



USAID
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**WORLD LEARNING
SEMI-ANNUAL REPORT:
April – September 2008**

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Strategic Objective 4.1 (Cross-Cutting)

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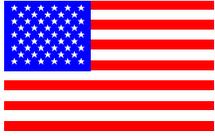
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DISCLAIMER

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

- May 12–17, Colin Davies traveled to Macedonia, where he met with World Learning staff and with USAID Mission staff to discuss this year's and the two extension years' programs.
- May 24-30, Colin Davies and Dorothea Antonio presented at the NAFSA (Association of International Educators) national conference in Washington, D.C. Ms. Antonio presented at the poster session on Sponsoring and Programming Agencies and collaborated on the session entitled "Planning Highly Effective Washington, D.C. Trips to Recruit Sponsored Students."
- July 17, Colin Davies met with Julie Stagliano, director of Heartland International, a long-time FORECAST training provider.
- August 6, Colin Davies and Lisa Posner Olocco met with Richard MacLean, president of Global Education Services, a long-time FORECAST training provider.
- September 12, Colin Davies attended the advisory board meeting for Mobility International, an organization that World Learning works closely with to ensure the proper provision of services for participants with disabilities.

B. Solution Provider Outreach

- The Resource Center coordinated visits to the FORECAST office from twenty-six 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: Foundation for Russian American Economic Cooperation; International House of Metrolina; International Health Programs; International House of Davis; Montana State University; Global Education Services; Heartland International; Tulsa Global Alliance; World Services La Crosse, Inc.; Public Health Institute; American University; California State Polytechnic University, Pomona; Colorado State University Office of International Programs; East Tennessee State University; Elizabethtown College; Florida Institute of Technology; Fresno Pacific University; Humboldt State University; Illinois State University;

Indiana University School of Journalism; Minnesota State University – Mankato; North Dakota State University; Rochester Institute of Technology; University of California, Santa Cruz; University of Missouri – Columbia; University of North Alabama.

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:

- Towards a Sustainable Think Tank

The Center for Economic Analyses has received HICD and training support with a view to ensuring the think-tank's financial stability. Its research has been used by universities, including St. Anthony's, Oxford, and it is now conducting research for local chambers of commerce and municipalities. Its president says, "There are signs of emerging opportunities that can help us break the donor-dependent mentality trap."

- Matura Results Closer to High School Graduates

Following an HICD assessment of the Bureau for Development of Education (BDE), a package of interventions was proposed that will enhance its IT network and automate its processes. One of the outcomes is a dynamic four-language web portal available to students just before they sit for graduation exams. The Head of the BDE Assessment Sector praises it thus: "The portal gave us and the students a unique graduation exam space where we could share information, news, concerns and experiences very fast....we can communicate very closely with the candidates, the schools and other stakeholders."

B. Staffing

- April 30, Veselinka Naumovska resigned from the position of Program and Administrative Assistant.
- September 15, Valbona Morina-Maksut was promoted to Chief of Party

C. Media Coverage

- An article in the April 24 edition of *Kapital* cited Ljubomir Drenkovski, the director of PILKO, as planning to invest in a new production line next year. Last year his poultry

abattoir noted a 40% revenue growth. Mr. Drenkovski, owner and general manager of PILKO, was a participant in a Seal of Quality training program held in Croatia in August 2007.

- As announced in the May 12 edition of *Dnevnik*, Jugoslava Polenak, spokesperson for the public Communal Enterprise Komunalna higijena, announced the placement of containers for waste selection in Aerodrom and Chair districts of Skopje, in accordance with the world's metropolises' practice. The practice will be established in cooperation with the supermarket chain Vero and will be expanded to the Tinex chain. The initiative will continue with the introduction of waste selection in buildings and houses throughout the whole city. Ms. Polenak was a participant of the PET Recycling training program held in Slovakia in May 2008.
- *Emerging Macedonia*, Summer 2008 edition, published "A Skopje Story with a Hollywood Twist," an interview with Kristijan Danilovski, Emmy Award Nominee and Co-Founder of FX3X. Mr. Danilovski attended two US training programs through World Learning: Entrepreneurial Management Training in October 2003 and Specialized Training for Digital Media in August 2004.

Kristijan Danilovski loves what he does. At the age of 36 he has already received an Emmy Award Nomination, dominated the Macedonian marketplace for visual effects and 3D animation and organized 20 industry companies to join him in constructing an impressive digital media park that will house the full range of industry products and services.

After achieving local success with his firm FX3X, he knew it was time to set more challenging goals; as he put it himself "We want to take on the world". In order to "go international" his first step was approaching USAID's Macedonia Competitiveness Activity, that together with World Learning arranged his participation in Entrepreneurial Management Training, which brought him to major digital media trade shows and conferences in California. The story continues with successes, among which the work on Martin Scorsese's "The Aviator".

- An article in the September 26 edition of *Biznis* discussed the role of the ICT sector in the state economy, contributing 20% to GDP, proving that this sector is advancing and improving further. In comparison to other countries, MASIT is on a relatively higher position than the other associations in the region. It has to be emphasized that MASIT is looked up to in terms of functioning, as for how business-associations have to be built and how partnerships should be created. Kronevski, the President of the Management Board of MASIT, adds: "From that aspect, it is considered that MASIT is a leader, and we unselfishly share that experience. At the moment, we work with USAID's project; they help us in our further advancement, in strengthening our professional capacity. We share the experiences

gained with other associations in the region.” World Learning Macedonia has been working on capacity building of MASIT since December 2007.

- Three articles in leading periodicals (*Dnevnik*, September 4; *Utrinski vesnik* and *Dnevnik*, September 16) covered an educational campaign that will encompass 30 primary schools – pupils from the first through the fifth grade who will learn how waste is sorted and recycled, and why this is important. The campaign is initiated and will be carried out by the Public Communal Enterprise Komunalna Higiena in cooperation with USAID and the City of Skopje. As part of this campaign, a children’s booklet, “Let’s Sort and Recycle”, has been prepared. As former participant Jugoslava Polenak, the spokesperson of Komunalna Higiena says, “We want to follow world standards, where those who are directly connected with hygiene maintenance initiate awareness change among citizens”. She also adds that the best way to improve public hygiene is a combination of education of citizens and punitive policy. “Education, even more than punitive policy, gives the best and most long-term results”, Ms. Polenak concludes. One of the goals of Ms. Polenak’s training in Slovakia was to implement effective public campaigns following her training.

D. Third Country Training

- Improvement of School Based Assessment in Primary Schools took place April 6-12 in Dublin, Ireland for 12 participants. One of USAID’s Primary Education Project (PEP) components works closely with relevant educational institutions in Macedonia to improve school-based assessments. This training event substantially influenced the work of the members of the PEP Assessment Working Group in developing national school-based assessment standards and related training programs for the teachers.
- March 31-April 5, an Intellectual Property Rights Protection Enforcement Study Visit was held in Prague, Czech Republic for 11 participants. The training supported members of the Macedonian Coordinative Body for Intellectual Property. The primary objective of the study visit was to help the participating institutions involved in the overall functioning of the Intellectual Property Rights (IPR) protection process increase efficiency, coordination, and institutional and human capacity building. The study visit was intended to improve participants’: understanding of the concept of IPR enforcement; knowledge on the methods and instruments for more efficient enforcement; understanding of the specific roles, both institutional and legal, of each participating institution in the enforcement process, and use of modern technology in successful enforcement actions.
- A program in PET Recycling took place April 23-May 2 in Bratislava, Slovakia for 10 participants. The direct beneficiaries of the training are municipalities, public communal enterprises, the plastic recycling association (PETRA), non-profit associations fostering implementation of primary plastic (PET) collection schemes and representatives from the Ministry of Environment. By attending this training, participants learned how to more

successfully implement an effective plastic collection scheme in their region as well as effective public awareness campaigns. They also had the opportunity to build a knowledge base to prepare Macedonia to fulfill both domestic and EU regulatory requirements for plastic recycling.

- Four participants attended a conference entitled Democracy that Delivers on May 21 in Sofia, Bulgaria sponsored by USAID/Bulgaria. The Conference was visited by representatives from prominent institutions working in the field of Democracy, Rule of Law and Civil Society. As a new EU member, Bulgaria has graduated from many donor assistance programs. This makes 2008 an opportune time to revisit lessons learned – both good and bad – from Bulgaria’s road to the EU, share experiences, and describe the role played by international partners and donors in Bulgaria’s accession roadmap, among which USAID appeared as one of the key supporters of democracy and market economy transition in the Balkans.
- Ten participants, representatives from ten municipalities, attended IPA Training for Municipalities in Ljubljana, Slovenia, September 14-20. The training included modules on management and implementation of IPA funds, with specific emphasis on the cross border cooperation component of the IPA funds. Participants gained practical knowledge about proposal preparation, including related administrative and financial issues. Apart from the formal lectures, participants visited two municipalities and were also exposed to lessons learned by their Slovenian hosts.
- Court Administration training was held August 31–September 6 in Dublin, Ireland for eight participants. The training supported representatives from Basic Courts, Appeal Court and representatives from the Supreme Court. The primary objective of the study tour was to support the further development of the Administrative Office of the Court Budget Council in its capacity to build and improve its services to the Court Budget Council. In addition, the goal of the study tour was to further develop the capacity of the AO in regards to strategic and budget planning process and management, human resource management, public relation and training, usage of IT for case management and eventually help court secretaries in their transition to court administrators.

E. Noteworthy Events

- April 16, the State Commission for the Prevention of Corruption presented its Annual Report for 2007. Representatives from both USAID and WL attended the event.

F. HICD Activities

- HICD activities for the Ministry of Justice

- Balanced scorecard reports (BSC) for the first quarter of 2008 were developed by MOJ heads of sectors. Based on these report, the Head of the Human Resources Sector compiled the overall MOJ BSC report using an Excel reporting tool developed for this purpose. Meetings were held with each HoS in April, chaired by Val Proctor, Vector, and Valbona Morina Maksut, World Learning. The purpose of the meetings was to review sector reports for accuracy of red-amber-green status indicators and understand the lessons learned during this period. The team coached the HoS and gave them suggestions for improving the process.

A meeting was scheduled with the State Secretary on April 15. He was introduced to the format of the final MoJ BSC Performance Measurement Tool report and the review process and actions that he and the Minister will be responsible for delivering.

On April 17, a half-day workshop was held with the HoS or their deputy team to review the findings and to familiarize the team with the final MoJ BSC report for Q1. They were also asked to analyze the report and make immediate recommendations for the Minister and State Secretary to consider.

Maja Maljanovska, Head of Human Resources Sector at the Ministry of Justice, attended a three-day workshop on Common Assessment Framework and Balanced Scorecards. The workshop was organized by the European Institute of Public Administration and it took place June 17-19, in Maastricht, the Netherlands.

During the last week of June, the BSC reporting template was modified by World Learning, based on the lessons learned from the BSC Q1 reporting period. The new template will be used by MOJ Heads of Sectors for the Q2 reports that are due to be submitted to the Minister by July 14.

The BSC reporting template was modified and distributed to all Heads of Sectors at the Ministry of Justice. During the first two weeks of July, the BSC reports for the second quarter of 2008 were produced by the Heads of Sectors and submitted to the Minister of Justice on July 14.

During the month of July, World Learning focused its efforts on identifying public sector institutions in the region that have been successfully implementing the Balanced Scorecard methodology. To date, a number of Slovenian public institutions have been identified and the possibility of cooperating with them in the near future (for benchmarking purposes) will be further explored.

During August, the efforts of World Learning focused on planning the following activities to take place in September and October: 1) One-day Balanced Scorecard workshop for the Heads of Sectors (scheduled for September 25); 2) Half-day Balanced Scorecard workshop for the Minister (tentatively scheduled for September 27), and 3) Exit Evaluation of HICD on the Ministry of Justice (tentatively scheduled for the week of October 20). As soon as the dates are confirmed by the Ministry, the preparation activities will begin.

A BSC workshop was held on September 24, in which Heads of Sectors developed Q3 BSC Reports, reviewed their sector-level strategic maps and developed a one-page summary of issues that needed to be addressed by the Minister. On September 27, during a half-day working session, the Q3 BSC Reports were presented to the Minister of Justice. At this session, the Minister provided answers to the issues that the Heads of Sectors stated during the workshop. In addition, the Minister agreed for the Exit Evaluation of the HICD on the Ministry of Justice to be conducted during the week of October 20. Preparation activities for the Exit Evaluation are underway.

- One-week training on Implementing Microsoft Internet Security and Acceleration (ISA) Server 2004 was conducted for the MOJ IT Center staff in April.

Two-week training on Developing Microsoft ASP.NET Web Applications Using Visual Studio.NET was delivered to 13 Ministry of Justice IT Center staff members in May.

World Learning signed a Financial Certification with SEMOS, a local company that will deliver the Implementing Secure Converged Wide Area Networks training to four MOJ IT Center staff in June.

- On April 21-22, a two-day workshop on Presentations Skills was conducted for 14 MOJ staff members. The second workshop will be conducted on May 5 and 6. Both sessions are delivered by BASME, a local training and consulting company.

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Two two-day trainings on Leadership and Management Skills were organized during the week of June 16. There were in total 33 participants representing the regional offices of the Ministry of Justice. These trainings were delivered by Valerie Proctor and Alan Stevens, Vector/UK.

- HICD activities for the State Education Inspectorate

Draft quality standards for all seven areas of integral evaluation of schools were developed by a team of SEI inspectors. Three additional working sessions were organized to review, refine and finalize the developed standards.

The draft quality standards for the seven areas of school integral evaluation were tested by all five SEI regional teams during evaluations conducted between May 5 and 9. In order to support improvement of the draft standards, and to identify the professional development needs of state education inspectors, WL participated in one primary school integral evaluation. The major finding was that standards need further improvement; still, they are a big step forward in the process of ensuring high quality integral evaluations. As for professional development, each inspector will benefit from tailored training in an area of integral evaluation which he/she covers. Once the quality standards are revised, they will be incorporated in the Report Writing Manual, which is in its final phase of development.

In May, several meetings were held with a World Bank (WB) representative regarding WB interest to support the strengthening of SEI inspectors' capacity building through the WB Education Modernization Project (EMP). WL was asked to develop a concept paper outlining needed interventions and their estimated cost. Individual meetings with SEI team leaders were held to discuss professional and organizational needs to be supported by EMP.

The WB expressed its satisfaction with the activities proposed in the concept paper. On July 17, a meeting was held to discuss dynamics of implementation and cost-sharing between WB and WL. The World Bank confirmed finding additional interventions for increasing the SEI capacity. It has been agreed that an MOU describing roles and responsibilities and funding of interventions will be signed between WL and the Education Modernization Project in September.

In order to finalize quality standards for integral evaluation developed by SEI, a focus group was put together with state education inspectors (4), primary and secondary teachers (2), school directors (2), school psychologist (1) and representatives from WL (2). On July 17 and 18, in Krusevo, the focus group reviewed the standards and gave its input. As a next step, the focus group suggested shearing the standards with schools, as they provide clear directions for improving the school work.

All program and logistics arrangements for the study visit to Scotland were completed. The group of eight state education inspectors will visit Her Majesty Inspectorate of Education (HMIE), the education department of the City of Edinburgh Council and Learning and Teaching Scotland. The main goal of this study visit is to improve the quality of school integral evaluations by enhancing the process of inspection (including tools and instruments).

The group visit took September 7-13. The program covered all aspects of integral evaluation and gave the participants clear directions in which areas the integral inspections should improve. At the follow-up meeting, the participants highly evaluated the study visit and expressed their great appreciation for the opportunity to attend. Fifteen goals were defined and delegated among the participants to develop action plans for implementation of each goal. WL prepared a two-page report on this study tour for the Minister of Education and Science (MoES).

The Integral Inspection Report Writing Manual was developed by a local consultant and presented to SEI Heads of Units and Team Leaders of integral inspections on September 4. The initial feedback from the state education inspectors in terms of applicability of the Manual was very positive.

- HICD activities for the State Commission for the Prevention of Corruption

WL and a local IT Consultant conducted a comprehensive IT assessment of the Secretariat of the SCPC. The report was presented to the Secretariat members.

April 21-23, WL and SCPC conducted the second workshop on developing the National Program and Action Plan for Prevention of Conflict of Interests.

WL launched a Request for Bids for the IT infrastructure at the SCPC with bids due on June 16. The bidding process was completed and two local companies were selected: ASPECT for the hardware part and Next Sense for development of the Assets Declaration application.

May 12-16, WL and expert Klaus Wittkuhn visited the SCPC and discussed with its President and Secretary General the possibility of implementing interventions meant to streamline working processes. Comments based on the meeting were sent to the SCPC for review.

WL received the final version of the Program on Conflict of Interest (COI) and had it reviewed by the three foreign experts engaged during the prior two development workshops. WL shared the comments with the SCPC. The COI program was promoted during a press conference held by the SCPC on May 31.

The English Language course for the Secretariat finished in June.

The SCPC is collecting data for the Performance Monitoring System which should be further analyzed in order to track results of the implementation of the Program for Prevention and Repression of Corruption.

SCPC worked on analyzing data received from the institutions on the implementation of the State Program for Prevention and Repression of Corruption. Results will be presented during the Annual Conference organized by SCPC, July 3–5, in Ohrid.

WL, SCPC and NEXT SENSE (IT company that is developing the software for assets declaration for the SCPC) met during the week of July 14 to talk about the assets declaration process and the Commission's needs in regard to the future use of the software.

WL developed a short description of the intervention on PR Strategy and Communication and submitted to the SCPC for their feedback. SCPC expressed readiness and willingness to implement the intervention in autumn, 2008. WL proceeded with other steps of the preparation process for this intervention.

During the meeting on July 16, WL and USAID discussed the results of the interventions under MOU #2 and the cooperation with the SCPC. WL revised the intervention package and submitted to USAID for its review and approval. The revised intervention package contains some interventions in progress, some that are planned as a logical follow up to the Conflict of Interest Program, or anticorruption activities/efforts related to other target institutions such as Public Procurement Bureau, etc.

During the month of August WL started the non-competitive process for selection of a PR expert who will deliver the training on PR strategy and communication for the SCPC/Secretariat members during November 24 to 28. WL received a proposal from Mr. Chris Ingram from 411 Communication. Once WL receives the SCPC comments on the proposal, WL will submit it to USAID for approval.

During the meeting with SCPC on August 29, WL presented the revised Intervention Package and agreed on further steps for the workshop for development of the Informative Guide on Conflict of Interest and a series of trainings for the public officials on prevention of conflict of interest.

The IT intervention, which implies installation of the new IT equipment and development of the software for assets declaration, is ongoing.

The Guide on Conflict of Interest was developed during the week of September 22 – 26 by Mr. Rupert Vining, expert from UK, Ms. Biljana Zagar, local expert and members of SCPC/Secretariat. The Guide will be printed and used as material for the upcoming trainings on prevention of conflict of interest on a local level.

The IT equipment was installed and is in use. The software for Assets Declaration was installed and will be tested during the first two weeks of November at SCPC. The

Training on PR Strategy and Communication for the members of the SCPC/Secretariat will be held on December 8–12.

- HICD activities for the Bureau for Development of Education

During the first week of April, the WL team worked with representatives of the two remaining BDE sectors to verify the processes mapped during the assessment of BDE and to identify possible KPIs for each process. On April 17 & 18, two one-day workshops with representatives of each sector were held to identify key process phases and results as well as quality standards. Mr. Klaus Wittkuhn, the Performance Expert, developed the first draft of the BDE Management System and a planning tool to be presented to the BDE Management Board on May 14.

The IT consultant who conducted the assessment of the BDE IT infrastructure presented the final findings and recommendations report to WL and USAID. The report was shared with the BDE Director, and a meeting to decide on the next steps was scheduled for May 8.

On May 14 the first draft of the BDE Management System supported by a planning tool was presented to the BDE Management Board. The planning tool was adopted by BDE to improve and standardize the quality of the planning process across its delivery processes.

On May 16, the USAID IT specialist presented to BDE and SEI directors a workflow management application tool used by USAID. The purpose of the presentation was to describe usage of the tool and how it can be adapted to the needs of SEI and BDE.

On May 8, the final BDE IT infrastructure report was presented to USAID and the BDE Director. The Director agreed with suggested IT solutions and a mutual decision was reached, i.e., that WL should start procedures to hire a company in charge of developing a web portal for the State Matura immediately, since the Matura results have to be ready and posted on the portal by mid July.

On May 23, the tender for procuring IT equipment and software for BDE and SCPC was published in three local news papers with bids due on June 16. In addition, a request for offers was sent to a number of IT companies for purchasing a scanning station license for the needs of the State Matura process. This item was separated from the general tender due to the fact that BDE needs it by June 15.

During the week of June 16, following a competitive procurement process, the HIDP Evaluation Committee selected four hardware and three software companies to purchase

IT equipment for the needs of BDE. The scanning station license for the needs of the State Matura process was purchased, installed and it is already in function.

The web portal for the State Matura was developed and launched on July 11. The State Matura results were announced on July 14 when the portal was visited nearly 7,000 times.

Contracts with the 5 winning companies of the IT equipment procurement bid were signed at the beginning of July and the delivery of all equipment is expected to be completed in 45 days. Initial meetings between BDE representatives and software companies were held in order to define the details of the software applications to be developed.

Transfer agreement between USAID/WL and BDE for the purchased hardware has been signed. The development of E-library and Survey and Opinion Assessment applications is in an advanced stage. In addition, the modules of Document and Work Flow Management application were defined and the development of those is in process.

Innovation, the company contracted to localize the USAID EXO application into a Document and Work Flow Management software for BDE, is working on automating four BDE processes. The demo of the application is to be tested in November. The E-Assessment and E-Survey application was developed and installed at BDE. Testing period is to be determined by BDE additionally.

WL and pd-international are working on preparations for a two-day workshop on Lean Administration as part of the Personnel Deployment Project within the intervention package on BDE.

- HICD Activities for the Public Procurement Bureau (PPB)

During the first half of April, WL worked on the assessment tools for the Public Procurement Bureau and finalized the detailed working plan for this activity.

On April 14, WL, together with the expert from BIP Solutions, conducted the internal assessment of the Public Procurement Bureau. Parallel to this activity, WL and the foreign expert carried out 5 in-depth interviews with representatives of the PPB Target Audience. On April 15, a Stakeholder Committee meeting was organized to get all stakeholders together, elicit everyone's input and share the working plan concerning the PPB assessment. On April 25, WL, the foreign and the local experts drafted the Questionnaires for the Target Audience Survey which will take place in May.

The Final Findings and Recommendations Report was presented to USAID and international stakeholders (BEA and E-Government Project) on June 11. On June 12, the

FFOAE, Gareth Jones together with WL presented the Report to the PPB. During the meeting, it was agreed that the PPB staff would carefully review the report, give comments to WL and further negotiate the possibility of signing MOU#2 for the implementation of the Intervention Package.

WL met with the E-gov project to talk about potential training on E- Procurement for the PPB, as part of the Findings and Recommendations Report.

PPB is expected to provide comments on the Findings and Recommendations Report once the top management meets and analyzes the report. A meeting between WL and the PPB management is scheduled for August 26.

In the last week of September, USAID/WL had a meeting with PPB during which the intervention package was discussed and finalized. The intervention package will be part of MOU2 that will be signed between USAID/WL and PPB upon USAID's approval of the intervention package.

- HICD Activities for the Chamber of Commerce for Information and Communication Technology of Macedonia (MASIT)

Mr. Jim Pillow, the Performance Expert, is currently finalizing the Financial Policies to be shared with WL and MASIT by the beginning of May so that the Management Board can review and approve the policies during a MB session on May 29.

Mr. Pillow drafted job profiles for two new employees and discussed with the MASIT Executive Director the initiation of the hiring procedure. Knowing the budget limitations, Mr. Pillow and MASIT agreed that MASIT should hire a Manager of Member Services first and, once the new services are introduced and start generating revenue (hopefully by the end of this calendar year), MASIT will hire a Manager of Information Services and External Relations.

In May, Jim Pillow conducted several interventions and meetings. Immediately upon his arrival, a kick-off meeting was organized during which the entire intervention package was presented to MASIT leaders, with special emphasis of interventions under MOU #2. The purpose of the meeting was to get a clear picture of upcoming activities, related KPIs and roles of MASIT representatives involved. During the next three days, Jim conducted several workshop meetings with the MASIT Financial Governance Task Force, Staff Recruitment Task Force, Governance Task Force and Member Services Task Force.

The job advertisement for hiring a Member Services Manager was open for 10 days in the daily newspapers. Due to the low turnout rate (only 11 candidates applied) the Selection Committee decided to repeat the process in July.

Mr. Pillow conducted several interventions in July. Two coaching sessions on how to conduct effective performance evaluation were delivered - one with the President of the Management Board and the President of the Assembly so that they can conduct a performance evaluation of the Executive Director, and another with the Executive Director to conduct the evaluation of the executive office staff. An HR policy manual was finalized and sent to the Management Board for approval.

June 27-29, a workshop on Governance and Decision-Making was held in Ohrid. The entire Management Board and the executive office, as well as several other members (identified as currently most active and possibly future leaders of MASIT) attended. The two main topics that the workshop targeted were: the decision making process and conducting effective meetings. The Statute of MASIT was reviewed and changes were proposed to the Management Board to be accepted after completion of the workshop.

In addition, Mr. Pillow had individual meetings with the executive office staff to review their job descriptions and discuss the possibility for professional development in relation to the new structure of the office. As a result of this, Mr. Pillow will propose specific tailored training/development courses for each of the executive office staff.

During August all MASIT staff and leaders, including the WL HICD team were very much devoted to initial preparations for the 6th SEEITA Conference & MASIT Open Days that will be held on September 21-23 in Ohrid. This is a regional conference that MASIT traditionally organizes every year and gathers ICT associations and businesses from more than 13 countries in South East Europe. The WL team is actively involved in all conference related activities: selection of topics, document preparation, assisting MASIT in attracting sponsors, speakers and guests for the conference.

WL has been mapping MASIT business processes which should contribute to significant improvement of the operations, clarify roles and responsibilities, help redesign entire MASIT structure and make MASIT more agile and responsive to members' needs. In parallel to this, the recruitment of the Manager of Member Services is underway, an activity that is performed by an HR recruitment agency that WL & MASIT competitively selected.

Interviews with top 3 candidates for the position of Manager of Member Services were conducted in September. MASIT will make the final decision about the hiring of the employee by October 10. Mapping of the processes will be finished by October 15 upon which the workload distribution tool will be developed for each of the executive office employees.

The 6th SEEITA and 5th MASIT Open Days event was held September 21-23 in Ohrid. More than 180 participants from thirteen countries in the region participated in this

regional two-day conference. More than 50 presenters discussed topics such as challenges for regional cooperation, public-private partnerships, mergers, acquisitions and strategic alliances, public procurement, and workforce development. The conclusions from this very successful event were summarized during the first Managing Board of the SEE ICT Private Forum held at the closing of the conference. The WL Macedonia HICD team played a key role during the preparations for this conference.

G. Cost Saving Measures

- \$316 was saved by translating materials and PowerPoint slides in-house for the program in Improvement of School Based Assessment in Primary Schools.
- \$455 was saved by processing single entry visas for participants in the PET Recycling program.
- \$50 was saved by processing single issue visas for a participant in the Intellectual Property Right Protection Enforcement program.
- \$184 was saved by translating materials in-house for the Court Administration program.
- \$9,779 was saved by through budget negotiations for the Study Visit to Her Majesty Inspectorate of Education (HMIE)

Total Savings.....\$10,784

III. APPENDIX

- A. Intervention Status Report – April-September 2008
- B. Success Stories for April-September 2008

APPENDIX A: INTERVENTION STATUS - NEW STARTS - APRIL-SEPTEMBER 2008

	UST	TCT	ICT	TA	Small Grants	EMT	Academic	Partnerships	HICD Activities	TOTALS
Number of Interventions										
Macedonia - period	0	6	1	1	0	0	0	0	0	8
cumulative	4	25	20	6	4	0	4	0	8	71
Number of Participants (if applicable)										
Macedonia - period	0	46	10	n/a			0		n/a	56
cumulative	15	186	4179	n/a			4		n/a	4384

Appendix B to FORECAST/Macedonia Semi-Annual Report
April-September 2008
Success Stories

Towards a Sustainable Think Tank

Challenge: The Mission of the Center for Economic Analyses (CEA) is to continuously research economic development and public policy in the Republic of Macedonia and to offer recommendations, suggestions and measures to government and non-governmental institutions. CEA members share a common vision of the Republic of Macedonia as a new emerging economy integrated with regional and world markets. They devote their time, efforts and knowledge to help make this vision become a reality.

The environment for operating a highly specialized think tank that produces research for the public good, as CEA does, continues to be a risk factor for its sustainability. The Government should take the lead in procuring the type of services which CEA provides (instead of benefiting and using them for free), and while there is progress in that regard, CEA operating costs are mostly covered by international donors.

Initiative: CEA was established in 2003 and was awarded a 3-year grant from USAID in 2005, to be renegotiated in 2008. During that period, USAID Participant Training Program and Human and Institutional Development Program supported CEA through participation of its members in training on Macroeconomic Forecasting in 2003 and 2007 and in international workshops and conferences relevant to the center's field of activity. In May 2008, World Learning organized a one-day session, which brought together members of CEA and USAID officials with the objective to discuss strategic alternatives towards the think tank's financial sustainability.

Results: CEA research has been used by well-established international institutions such as UNDP, UNICEF, the Faculty of Political Science at the University of Trieste and St Anthony's College at Oxford, proof that CEA output is of high quality. Additionally, CEA has been registered as a scientific institution by the Social Science in Eastern Europe Newsletter. Furthermore, CEA is making a strategic transition to target audiences other than central government and to sources of income other than the international donor community. One of the first steps in this realignment will be to turn the CEA's free monthly and quarterly economic reports into a paid service. Additionally, CEA just concluded a contract to conduct research for Chambers of Commerce and it is developing a study on local economic development for the Gazi Baba municipality. Finally, CEA will assign sales and fundraising activities to a professional hired for this purpose.

Pullout Quote: Mr. Marjan Nikolov, President of CEA: "At the moment, the Macedonian market is at a threshold and we are happy to see that, although modest, there are signs of emerging opportunities that can help us break the donor-dependent mentality trap."

Summary: The Center for Economic Analyses has received HICD and training support with a view to ensuring the think-tank's financial stability. Its research has been used by universities, including St. Anthony's, Oxford, and it is now conducting research for local chambers of commerce and municipalities. Its president says, "There are signs of emerging opportunities that can help us break the donor-dependent mentality trap."

Matura Results Closer to High School Graduates

Challenge: For the first time in July 2008, Macedonian high school graduates sat for State Matura (graduation exam) organized and implemented by the Bureau for Development of Education (BDE) of the Republic of Macedonia. These young people faced a pioneering challenge of pioneering based on major reforms of the Macedonian education system. BDE used all its resources to bring graduation exams closer to the students. The BDE task force visited every high school across the country presenting the new high school graduation concept, developed brochures and reserved one portion of the BDE web site to present detailed information on graduation exams. However, a large quantity of inquiries were submitted and BDE management recognized the need for creating a web portal dedicated solely to graduation exams, where students could be well informed and check their results online.

Initiative: BDE is one of the target institutions of USAID's Human and Institutional Development Program. A performance assessment of BDE took place in 2007, showing that BDE needed serious IT infrastructure improvement. Following the assessment, an intervention package was designed to address areas for improvement. A set of interventions was dedicated to the enhancement of BDE's IT network and automation of its processes that was expected to increase the efficiency of BDE. The development of the graduation exam web portal was one of those interventions. An experienced local company was hired to work on this serious project which included handling the sensitive personal information of the students. The close cooperation among BDE, World Learning and the selected company resulted in a dynamic four-language web portal available to the students just before they sat for graduation exams.

Results: Although BDE did not have enough time to promote the new portal for the July graduation exam term, there were 10,174 hits (out of nearly 18,000 registered students) on the day the results were published in every school and on the web portal. Developed with very effective security certificates, the portal provided students with the opportunity to check their results from home by entering their first and last name and their unique identification number. The large number of visits, shown in the statistics reports, and over 2,000 questions posted to the BDE team, proved that the students needed this tool, which fits their internet-oriented life style. Now, information about the portal is provided in every BDE presentation. Materials advise all schools and students about external and internal graduation exams, including successful answer samples that are available on the portal.

Pullout Quote: Mrs. Katica Spasovska Binceva of BDE stated: “The portal gave us and the students a unique graduation exam space where we could share information, news, concerns and experiences very fast....we can communicate with the candidates, the schools and other stakeholders.”

Summary: Following an HICD assessment of the Bureau for Development of Education (BDE), a package of interventions was proposed that will enhance its IT network and automate its processes. One of the outcomes is a dynamic four-language web portal available to students just before they sit for graduation exams. The Head of the BDE Assessment Sector praises it thus: “The portal gave us and the students a unique graduation exam space where we could share information, news, concerns and experiences very fast....we can communicate very closely with the candidates, the schools and other stakeholders.”