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**WORLD LEARNING  
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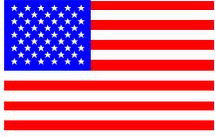
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### **DISCLAIMER**

**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.

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### A. Meetings, Conferences, and Presentations

- May 5, Dorothea Antonio spoke on a panel at a Linden Educational Services Workshop on International Recruitment and Sponsoring Organizations.
- May 26-28, Colin Davies and Dorothea Antonio attended the NAFSA: Association of International Educators Annual Conference in Los Angeles. Dorothea presented on a panel about Sponsored Students and Programming Agencies.
- July 22, Lisa Posner Olocco attended the Visa Compliance and Hands-On TraiNet and VCS training at the Ronald Reagan Building in Washington, DC.
- August 13, Eric Corens met with Deborah and Geoffrey Lindemer, to discuss how their firm, L2 Training & Consulting, can provide training and HICD services to World Learning.
- August 17-20, project staff attended the USAID EGAT/ED Worldwide Education and Training Workshop in Arlington, VA.
- September 1, Colin Davies met with representatives from the General Accounting Office (GAO) to discuss procedures involved in the management of FORECAST.

### B. Solution Provider Outreach

- The Resource Center coordinated visits to the FORECAST office from seven training providers. The meetings focused on institutions' academic majors and programs including English language training, international student services, international communities on and off-campus, experience America activities, issues with international students, training capabilities, proposal writing guidance, and issues of training program management. Visits were made by the following institutions: Rutgers University; Willamette University; University of Alabama, Huntsville; Florida Institute of Technology; University of Mississippi; CIP Loyola; and L2 Training & Consulting.

## 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:

- Renata Kutera – New director of the Mother Teresa’s Memorial House  
The marketing manager of the Museum of Macedonia, who completed a master’s program in cultural management at Jagiellonski University in Poland, made many changes after her return home, including opening a museum shop and setting up a billboard in the center of Skopje. She has now been appointed director of the new Mother Teresa Memorial House, again introducing many activities she learned about in her studies.
- Macedonian Human Resources Association Develops Its First Strategic Plan  
World Learning has helped establish and provided capacity building support to the Macedonian Human Resources Association – an association of 55 individuals and company representatives. Following a nationwide survey of the needs and expectations of the association’s members, a workshop was organized defining objectives and translating them into an annual action plan. Now the association will be offering programs and services to human resource professionals across the country.

### B. Media Coverage

- On April 2, Samir Latif, Senior Legal Advisor with USAID’s Business Environment Activity (BEA), was a guest at the MTV 1 morning program where he discussed the cooperation among BEA, HIDP, the Public Procurement Bureau, and the Faculty of Law on the opening of the Public Procurement Institute.
- April 9, USAID Mission Director Michael Fritz, gave an interview to TELMA television at the opening of the Public Procurement Institute regarding USAID support to the public procurement system in Macedonia.
- June 5, *Spic* interviewed George Nikolov, former director of the State Education Inspectorate and current Advisor to the Minister of Education, related to the development of the draft version of the manual for conducting integral evaluation in schools as well as the School Performance Quality Indicators supported by USAID’s Human and Institutional Development Program through the Human and Institutional Capacity Development of the State Education Inspectorate.

- An article in the July 8 edition of *TEA Moderna* entitled “Aspiring New Generation: Eager to Learn and Succeed” featured a four page interview with five professionals who completed graduate studies in business administration from the most prestigious universities in Europe, as one of USAID/World Learning’s initiatives to improve the performance of domestic institutions by strengthening their human and institutional capacities. “By completing their graduate studies at these prestigious universities and schools, the young managers have gained new experiences and contacts, which, as they say, will prove helpful in their further professional career growth”, says Jeta Papraniku, Program Manager at World Learning. The five professionals attended Navarro in Spain, Oxford in Great Britain, Erasmus in The Netherlands, Instituto de Empresa in Spain and Bled in Slovenia.
- Klaus Wittkuhn, Performance Expert from pdi-international, Kiril Minovski, Senior Advisor for Labor Market and Pension Reforms at USAID’s Business Environment Activity (BEA) and Vesna Kardalevska, Senior Program Manager at World Learning, were guests at the MTV 1 morning program on September 10 where they announced the first International Conference of the Macedonian Human Resources Association (MHRA) that was held on September 11-12. The challenges that MHRA is facing were also discussed. MHRA was established through USAID’s Business Environment Activity (BEA) upon citizens’ initiative, with World Learning in a capacity development role with MHRA.

### **C. In-Country Training**

- As part of the IT Capacity Building Program, a series of Microsoft courses were organized March 3-May 8 for the IT departments of the General Secretariat of the RM Public Procurement Bureau, Ministry of Information Technology, Public Revenue Office and Civil Servants Agency, and a CISCO course was organized May 8-September 30 in Skopje.
- A School Boards Program, April 2009-May 2010, for 4,776 participants nationwide, is expected to support the process of capacity building and strengthening of the School Boards (SB) in all 460 Primary and Secondary schools in Macedonia in order to improve the governing of schools in a decentralized context. As a result of this training, the School Boards’ members will have improved skills in better decision making, as well as improved and informed School Director selection/replacement processes.

Macedonian Civic Education Center (MCGO) will contract trainers, who have been previously trained through the USAID Secondary Education Activity project, for the purpose of this program.

During April, a coordinative meeting between MCGO and WL School Boards team was held. MCGO proceeded with obtaining a contact person from the Ministry of Education and

Science and held meetings with involved parties. In addition, preparation activities for the forthcoming training-of-trainers sessions took place in April.

The 1<sup>st</sup> cycle of Training of Trainers was held May 22-24 in Ohrid. During this ToT, 40 participants were trained - 20 master trainers and 20 junior trainers. The goals of the training were: to introduce the trainers with the concept and benefits of mentoring; to elaborate the impact of the decentralization on the school management and work; for the participants to understand roles and responsibilities of School Board members, and increase participants' capacities to strengthen school boards nationwide.

The translation of the School Boards Manual from Macedonian into Albanian was completed and was sent for printing. MCEC team held 9 regional meetings during the second half of June, introducing the program to municipality education representatives and soliciting their support for the forthcoming activities. Three more meetings with municipality representatives were held by MCGO in July.

Within the first cycle of the one-day trainings for the School Boards, trainings were delivered to 40 groups (out of 68 total) in 21 regional centers. For 36 groups the training was delivered in Macedonian, while 4 groups had the training delivered in Albanian. Municipal officials responsible for education were also invited to trainings in all regional centers, whose presence had a very positive impact during the sessions.

Apart from the trainings, the mentoring sessions were conducted in all centers with all members of the school boards, including schools that had not participated in the first cycle of the trainings.

It is expected for the first cycle of trainings and mentoring sessions to be concluded by the end of October, so that the preparations for the second cycle could start.

- A TA intervention (TAI) is supporting the Energy Sector within the Ministry of Economy (MoE), February 2009-February 2010, in developing the Ministry's capacity to fulfill its policy, legal and strategic oversight and obligations of the Treaty establishing Energy Community. In addition, this TAI is assisting the MoE in developing and coordinating a detailed transition action plan for electricity market reform and key investments in the power sector and natural gas sector as well as other interventions that will be detected as urgent.

Professor Rubin Taleski was hired in February and by the end of April the following activities were performed by the consultant: identification of the sections of the Law that need to be changed or amended; preparation of Amendments of the Energy Law; development of new procedures for new generation capacity for Renewable Energy Source (RES); and revision of the documents for the Vardar River Valley Projects.

The TAI work during the month of May focused on activities that started in April, such as the developing of new procedures for new generation capacity for Renewable Energy Source (RES). Inter-ministerial meetings were held with the aim of finding a solution for setting up tendering procedures for awarding wind measurement rights and awarding development rights for wind farms. In addition, the TAI assisted the Energy Sector of the Ministry of Economy in preparing responses and correspondence for new wind generation applications, as well as documents related to feed-in tariffs for RES, and review of the World Bank Policy Note on Public Private Partnership.

The TAI work during the month of June focused on activities such as development of new procedures for new generation capacity for Renewable Energy Source (RES) and development of draft decision for eligibility of RES producers for feed-in tariffs based on the RES Study from MANU. In addition, the Energy Strategy and the Grid Code were reviewed. Upon Minister's request, an Action Plan was developed for the activities that are crucial for harmonization of the Energy Law and the secondary legislation with EU directives, and for market opening in the distribution sector.

An action plan has been developed to harmonize the Macedonian and EU legislation for Energy. The action plan must be approved by the Government. New proposed procedures have been completed for amendments to laws and bylaws. They have been distributed to the Ministries for comment before being approved by the Government of RM.

An opinion consisting of about 70 pages has been received from the Secretariat for Energy in Vienna concerning the EVN case, which Prof. Taleski revised and abbreviated for the Minister.

Stakeholder meetings, public discussion and work with MEPSO's team on the Market Rules were conducted during the month of August. As a result, MEPSO agreed to incorporate most of stakeholders' comments and stated that there would be another (final) round of stakeholder meetings after the revised version of the Market Rules was developed.

Even though the Action Plan for comprehensive changes in the energy legislation was developed by the consultants in July and submitted to the GoM for approval, the process was stalled. After the meetings with the representatives from MEPSO, EVN and ELEM it was agreed that all participants would provide written comments that would be discussed and incorporated in the Action plan in September. Besides that, the Energy team in the MoE continued working on the amendments of the Energy law.

During September the focus was mainly on development of the Action Plan as well as activities related to the creation of the market rules. Following a series of meetings with the GoM with representatives of the energy companies, MoE Energy Sector developed the final draft version of the Action Plan.

Prof. Taleski and Mr. Doug Bowman developed version 4 of the market rules which will be discussed between the stakeholders and USAID consultants during the second round of public debate scheduled for the beginning of October. In addition, activities during September were related to the final development of the limits for eligibility for feed-in tariffs for renewable resources. Unofficially, the Decision was adopted by the Government of Macedonia.

- The ToolKid Software Installation and Training for I to IV Grade Primary School Teachers training program, January-December 2009, is a part of USAID's continuous efforts to help education reforms in Macedonia. In 2006, through USAID's Human and Institutional Development Project and the E-Schools Project, in cooperation with Macedonian Civic Education Center (MCEC), the ToolKid software was localized in Macedonian and Albanian languages, relevant curricula were developed and the software was installed in 100 primary schools. As part of the initiative, 414 grade 1-4 teachers were trained in the use of innovative instruments in education. As a round-up for this initiative, World Learning, will train 3,000 grade 1-4 teachers and 40 BDE advisors, and will install ToolKid licenses in 236 primary schools in Macedonia.

During the month of May, approval from the Minister of Education and Science was obtained and a meeting with the Director of BDE was conducted. Once the BDE Director furnishes WL with the list of BDE advisors to be involved in the program, MCEC will initiate all logistical activities related to the forthcoming trainings.

On August 14, WL and MCEC conducted a meeting with the BDE and Ministry of Information Society representatives to start the preparations for the implementation of the project activities. The BDE representatives requested some changes in the program that will need USAID approval in order to proceed with implementation. BDE requests were communicated to USAID and the feedback is expected.

Due to the changes in the national curriculum by which the new subject, "Computer Work" is introduced, BDE approached USAID/World Learning to revise the ToolKid program in order to meet the new requirements for introduction of the new subject. The revisions were approved by USAID and the activities will start in October. In addition to this, World Learning has arranged the transfer of the Linux based licenses to the Ministry of Information Society (MIS) and the Ministry of Education and Science. The transfer will be done in early October so that MIS may install the licenses on the laptops.

#### **D. HICD Activities**

- HICD Activities for the Ministry of Justice (MoJ)  
April 21-April 28, the MOJ/HICD team, together with Fabrizio Bocci, foreign BSC expert, conducted thirteen individual interviews with the MOJ heads of sectors. During these

interviews the BSC template and BSC objectives were revised and aligned with the MOJ Strategic Plan for 2009-2011. Additionally, a one-day workshop was held with all heads of sectors at which the BSC report for the first quarter of 2009 was developed.

The results from the individual interviews and the workshop were presented to the Minister of Justice, State Secretary and other members of MOJ senior management team at a separate working session. During this session, the Minister and the senior management team agreed on specific areas of commitment in order to ensure further sustainability of the BSC, such as passing of a by-law to regulate the integration of the BSC within the Ministry.

May-June, the HICD team continued working with the MOJ heads of sectors and BSC expert on finalizing the BSC templates and completion of the BSC report for the first quarter of 2009. In July, the HICD team communicated to the BSC expert the MOJ heads of sectors' comments regarding the expert's proposed changes. The BSC expert worked on finalizing the BSC reports for the first quarter.

In August, the HICD team submitted the BSC templates to MOJ head of sectors in order to complete the second and the third quarter reports of the BSC for 2009. The MOJ head of sectors completed the second and the third quarterly reports of the BSC for 2009 in September.

- HICD Activities for the Association of Units of Local Self-Government (ZELS)

The HICD team continued with activities related to the performance assessment of ZELS and all necessary arrangements for the target audience survey, scheduled for May. Twenty-two one-to-one interviews with former mayors and presidents of municipal councils from all geographic regions in the country were conducted.

The HICD team conducted the target audience survey of ZELS in June. Questionnaires were mailed to the newly elected mayors and newly elected presidents of councils in all 85 municipalities as well as to 170 heads of sectors in the municipality administration. One to one meetings were held with the newly elected president and vice-presidents of ZELS. These activities mark the end of the Performance Assessment phase of ZELS. Upon completion of the internal and external assessment of ZELS, In July the performance expert submitted a draft version of the Final Report with findings and proposed interventions, to be reviewed by the HICD team.

In July, the HICD team reviewed the report and communicated their comments to the expert as well as worked on the final version of the report in Macedonian. In August, the HICD team shared the report with an in-country local government specialist and received an independent opinion regarding the identified performance gaps and proposed interventions.

In September, the draft version of the Final Report with findings and proposed interventions was shared with the Executive Office of ZELS and USAID. The HICD team organized two

separate presentations of the report: one for the management team of the Executive Office and USAID and another for the members of the Stakeholder's group. The proposed interventions will be discussed and agreed at a separate meeting between the HICD team and ZELS before MOU#2 is signed.

- HICD Activities for the State Education Inspectorate (SEI)

Mr. Robert Gjorgiev, SEI Director, was elected a Mayor of Sveti Nikole at the March local elections, and Mr. Dzordze Arsov was appointed as a new SEI Director. Due to this change, WL took appropriate steps to establish contacts with the new SEI director and continue the implementation of the planned interventions under the HICD program.

The draft Manual for Integral Evaluation that was developed in March with the support of Ms. Isobel McGregor, the Scottish expert from Her Majesty Inspectorate of Education, was finalized.

On May 7, Mr. Dzordze Arsov began his new position as SEI Director. WL met with him to present the outcomes of the successful three-year cooperation with SEI and to agree on next activities. Upon the Director's request, WL supported the development of SEI's Annual Report of Activities for 2008 and the Annual Work Plan for 2009.

May 27-30, an integral evaluation was conducted in a primary school in Skopje. The goal of this integral evaluation was to test the Manual for Integral Evaluation before it is shared with all SEI inspectors. Very few adaptations were made to the instruments in the Manual. The Manual proved to be an essential tool for conducting well organized and successful integral evaluations in schools.

The Minister of Education and Science approved the school performance quality indicators developed through the HICD on SEI to support schools in performing self-evaluations and to support SEI in conducting integral evaluations.

WL supported SEI in organizing an Annual Assembly on June 4, during which school performance quality indicators and the Manual for Integral Evaluation were presented and copies of both documents were shared with all inspectors.

During the second half of June, SEI and WL worked on the Final Report of the integral evaluation, thus testing the instruments for the reporting phase as described in the Manual for Integral Evaluation.

Upon request by the SEI Director, the HICD team supported SEI in revising its Strategic Plan. In August, together with SEI representatives, WL conducted a SWOT analysis and pondered the results in order to come up with SEI priorities for the upcoming three-year period. Based on the achieved results and having in mind the priorities of the Government

and the Ministry of Education, WL and SEI top management revised the SEI 2010 – 2012 Strategy.

As part of the SEI Personnel Development Project Ms. Isobel McGregor, Senior Inspector with Her Majesty Inspectorate of Education of Scotland, led a five-day ToT workshop for 10 state education inspectors, August 17-21. During this session, a training outline was developed for one common and four specific training modules related to the integrated evaluation of school performance.

September 14-18, Ms. Isobel McGregor led a five-day TOT workshop for 9 state education inspectors. As a result of this workshop, training modules were developed for one common and four specific IE area-related modules.

On September 25, a meeting was held with SEI to discuss the latest proposed amendments to the Law on Education Inspection which stipulate a new responsibility for SEI, i.e. assessing the quality of the performance of individual teachers as part of the integral evaluation. This amendment to the Law could be counterproductive and potentially jeopardize the positive effects of integrated evaluations. Therefore, steps are being undertaken through the USAID Mission to discuss this issue on Governmental level before final adoption and implementation of the proposed amendments.

- HICD Activities for the State Commission for the Prevention of Corruption (SCPC)  
In May, Mr. Chris Ingram, PR Expert, sent the proposal for all activities that will be a part of the Public Awareness Campaign for the SCPC. The proposal was revised in view of the SCPC PR strategy.

A Public Awareness Campaign workshop for SCPC was conducted May 4-8. Chris Ingram and Glenn Hodas, PR experts, worked with SCPC staff on development of collateral materials for the campaign. The following was accomplished during the one-week workshop: the design and content of the brochure were defined, the scripts for the TV and radio spot were agreed and voice over for the spots was recorded in a local studio.

The TV spot was presented during the Second Annual Evaluation Conference on the State Program for Prevention of Corruption organized by the SCPC in June. In July, HICD team and the contracted experts finalized the necessary preparations for printing the collateral materials for the Public Awareness Campaign for the SCPC.

The collateral materials for the Public Awareness Campaign were finalized by the contracted experts and printed by a local printing company in August. The SCPC will share with WL the next steps related to the launching of the Public Awareness Campaign.

During the press conference held on September 9, the SCPC officially launched the Public Awareness Campaign about the negative effects of corruption to society and the role of the

SCPC. All campaign products were promoted at the press by the SCPC President. The campaign started by broadcasting the video and audio on Macedonian National Radio and TV and by distribution of the brochure as an insert in three national daily newspapers. The SCPC further disseminated the brochures and posters nationwide in health clinics, courts, universities, municipalities and other institutions of major interest to citizens of Macedonia.

- HICD Activities for the Bureau for Development of Education (BDE)  
In April, BDE top management approved the Book of Rules on Publishing Activity and the Book of Rules on Copy and Intellectual Rights of External Associates Hired by BDE, which were adopted by the BDE Director. With this activity, WL and BDE completed one of the planned projects within the BDE Intervention Package.

*Innovation* installed eight new modules in the BDE Document Management System which are expected to decrease the time needed for BDE internal request/approval procedures. Training was held May 4–6 for all BDE headquarters staff on the usage of the Document Management System (DMS). Following the training, final corrections in the processes were made and the final version of the application was installed. The full operation of the DMS is pending BDE Director's approval.

The BDE System Administrator informed WL that the E-library was operational. As a next step, the E-library will be promoted among the schools. During the second half of May, the BDE E-Survey application was tested with all secondary schools in Macedonia. Final testing results are pending on BDE Publishing Sector's data processing.

As part of the preparations for the development of BDE personnel development and deployment systems, an intervention to be delivered by pd-international, a survey questionnaire on job description at BDE was developed and sent to all BDE employees. The implementation of this intervention was scheduled for June 15-26.

The data gathered with the survey on job descriptions was processed and job profiles for all BDE positions were drafted. Individual interviews were conducted with BDE heads of sectors and units, as well as advisors, in order to amend the draft job profiles. A one-day workshop with BDE heads of sectors and units was organized to finalize all the documents and to set proficiency levels needed for each activity covered in the job profiles.

In June, the final drafts of job profiles for all BDE positions were shared with the BDE Director and the piloting of the Personnel Development System was agreed to be conducted in September. Apart from testing the applicability of the system, a list of trainings to be delivered for BDE staff will be the end result of the piloting.

Following the final approval by the BDE heads of sectors of the developed job profiles, which are to comprise the BDE Personnel Development System, WL and BDE made

preparations to pilot the application of job profiles in order to come up with staff training needs. The piloting is scheduled for the second half of September.

*Innovation* trained the BDE Director in using the DMS in a one-on-one session. In addition, a procurement procedure to hire an IT security expert and a legal expert to develop documentation for security of the BDE IT system is in progress.

WL supported BDE in revising its Strategic Plan and developing an updated Strategic plan for 2010–2012.

The piloting of the Professional Development System in July started with the distribution of job profiles to all BDE employees who will self-evaluate their work competencies and then be evaluated by their supervisors. Training of BDE heads of sectors for conducting appraisal interviews and coaching them during the actual delivery of those meetings, and finally identifying training needs BDE-wide will follow in October.

An IT security expert and a legal expert have been contracted by World Learning to develop the necessary documentation on the security of the BDE IT system so that the DMS can be officially put into use.

WL and BDE piloted the E-survey application with the primary schools, where the lack of internet connection remains to be the sole obstacle for complete usage of this application for collecting necessary info from the schools.

- HICD Activities for the Public Procurement Bureau (PPB)

The official opening of the Public Procurement Institute took place on April 9. The workshop on Public Procurement Law for media representatives that was planned to be conducted by the Public Procurement Bureau on April 29 was postponed for later during the year.

The USAID E-Gov Project, WL and PPB continued working on the development of the Action Plan on E-Procurement 2009-2010. This Action Plan will clearly indicate the goals and activities for future use of the new integrated E-Procurement System. The Action Plan was finalized in June.

A local expert conducted an assessment of the IT infrastructure at the PPB in July. In addition to the assessment, the HICD team along with the expert conducted a presentation of a sample Document Management Software to the entire PPB staff. Several meetings were organized with the PPB representatives in order to discuss details of the forthcoming interventions.

In August, WL published the Request for Bids for procurement of hardware for improving the IT infrastructure at PPB. Parallel to this activity, WL, PPB and the local IT expert started with the first phase of the development of Document Management System at PPB by mapping the key processes at PPB that will be automated through the DMS.

The integration of the Electronic System for Public Procurement and the Web-Information System for Public Procurement is in progress. The local IT company in charge of the integration presented the draft integrated system to WL, E-Gov Project and PPB staff in order to collect feedback and suggestions for additional changes before its finalization.

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

In April, MASIT Advocacy and Lobbying Task Force was established and started working on defining issues and priorities that need to be addressed through MASIT advocacy activities. Mr. Jim Pealow developed the advocacy policy and the policy for the Advocacy Committee.

A detailed list of MASIT priorities to be proposed to the National Council for Information Society was developed in May. The RFP for selection of the expert to develop a position paper on public procurement is in progress.

The first Management Board (MB) meeting with the new MASIT management was held on June 12 and all advocacy and lobbying policies developed by Jim Pealow were approved. An extraordinary meeting of the Management Board was held on June 18, during which the issues related to public procurement were discussed. The conclusions from this meeting were shared with Mr. Pealow in order to better prepare for the development of the Terms of Reference and Scope of Work for the consultants that will be contracted to develop a position paper on public procurement.

The Terms of Reference (ToR) and Scope of Work of the consultants were developed and shared with MASIT for their review and input. The ToR for the consultants will be opened by mid August, whereas the position paper will be developed by September 20.

WL requested MASIT's confirmation related to the staffing of the executive office. The letter from WL was discussed over the meeting of the Institutional Development Working Group. The decision was made that the proposal for hiring of two new staff will be put on the agenda of the next Management Board meeting, which will be held by the end of September.

A workshop on advocacy and lobbying, and strategic alliances and partnership took place in Ohrid, September 25-27. Consultants Jim Pealow and Corina Dragomirescu introduced the 17 participants to the advocacy and government relations best practices and tools to enable them to develop the content for two position papers, one on public procurement and another one on broadband.

- HICD Activities for the Ministry of Economy (MoE)

In April, World Learning selected a Performance Expert to conduct the Performance Assessment of the Ministry of Economy. The assessment that will take place between May and July will be conducted by Steven Kelly from Kelly Novak Opportunities (KNO).

Steven Kelly, together with the WL team, conducted a performance assessment of the Ministry Cabinet at the Ministry of Economy, May 18 and 29. Through one-on-one interviews and workshops with the Ministry staff, the Performance Assessment team came up with a set of preliminary findings and recommendations for improvement of the work of the Ministry Cabinet. These preliminary findings were presented both to the Minister of Economy and to USAID representatives during two separate meetings.

Steven Kelly and the WL team conducted additional interviews as part of the performance assessment of the Ministry Cabinet, June 23-26. During this period WL conducted the target audience survey and further confirmed the initial findings and recommendations.

The HICD team along with a local IT expert made a presentation of a sample Document Management Software to Ministry of Economy representatives in July. As soon as all details of the Findings and Recommendations Report were finalized, it was officially presented to the Minister of Economy and the Head of the Cabinet at the Ministry.

Ministry of Economy top management reviewed the intervention package and submitted its comments to WL. Upon meeting the Ministry Cabinet staff, WL incorporated the comments in the MOU#2, which was signed by the end of August.

WL issued a Request for Proposals for selection of a Public Relations company that will implement the PR intervention at the Public Relations Unit at MoE. The activities related to the PR intervention are planned for the period between October and December 2009.

- Macedonian Human Resources Association (MHRA)

USAID selected the newly established Macedonian Human Resources Association as a new HICD beneficiary in April. After presenting the Human and Institutional Development Program to the Managing Board/Team of the newly established Macedonian Human Resources Association (MHRA), and their consent to undergo a Performance Assessment, the Memorandum of Understanding #1 between World Learning and MHRA was signed on May 14. In late May, WL issued a bid for hiring a team of experts who will conduct the performance assessment of MHRA.

The HICD team and two experts from *pd-international* started implementing the Analysis Phase of the Capacity Building of MHRA in June. The goal of this phase is to identify the needs of the current and prospective members of MHRA regarding the services to be offered by the association. The team met with the MHRA Steering Committee to discuss the next

steps in the Analysis Phase, which include interviews with the 20 leading large and medium size companies, a nation-wide survey on the HR practices and a workshop with the MHRA Steering Committee and Supervisory Board.

As part of the Analysis Phase of the Capacity Building of MHRA, the HICD team conducted 20 in-depth pilot interviews with leading companies of different sizes. During these interviews, the team tested and finalized the questionnaire for the nation-wide survey on HR practices and gained a broad picture of the current HR status in the country. Additionally, the HICD team carried out a competitive procurement process for a research company that will conduct the nation-wide survey with 450 companies. A consortium of three local companies was selected and they started conducting interviews.

In August, the HICD team continued to conduct the rest of the planned activities of the Analysis Phase of the Capacity Building of MHRA: the first results from the nation-wide HR survey were received and used in the two-day workshop that the team organised with the Association's Steering Committee and Supervisory Board.

The workshop was chaired by the lead performance expert consultant and it resulted in the first annual strategic and action plan of the Association. In addition, during the workshop MHRA members were exposed to the expertise and knowledge of the former president of the German HR Association, whereas two representatives from the Bulgarian HR Association shared the Bulgarian experience and lessons learned.

Upon completion of the analysis phase of the capacity building of MHRA in September, the performance expert submitted a draft version of the Final Report with findings and proposed interventions. The report was reviewed by the HICD team and was presented to the members of the Executive Board of MHRA and to USAID representatives. MOU#2 will be signed once the intervention package is agreed by the members of the Executive Board and HIDP.

- Vocational Education and Training (VET) Centre

After presenting the Human and Institutional Development Program to the Director and the Governing Body of the VET Center and their consent to undergo a Performance Assessment, a Memorandum of Understanding was signed between World Learning/USAID and the VET Center on May 20. Following the signing of the MOU, the bidding process for procuring a Field of Activity Expert was initiated.

Ms. Anne-Marie Clark, consultant from PEM Germany, was selected as Field of Activity Expert to conduct the Performance Assessment of the VET Center. The performance assessment started with an Inception phase on June 29. The goal of the Inception phase was to determine the scope of the assessment and to finalize the work plan.

June 29-July 10, Ms. Clark, supported by a Local Expert and the HICD team, conducted the performance assessment. The assessment was based on a combination of the European Framework for Quality Management (EFQM) Excellence Model and the Performance Improvement Methodology. The main activities included: review of documents, focus group discussions (3), interviews with stakeholders (31), 1-day SWOT analysis and written questionnaires for all VET Center employees. After gathering all data, the performance assessment team worked on analyzing the collected information and drafting the final report on findings and recommendation.

During August, Ms. Clark and the WL team worked on finalizing the Findings and Recommendation Report from the performance assessment. As part of this process, a questionnaire to assess school satisfaction and expectation from the deliverables of the VET Center was developed and sent to all 66 vocational schools and additional meetings with peripheral stakeholders were held. On August 31 the final report was presented to the VET Centre staff and the VET Centre Governing Board. The feedback on the report from the VET Centre staff was very positive emphasizing that the report was very objective and outlined the real situation in the VET Centre.

On September 3, findings and recommendations from the final report of the performance assessment of the VET Center were presented to representatives of the Ministry of Education, Ministry of Labor and Social Policy, Ministry of Economy, USAID and other stakeholders in the field of vocational education and training (VET). The goal of the presentation was to raise awareness of the importance of developing partnership between relevant stakeholders in order to move vocational education and training forward and elevate the importance of VET both in terms of economic development of the country and EU accession.

- Association of Journalists of Macedonia (AJM)

On May 20, World Learning made a presentation of the HICD program to representatives of the Association of Journalists of Macedonia (AJM). The meeting was hosted by the US Embassy Public Affairs Office. Apart from journalists, present also were the US Embassy Public Affairs Officer and USAID representatives. On June 30, World Learning signed the Memorandum of Understanding with the AJM. The Request for Proposals for Foreign Field of Activity Expert and Performance Expert was sent out in July to potential bidders.

A Field of Activity Expert, Mr. Yasha Lange, was selected in August to conduct the performance assessment of AJM, which is scheduled to take place in October. Preparations with AJM representatives were finalized in September.

## **E. Noteworthy Events**

- April 21, Vera Kondik Mitkovska, Senior Program Manager, and Maja Petkovska, Senior Program Coordinator, were awarded Certificates for successful completion of evaluation

training and passing a USAID monitoring and evaluation certification exam. Vera and Maja will use the acquired knowledge and skills first in measuring the improvement of the performance of HICD beneficiary institutions, and second, measuring the impact of the HICD projects on that improvement. They are two of the 16 USAID certified evaluators who will be involved in evaluation of other USAID projects as well.

- April 9, Mission Director Michael Fritz spoke at the opening of the Institute for Public Procurement and emphasized the importance of USAID project support to the public procurement system in Macedonia.
- April 22, the Macedonian Human Resources Association was established. The mission of the Association is to support and advance the development of the human resource professionals, increase awareness about human capital and promote the concept of adult and lifelong learning. Vesna Kardalevska, Senior Program Manager, was elected a member of the Association's Supervisory Board.
- May 15-16, the Bulgarian Human Resources Management and Development Association organized its 10th International Conference: "*Challenging People Management in Challenging Times*" in Sofia, Bulgaria. Present at this conference were Vesna Kardalevska and Jeta Papraniku, WL staff members managing the HICD on the Macedonian Human Resources Association (MHRA). In addition, representatives of the Managing Board of the newly established MHRA and USAID Business Environment Activity staff were present. During the event, the management team of MHRA signed a Memorandum of Understanding and Cooperation with the Bulgarian HR Association and started the membership application process for the European Association of Human Development.
- September 9, the State Commission for Prevention of Corruption (SCPC) launched a public awareness campaign and organized a press conference to highlight the negative effects of corruption on society and the role of the SCPC in the fight against corruption. HIDP, as part of the Capacity Building Program of the SCPC, has supported the Secretariat and the SCPC in improving their overall performance.
- September 11-12, the first international Human Resources Conference and Human Resources Expo on "How HR Contributes to the success of your company" was organized by the newly established Macedonian Human Resources Association (MHRA).

Even though the conference was organized in a few weeks and with a limited number of volunteers, there was a huge turnout. For most of the participants the event was very exciting and they stated that the time invested in the conference was valuable and that the organizers, MHRA, should follow this trend, especially by bringing world class presenters to such events. HIDP, as part of the Capacity Building program of the MHRA, has supported the conference by sponsoring two of the keynote speakers, one of them the performance expert,

Klaus Wittkuhn and the other the former General Manager of the German Human Resources Association, Hans Bohm.

**F. Cost Saving Measures**

- \$1,116 was saved through translation of documents in-house.
- \$225 was saved by providing in-house interpretation services.

**Total Savings.....\$1,341**

### **III. APPENDIX**

A. Intervention Status Report – April-September 2009

B. Success Stories for April-September 2009

**APPENDIX A: INTERVENTION STATUS - NEW STARTS - APRIL-SEPTEMBER 2009**

	UST	TCT	ICT	TA	Small Grants	EMT	Academic	Partnerships	HICD Activities	TOTALS
<b>Number of Interventions</b>										
<b>Macedonia - period</b>	0	0	0	0	0	0	0	0	4	4
<b>cumulative</b>	4	27	22	7	4	0	4	0	14	82
<b>Number of Participants (if applicable)</b>										
<b>Macedonia - period</b>	0	0	0	n/a			0		n/a	0
<b>cumulative</b>	15	214	4179	n/a			4		n/a	4412

Appendix B  
FORECAST/Macedonia Semi-Annual Report  
April-September 2009  
World Learning Success Stories

**Renata Kutera – New director of the Mother Teresa’s Memorial House**

**Challenge:** Museums are the nation’s memory bank which preserve, protect and showcase its rich history and tradition. As state funded institutions, Macedonian museums are facing a difficult situation because they cannot cover all their developmental activities with the limited budget for cultural activities that is decreasing every year. Hence, museum managers need to become more proactive and undertake different activities which will transform museums from storage of cultural and historic artifacts and monuments into institutions which organize other social and cultural events to attract visitors and thus generate additional income and become more financially sustainable. In order to achieve this, qualified personnel for management and marketing in the field of culture are needed.

**Initiative:** Understanding the key role that an educated cultural workforce plays in promoting the cultural heritage of a country, USAID’s Academic Program supported Ms. Renata Kutera Zdravkovska, Marketing Manager of the Museum of Macedonia, to attend a Masters Program of Culture Management at the prominent Jagiellonski University in Poland. Graduate-level studies enabled Ms. Kutera Zdravkovska to learn contemporary approaches and methods of cultural institution work, which provided her with advanced skills and knowledge to enhance the profile and increase the visibility of the Museum of Macedonia. After the successful completion of her studies, Ms. Kutera Zdravkovska opened a store and new markets for the museum to sell an extensive range of copies of the most representative exponents and printed promotional materials, set up a museum information billboard in the centre of the city, and implemented a number of state funded projects, thus contributing to greater financial stability for the museum.

**Results:** Recognizing Ms. Kutera Zdravkovska’s outstanding professional capacities, in January 2009 the Macedonian Ministry of Culture offered her the position of Director of the new Memorial House dedicated to Mother Teresa’s spirituality, humanity and charity. In only four months she achieved significant results in promotion of the Memorial House to both domestic and international audiences. She established cooperation with many tour operators to organize visits for tourists interested in the life and deeds of Mother Teresa. She also hosted a delegation from the Ministry of Culture of India that is producing a documentary about the Memorial House, and in that way promoting Macedonia as the only country in the world with such a monument. Ms. Kutera Zdravkovska and her team are working on organizing educational workshops to attract more visitors and promote the Memorial House as a center of cultural and social events.

**Pullout Quote:** Ms. Kutera Zdravkovska: “We are producing and selling souvenirs, opened our library with spiritual books, organizing performances during summer, all with one aim, to attract more visitors to the home dedicated to Mother Teresa’s deeds”.

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## **Macedonian Human Resources Association Develops Its First Strategic Plan**

**Challenge:** In the years since achieving independence, Macedonian society has paid little attention to developing human capital and increasing awareness of the importance of human resources in the country. This lack of attention has led to an urgent need for investment in human resources professionals as they are crucial to workforce development, which is directly linked to improved quality of products and services. Workforce development is also linked to the improved ability of an organization to bring new products and services to the market and to continuously improve the company's return on its greatest asset, its people.

Recognizing the need for a body that will unite the emerging efforts of Macedonian human resources professionals, USAID supported 55 individuals and company representatives in their endeavor to establish the first Macedonian Human Resources Association (MHRA) on 22 April 2009. The goals of the MHRA are to increase awareness of human capital as the most important factor in the creation of goods and services and to generate a business environment that will support the investment in human resources. 174

**Initiative:** The USAID Human and Institutional Development Program (HIDP) offered capacity building support to the MHRA because it recognized that the MHRA's success is critical to workforce development. The two parties signed a Memorandum of Understanding aimed at securing the MHRA's self-sustainability from its inception. Together, the MHRA and HIDP conducted a nationwide survey to identify the expectations and needs of the association's member companies, and will use those findings to design the MHRA's structure, committees, service portfolio and marketing system. 80

**Results:** Based on the initial survey results, the MHRA organized a workshop for members of the Steering Committee and the Supervisory Board as well as other active members. In the two-and-a-half days of the workshop, the members defined the MHRA's strategic objectives and translated them into an annual action plan. The MHRA committed itself to becoming the driving force for standardization of professional requirements for human resources officers by introducing an internationally recognized certification program. In addition, the MHRA will promote adult and lifelong learning, as well as provide a network for local affiliates focused on advancing the development of human resources professionals. Through programs and services offered across the country, the MHRA will support human resource professionals throughout their careers - from intern to executive - and lead the way for change in today's businesses. 135

**Pullout Quote:** Ms. Afrodita Kermicieva Panovska, MHRA member: "The workshop was a great opportunity for introductions and discussions on strategic issues related to MHRA operations. The fact that all participants were actively committed to establishing a solid foundation for the services, activities and development of the association is a success in itself. I personally think that this workshop provided additional motivation for each member to ensure the success of the association."