino (Electrotechnical); Jovo Aleksovski, "Mihajlo Pupin", Skopje (Electrotechnical); Simona Angeleska, "Braka Miladinovci", Skopje (Agricultural); Biljana Paskovska, "Car Samoil", Resen (Agricultural); Angel Gadzov, "Dimitar Mirasciev", Stip (Textile); Semra Jakupi, "Nikola Stejn", Tetovo (Medical); Kristijan Mitevski, "Koco Racin", Sveti Nikole (Veterinary)

Date and Location of Intervention: October 24–November 10, 2004, Louisville, Kentucky; Minneapolis, Minnesota

Name of Intervention Provider: University of Minnesota

Summary

Following a US study tour on Vocational School Training the participants - students and the teachers -were given an assignment to establish local youth organizations within their schools. To date, 15 local school organizations have been established, with an organizational structure (president, secretary, vice president, etc.), a plan of activities, and budgets. The local organizations came together at a workshop where they developed the documentation documents necessary for establishing a National Youth Association, and recently the association's first national convention was held.