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**WORLD LEARNING
SEMI-ANNUAL REPORT:
October 2008 – March 2009**

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Strategic Objective 4.1 (Cross-Cutting)

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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

- February 12, Colin Davies spoke on a panel at the National Council for International Visitors (NCIV) Conference in Washington, DC
- March 3, Dorothea Antonio represented World Learning at the Community Colleges for International Development (CCID) Conference in Orlando, Florida

B. Solution Provider Outreach

- The Resource Center coordinated visits to the FORECAST office from twelve 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: Juniata College, North Dakota State University, St. Catherine's University, Nazareth College, University of Arkansas, the University of Mississippi, IIE West Coast Center, Syracuse CIV, IIE Denver, IVC Charlotte, IVC Georgia, and the World Trade Center of Charleston.

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:

- Zrnovci – New Tourist Destination in Macedonia

The president of a local environmental NGO attended US training on NGO fundraising and local economic development. Upon his return he helped organize a major event for local and foreign tour operators, highlighting the tourist attractions of his small town. The NGO is publishing a brochure, a crucial marketing tool for this type of rural tourism.

- MBA Initiative Invests in Macedonia's Agents of Change

Five mid-level private sector managers have received funding to attend MBA programs at top-ranked European universities. One recently completed her 16-month program at the University of Navarra in Spain, and has now returned to her position in a bank, ready to apply what she has learned – particularly in the areas of corporate governance and strategy development.

B. Media Coverage

- The November 3 issue of *Utrinski vesnik* featured an article about the introduction of the single-window system for the customs process, which started at the beginning of the month. The new system will allow traders to complete all customs procedures through a single electronic application, thus greatly reducing time and costs. Macedonia is the only country in the region applying this method of processing documents, which until now was only being conducted manually.

Representatives from the Customs Administration and other governmental bodies who are members of the Single Window Working Group participated in a Single-Window Study Tour held in Stockholm, Sweden in June 2007.

- On December 11, the daily news program on Macedonian National Television reported on the closing event of the HICD for the Ministry of Justice, putting emphasis on the statement of the Minister of Justice: “Much of the progress of the MoJ recognized within the Report of the European Commission is due to this Project,” and the recommendation by the leading consultant Alan Stevens: “Continuity of the senior team is essential”.

- The daily news of Macedonian National Television reported on the MoJ closing event on December 11, broadcasting the statement of Ms. Valbona Morina Maksut, HIDP Chief of Party, on the assessment and interventions at the MoJ through the Human and Institutional Capacity Development Project.
- On December 11, the Macedonian Information Agency reported that the final report of the Human and Institutional Capacity Development Project on the Ministry of Justice was presented in Skopje. The Project, launched in 2006, aimed at identifying critical aspects of the work of the institutions, precisely of the Ministry. Concluding that the Project has been completed successfully, the Minister of Justice Mihajlo Manevski said, amongst other things, that the Ministry now had a different image, its employees had different experiences, and the most important thing was that there exists a genuine team spirit. The article is available on the web at <http://www.idividi.com.mk/English/489314/index.html>.
- An article in the December 15 issue of *Dnevnik* reported on public relations consultant Christopher Ingram, who taught the members of the Secretariat of the State Commission for Prevention of Corruption in the use of communication skills in their work. The main topics covered during the one-week training were: development of a PR strategy, writing effective press release and effective TV techniques, all described in the article.

Under the Human and Institutional Capacity Development component, World Learning Macedonia has been working on capacity building of the Secretariat of the State Commission for Prevention of Corruption since December 2006.

- A feature in the February 4 issue of *TEA Moderna* interviews Biljana Klekachkoska, a jewelry designer, who presents her newest collection called “Little Houses” that represents a blend of various jewelry making techniques. Her jewelry is suitable for every occasion: casual, office meetings, and engagement rings. She has presented her jewelry at many fairs overseas and at home and she is successful in selling in Macedonia and abroad. She already has an idea for the next collection that will be presented in the course of the year. Ms. Klekachkoska was a participant in the Annual Christmas Craft Fair training program held in 2002 in Romania and Marketing Readiness Training in the US in 2003.
- March 5, Valbona Morina Maksut, HIDP Chief of Party, and Vera Kondik Mitkovska, WL Senior Program Officer, were guests at the MTV 1 morning program where they presented the HICD component of the Program, the major achievements to date and future plans, with an emphasis on the School Performance Quality Indicators developed as part of the HICD on the State Education Inspectorate.

C. Third Country Training

- Training in the Use of ICT Across Curricula in Primary Schools was held October 5-11 in Lincoln, United Kingdom for 15 participants. The training event supported two teachers from each of the three Primary Education Project (PEP) pilot schools, six advisors from the Bureau for Development of Education (BDE) and the BDE Director, a member of the PEP ICT working group and the PEP ICT in Schools Coordinator. The Ministry of Education and Science (MoES) in Macedonia is currently restructuring the Primary Education System and the BDE is revising the primary curriculum. The government is procuring additional computers for schools and the MoES wishes to integrate their use in all subject areas. Thus, this event provided the participants with practical knowledge on how school organization and physical deployment of computers could facilitate the use of ICTs in the teaching process. The members of the BDE were helped to understand how the curriculum had been developed and adapted to facilitate the use of ICTs in all subjects.
- Twelve representatives of six municipalities (mayors and financial officers) and one representative from the Ministry of Finance, accompanied by an observer from World Learning and an observer from the USAID Macedonian Local Government Activity Project, attended a one-week study tour on debt insurance, Municipal Investment via Municipal Credit in the cities of Prague, Trebic, and Brno in the Czech Republic, November 23-29. The purpose of the visit was obtaining an insight into borrowing as a method for financing the capital needs of municipalities. The study tour helped the local government officials to understand what aspects of the current regulatory framework should be improved in order to facilitate the development of the credit market and the necessary financial instruments to best serve it. Czech counterparts have demonstrated strong municipal finance and budget policies in the process of fiscal decentralization. In addition, they have already used borrowing mechanisms in financing capital projects, have developed public-private partnerships, and relationships between local, regional and state governments, as well as non-governmental organizations. This example serves as a model that will be followed by Macedonia in the near future.

D. In-Country Training

- Training in IT Capacity Building for 16 participants in Skopje, March 3-April 28, aims to give participants a clear understanding and knowledge of how to administer and maintain specific software applications, developed with the support of the e-Gov Project, in order to decrease and/or eliminate the risk of encountering technical problems related to proper functioning of the IT systems. The training program will increase the effective use of technology by reducing user errors, increasing productivity and increasing compliance with key controls, such as user security measures. More specifically, this training will provide the trainees with in-depth knowledge of how to administer specific software applications; skills

to perform: installation, administration, trouble-shooting, web server configuration, local e-mail server configuration if necessary; as well as knowledge on how to monitor the system performance, alarm other administrators of possible problems with server overloading, bandwidth, database problems etc.

E. HICD Activities

- HICD Activities for the Ministry of Justice (MoJ)
Between October 20th and 23rd, Vector Europe and World Learning performed the Exit Evaluation of the HICD on the Ministry of Justice. In three days, structured individual interviews with 27 MOJ employees were conducted. These employees represented all sectors at different levels, starting from the Minister all the way to the Heads of Sections.

October 30-31, 10 Heads of Sectors, under the leadership of the Sector for Human Resources and Strategic Planning, worked on the Strategic Plan of the Ministry of Justice for 2009-2011. In two days, the team revised and updated the five program areas and related activities.

The closing event for the HICD on the Ministry of Justice took place on December 11. This event marked the completion of an intense and productive two-year cooperation between the USAID Human and Institutional Development Program and the MOJ. The event was attended by Mihajlo Manevski, Minister of Justice, Dwaine Lee, USAID Democracy, Governance and Education Director; representatives of international organizations, media, MOJ employees that played an active role during the two-year HICD and the World Learning Macedonia staff.

During the event, the Final Report from the HICD was presented, whereas the Minister of Justice, the Director of the Democracy, Governance and Education Office of USAID and the HIDP Chief of Party addressed the audience pointing out the main successes, achievements, as well as future challenges arising from the program.

As a result of the HICD, the MOJ today has a fully functional IT Center which has enabled the Ministry to maintain flawless electronic communication with other institutions and citizens. In addition, by using the Balanced Scorecard methodology, the Ministry has established a performance management system which helps the Ministry focus on its strategic priorities and sector-level objectives. The above two accomplishments are accompanied by improved management and leadership skills of top and middle level managers within the Ministry, which, in turn, has resulted in better task delegation, improved cross-sector cooperation and increased overall efficiency.

A coordination meeting was held between MOJ and World Learning to discuss the activities pertaining to BSC. As agreed, head of sectors will produce the Quarter 4 reports for 2008.

The Heads of Sectors produced the sector-level BSC reports for the fourth quarter of 2008 and submitted them to WL. WL selected Mr. Fabrizio Bocci as the expert to conduct the activity for BSC template revision, who will work closely with the heads of sectors. MOJ HICD team provided the expert with the background information on MOJ and past BSC practices, and worked on the logistical arrangements for the BSC revision activities to take place in April.

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

After presenting the Human and Institutional Development Program to the Management Team of the Association of Units of Local Self-Government (ZELS) and obtaining their consent to undergo a Performance Assessment, Memorandum of Understanding #1 between World Learning/USAID and ZELS was drafted and sent to ZELS for their review and signing.

World Learning conducted a competitive procurement for an international performance improvement professional who will conduct the performance assessment of ZELS. The selected consultant, Mr. Jim Pealow, already has experience working with World Learning and USAID/Macedonia and is currently involved in the HICD activities for the Chamber of Commerce for Information and Communication Technology of Macedonia.

ZELS HICD team, together with Jim Pealow, performed a peripheral stakeholders' survey by interviewing ten different stakeholders, as well as finished with the first part of the Internal Assessment of ZELS, by conducting seventeen one-on-one interviews with the Administrative Office staff. Preliminary findings from the peripheral stakeholders' survey were presented to USAID.

- HICD Activities for the State Education Inspectorate (SEI)

WL and SEI began the implementing activities that will accomplish the goals set after the study visit to Her Majesty Inspectorate of Education, aiming at upgrading the integral evaluation (IE) process. To this effect, a draft procedure and an instrument for gathering school best practices were developed and shared with all inspectors to be used during the upcoming IE. In addition, WL and SEI drafted a procedure for informing and involving parents in IE, in order to increase their participation in the process itself. To decrease the time needed for processing IE questionnaires' data, SEI admin staff were trained in using an electronic tool developed by WL for this purpose.

As of October 24, there is a new Director of SEI appointed by the Government of the Republic of Macedonia. Due to this change in top management, WL is taking appropriate measures to continue the good cooperation with SEI and the implementation of the planned interventions.

In November, the HICD on SEI, including accomplishments to date and planned activities, was presented to Robert Gjorgiev, the new Director of SEI, and Darko Mitevski, State Secretary of the Ministry of Education. During this meeting, WL and SEI agreed on the next steps to be taken in order to proceed with the project activities. The WL team continued to work on the draft School Performance Quality Indicators. These indicators will be revised by several education stakeholders before they are adopted on national level. Additional chapters were developed for the Report Writing Manual concerning the reporting and quality assurance processes.

Regular orientation meetings with the new SEI Director were held in December during which the school integral evaluation and the latest developments at SEI were discussed. To sustain the integral evaluations, SEI Director agreed to appoint a person who will work with the WL team on further improvement of the integral evaluation process, as well as planning and coordinating the new wave of integral evaluations starting from January. In addition, on December 31, the WL team met with the State Secretary at the Ministry of Education and Science (MoES), to confirm the commitment of MoES to improve the school performance monitoring and evaluation through introduction of School Performance Quality Indicators.

The school performance quality indicators were reviewed by a local education expert in January. The given recommendations were imbedded in the document which was then handed over to the MOES to coordinate the process of getting input on the indicators from the Bureau for the Development of Education (BDE) before they are introduced to schools nationwide. An action plan to wrap up the 3-year cooperation was prepared by World Learning and presented to the SEI Director, the MOES State Secretary and USAID. The SEI Director and the MOES State Secretary agreed with the plan and gave their commitment to support the implementation of the planned activities.

The Bureau for Development of Education gave very positive feedback to the school performance quality indicators in February. The recommendations were incorporated into the document which was then handed over to a national evaluation expert for her review and input. A meeting was held with a group of state education inspectors to obtain their ideas on areas of the integral evaluation in which additional support from Ms. Isobel McGregor, Assistant Inspector with HMIE-Scotland, is needed. An extensive list of expected outcomes from the program was developed and incorporated into the Request for Proposal (RFP), which was extended to Ms. McGregor. Preparations for the Capacity Building Program for the State Education Inspectors are ongoing.

March 9-17, the first phase of the Capacity Building Program for the state education inspectors was implemented. The main goal of this phase was to develop a comprehensive manual for integral evaluation. Isobel McGregor, Assistant Inspector of HMIE-Scotland, facilitated a number of working sessions with a group of SEI inspectors, school directors and WL staff during which they developed instruments and defined procedures for all phases of the integral evaluation: preparatory, implementation, reporting and follow-through phase.

The school performance quality indicators were finalized with the input from the national evaluation expert, and the final version of the indicators was submitted for approval to the Minister of Education and Science.

- HICD Activities for the State Commission for the Prevention of Corruption (SCPC)
World Learning and SCPC, together with Rupert Vining and Biljana Zagar Nikolovska, two experts hired by WL, conducted the first round of trainings on conflict of interests for the representatives of judicial bodies. This intervention took place November 17-21. Approximately 140 judges and prosecutors were trained during one-day trainings in four towns in Macedonia.

Public Relations training organized by WL for 10 participants from the SCPC/Secretariat was conducted December 8–12, by Christopher Ingram, public relations expert. Main topics covered during the one-week training were: development of a PR strategy, writing effective press releases and effective TV techniques. The theoretical portion was supported by practical exercises and videotaping sessions of the participants through which their presentation skills were strengthened. As a result of the training, the expert and the participants identified Adem Cucul, SCPC Advisor, as the most appropriate person with high potential to take over the function as a PR representative at SCPC. Next steps will be to provide the PR rep with additional PR training or coaching sessions by a local PR expert to be hired by WL.

In January, WL contacted German Filkov from the Centre for Civic Communication to assess his interest/availability for conducting PR training for the SCPC staff in charge of PR. The staff training was to have taken place in February, but was postponed due to upcoming elections. WL, UNDP and SCPC conducted a meeting to discuss potential cooperation for the upcoming trainings on Conflict of Interest for local self government. These series of trainings will be conducted with cost sharing by UNDP. Their part will be to introduce the Code of Ethics for Mayors as part of the one day sessions.

The SCPC finalized the Public Relations (PR) Strategy for the SCPC and sent it to Chris Ingram for his feedback in February. Part of the PR strategy is the public awareness campaign that the SCPC will develop and implement with support by WL and Chris Ingram, between April and June.

WL, in consultation with Chris Ingram, has set dates in May for the development of the Public Awareness Campaign for SCPC. WL is waiting for the expert to send a detailed proposal for all the activities that will be a part of the Public Awareness Campaign.

- HICD Activities for the Bureau for Development of Education (BDE)
The trial version of the BDE Document and Work Flow Management application was installed in late October. BDE top management was trained to test and evaluate them. A two-day workshop on Lean Administration as part of the Personnel Deployment Project

within the intervention package on BDE was conducted on October 17-18 by pd-international. The workshop was open for all WL staff and counterparts within the HICD Program.

A Request for Proposal for a local expert in copy rights law to revise the Books of Rules of the BDE was sent out on December 20. A selection meeting was held on December 25. A contract with the selected local consultant is expected to be signed in early January. Innovation has been developing two additional processes as part of the Document and Work Flow Management System for BDE: (1) drafting and submitting reports from trainings, seminars, advisory visits to schools etc., and (2) payment of invoices to outsourced service providers. The test version of the above mentioned processes will be installed in mid-January. A presentation of the design of the E-Library by Next Sense was held on December 25. Additional details regarding the application were discussed and agreed during the presentation.

In January, Ms. Biljana Tanovska, local legal expert in copy and intellectual rights, met with BDE top management representatives to discuss in detail BDE expectations of the process of reviewing BDE books of rules and internal acts that regulate the area of copy and intellectual rights. Ms. Tanovska submitted her first comments to the BDE acts. The two parties aligned their views on the documents, which were consequently amended. WL met with Innovation to discuss possible approaches to alleviate the usage of the Document Management System at BDE. They proposed that instead of the two complex processes that are under development, two simpler and more user-friendly processes were installed, such as leave and equipment requests. Next Sense installed the full version of the E-Library application and four of the BDE staff at the Publishing Sector were trained to feed and administer the library.

In February, Ms. Tanovska developed a concept for amending the BDE books of rules and internal acts that regulate the area of copy and intellectual rights. BDE top management accepted this concept and Ms. Tanovska proceeded with amending the existing BDE books of rules in close cooperation with BDE representatives. BDE intensified the usage of the Document Management System. The BDE IT System Administrator is working closely with Innovation on the administration and with the BDE staff on testing the application. Ms. Tanovska amended the BDE books of rules, which were shared with the BDE Director. The BDE Director established a committee to work with Ms. Tanovska on the final adaptations to BDE context and their approval by the BDE Director.

Innovation developed five additional modules to be installed in the BDE Document Management System in March. Innovation and WL developed an action plan for implementation of the entire system which will be presented on a separate meeting with the BDE Director. BDE IT System Administrator completed a Microsoft networking course.

- HICD Activities for the Public Procurement Bureau (PPB)

USAID approved the Intervention Package for the PPB in November. MOU#2 has been signed by the Public Procurement Bureau, USAID and World Learning in December.

The first phase of the establishment of the Institute for Professionalization and Certification of the Public Procurement Units at Contracting Authorities and Economic Operators started with the development of curricula for a ToT. WL, BEA, PPB and the Faculty of Law developed the criteria for selection of potential candidates for the ToT program during January.

The Public Announcement for individuals interested in attending and qualified for the ToT for the Certification Program of Public Procurement Units at Contracting Authorities and Economic Operators was published in the daily newspapers on February 21.

Training on the E-Procurement System for nine PPB employees was conducted in Bitola, February 19-21. During the training the participants learned about the technical and functional aspect of the application, and gained experience and skills to conduct training for the Contracting Authorities and Economic Operators.

The Selection Commission, which consists of members from PPB, BEA, and WL, selected the potential candidates for the ToT for the Certification Program of Public Procurement Units at Contracting Authorities and Economic Operators. The final list of participants will be announced once the entrance exams are conducted. The official opening of the Public Procurement Institute is scheduled for April 9.

Training on the E-Procurement System for seven employees of PPB was conducted, March 26- 28. A part of the training served to discuss the integration of the two electronic systems, i.e., Electronic System of Public Procurement and Web Information System, which PPB is planning to finalise by September 2009. In addition, PPB, E-Gov and WL started working on drafting the Action Plan on E-Procurement 2009-2010.

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

The Manager of Member Services started working on December 3. Following an orientation from the Executive Director, he began working with the Services Improvement Task Force on development of new services portfolio. As part of the intervention package, MASIT has managed to obtain additional office space at the Chamber of Commerce premises in order to accommodate the additional two new employees.

A number of MASIT members, as well as Sonja Jovanovska, World Learning Program Manager in charge of HICD on MASIT, attended a ten-day visit to the Silicon Valley and Chicago in November, organized by the Government of Macedonia. The event included visits to leading ICT corporations and two business forums, as well as B2B meetings.

Mr. Jim Pealow worked with the executive office of MASIT on finalizing job descriptions, activity plans and development of the marketing plan for the new services in January. Mr. Pealow coached the Manager of Members Services on identifying and developing feasibility studies and marketing plans for the new services. Meetings with task forces for decision-making and service improvement occurred.

On February 13 Ms. Jasmina Trajkovski conducted a one-day training session on project planning and budgeting for the MASIT executive office.

February 19-22, a workshop on strategic planning and new services took place in Mavrovo. The outcome of the workshop was the finalization of the strategic plan and committee Action Plans. The executive office staff members are still working on finalizing their individual Activity Plans so that Mr. Pealow may develop key performance indicators.

The Second General Assembly of MASIT took place on March 31. WL and the executive office worked on preparation of the necessary project documentation that was distributed to the members. Mr. Pealow made a presentation of the MOU#2 project activities and reported on the progress made so far. In addition, he emphasised the activities that would be implemented under MOU#3 that will be signed between USAID and MASIT.

After the Assembly, the urgency of the Advocacy and Lobbying intervention was brought to WL's attention by MASIT. This activity was originally stipulated in MOU#3, and the need of moving it to MOU#2 was emphasized. Also, the necessity to initiate all necessary activities immediately was pointed out by MASIT. The time frame for this activity is April–end of May. Thus, the MASIT HICD team used the opportunity of Mr. Pealow's visit to determine the next steps which will be taken regarding this intervention in the next two months.

- HICD Activities for the Ministry of Economy (MoE)
MOU#1 was signed between MoE and USAID/HIDP. An RFP was sent to 28 potential bidders for Performance Improvement Experts. The deadline for submitting proposals is April 20.

F. Academic Programs

- Mr. Nikola Gjeorgjiev, One Year Oxford MBA Program, Said Business School
Mr. Gjeorgjiev completed his MBA studies at the Said Business School, which ranks among the top MBA Schools worldwide, in October 2008. The courses were taught by the greatest scholars/academics in their areas, but also by visiting lecturers from the top business circles, such as Alan Giles, CEO at FatFace, former CEO of HMV group (Retailing), Stephen

Duckett, Managing Director at Hellman & Friedman (Entrepreneurial Finance) and Rod Schwartz, CEO at Catalyst (Social Entrepreneurship Finance).

The school is very successful in organizing top business individuals and world leaders to come to the school and present their insights, lead workshops and network. From a number of large events that took place, the most significant for Mr. Gjeorgjiev were “School Forum on Social Entrepreneurship”, (with distinguished guest speakers like former US President Jimmy Carter, former US Vice-President Al Gore and eBay founder Jeff Skoll), and “Silicon Valley Comes to Oxford”, a full day workshop with some of the top Silicon Valley entrepreneurs (Reid Hoffman – LinkedIn founder, Chris Sacca – Head of Special Initiatives at Google and Kim Polese - SpikeSource CEO). Among the individual guests present at the extracurricular events worth mentioning were: Neville Isdell (CEO & Chairman of the Coca-Cola Corporation), Phillip Yea (CEO, 3i) and Sir Lindsey Owen-Jones (Chairman, L’Oreal). The possibilities of making informal discussions and acquaintances with these people were priceless to Mr. Gjeorgjiev.

- Ms. Aneta Velevska, IESE Business School, University of Navarra
Ms. Velevska completed the 16-month MBA program in October 2008. IESE's Global Executive MBA program is designed to provide the tools for experienced managers and executives who aspire to grow both professionally and personally. This global program mirrors the realities of doing business today.

The program is designed to suit the needs of busy professionals. Classes are held on three continents and the 43 participants came from 26 countries. The program involved fourteen residential weeks at the IESE Business School, structured in a series of seven modules (2 weeks each). Each of the seven modules consisted of the following: two weeks of home-based pre-module study; two-week residential sessions held in Barcelona, Madrid, Shanghai and Silicon Valley, and four to six weeks of distributed learning via IESE’s unique online Global Campus platform.

The program helped Ms. Velevska to acquire the additional skills needed to succeed in today's increasingly globalized and competitive business environment.

- Mr. Darko Arsov, International full-time MBA program, Rotterdam School of Management, Erasmus University
Mr. Arsov completed the MBA program in January 2009. A full-time MBA course of study that took place in Rotterdam over a 15-month period, the program began by providing solid general management understanding through different learning methodologies including traditional instructor based learning and real life management scenarios. Upon broadening his general management skills, Mr. Arsov has been able to select different electives enabling him to broaden his knowledge in a specific business arena. Apart from developing specific

business, management, and operational skills, the program concentrated on development of the leadership capabilities amongst its participants - suited towards today's global economy.

As part of the International MBA program, Rotterdam School of Management, Erasmus University offered a Personal Leadership Development Program that Mr. Arsov attended during the entire 15 months of his study. As part of his living management project Mr. Arsov worked on an operational issue for EcoStream, a company that is a manufacturer and provider of solar panel stations. The issue that he analyzed and provided a recommendation for was whether it was economically viable for the company to provide maintenance plans to its customers outside of the warranty scope. During the week long projects, he has had three in-company visits and multiple interviews with EcoStream's management team.

A key goal of the program was to achieve a behavioral transformation in participants. Students emerge from the program with the personal skills to connect, inspire, motivate and leverage powerful networks across diversity – a defining quality of successful business leadership.

- Ms. Elena Cvetkova, International full time MBA Program, Instituto de Empresa
Ms. Cvetkova completed the MBA program in December 2008. The main idea of the International MBA was to prepare promising individuals for leading or managing positions. The International MBA at IE Business School in Madrid offered Ms. Cvetkova Spanish classes for free, well-tailored programs, colleagues and friends from all over the world and a possibility to learn through practice. The program had international character, covering over 900 hours of class work during which over 500 practical case studies had been examined, including multimedia practical cases, simulators and interactive games.

The program was divided in five periods, the last three-month period of which was dedicated to the preparation of the masters' thesis in Madrid or abroad at other high ranked universities in different parts of the world.

Some of the courses were taught by the greatest scholars/academics in their areas: Gonzalo Garland - Country Economic Analyses; David Bach- Country Economic Analyses; Gayle Allard - Country Economic Analyses; William Carney Levi – Business to Business Marketing; Julian Maria Montano Alcon – Keys of Contemporary Culture and Joshua Jampol – Swim with the Press. During the classes theory was discussed from the book, combined with current events in the newspapers. The students were always encouraged to think out of the box and be creative in the solutions they would propose. Participation was not due to achieving better grades, but something that happened very spontaneously as a natural outcome. Through simulations of real press conferences (Swim with the press), the students practiced behavior in front of hostile journalists; and through analyses of movies (keys of contemporary culture) they would understand the difference in cultures and analyze various customs.

- On February 18, a presentation on the USAID supported MBA programs was organized at USAID. The aim of the presentation was for the MBA awardees to share with Michael Fritz, USAID Mission Director, and other USAID staff their experience regarding the MBA programs they have completed, the applicability of the knowledge gained in their working environment, their career plans as MBA graduates and their satisfaction with WL/USAID support.

The MBA graduates unanimously agreed that this was a unique opportunity to complete studies in the most prestigious universities in Europe. During the presentation they also expressed their gratitude by saying myriad thanks to World Learning and USAID for this lifetime experience/opportunity. Even though each participant studied at a different university, their positive comments echoed similar expressions of appreciation.

G. Cost Saving Measures

- \$155 was saved by negotiating the costs of video and audio recording for the MoJ Closing Event.
- \$410 was saved on accommodation for the MASIT Strategic Planning Session.
- \$763 was saved by translating documents in-house for the HICD for the State Education Inspectorate.
- \$1,050 was saved by providing interpretation services in-house during the Capacity Building Program.

Total Savings.....\$2,378

III. APPENDIX

A. Intervention Status Report – October 2008-March 2009

B. Success Stories for October 2008-March 2009

APPENDIX A: INTERVENTION STATUS - NEW STARTS - OCTOBER 2008-MARCH 2009

	UST	TCT	ICT	TA	Small Grants	EMT	Academic	Partnerships	HICD Activities	TOTALS
Number of Interventions										
Macedonia - period	0	2	2	1	0	0	0	0	2	7
cumulative	4	27	22	7	4	0	4	0	10	78
Number of Participants (if applicable)										
Macedonia - period	0	28	0	n/a			0		n/a	28
cumulative	15	214	4179	n/a			4		n/a	4412

Appendix B
FORECAST/Macedonia Semi-Annual Report
October 2008-March 2009
World Learning Success Stories

Zrnovci – New Tourist Destination in Macedonia

Challenge: Zrnovci is a small rural municipality nestled in the Mountain of Plackovica beauties, but under threat of the trend of young people leaving villages to find a better place to live. This demographic change that is leaving aging people behind in villages is apparent, and the area risks another consequence – a neglected environment.

A group of young enthusiasts and advocates for a healthier environment funded an environmental association, “Javor”, and initiated activities to protect nature and contribute to maintaining the area as an attraction for rural tourism, thus generating additional income for the local population. Understanding the philanthropic intention of “Javor”, the Mayor of Zrnovci entrusted them with the coordination of municipality activities related to environmental protection in order to reinforce the impact of the entire community.

Initiative: Mr. Blagoj Danev, President of “Javor”, was supported through World Learning to attend a Fund-Raising/Self-Financing of Civil Society Organizations Training in Albany and New York City. During this training he strengthened his fundraising skills and came up with ideas for self-financing and sustainability of the association, as well as economic development of the community as a whole. “Javor” started educating citizens about the latest healthy food production technologies, models for sustainable and organic agriculture, trade and ways of associating the agricultural producers, possibilities for employment, conquering new markets, connecting with modern farmers from the country and abroad, credit lines and grants. Moreover, Mr. Danev planned the development of Zrnovci potential for eco-tourism, as a good opportunity for generating additional income for the community. To that effect, “Javor” planned tourist guided tours, activities for improving the authentic accommodation in the village, enriching the local restaurants menus with traditional meals, etc.

Results: To announce the tourist service of Zrnovci, the Municipality and “Javor” organized an opening event for their supporters and for domestic and foreign tour operators’ representatives. The visitors were offered village folklore performances, visits to the monasteries in the region, the spring of the river Zrnovka, the mills and the power station on the river. The guests visited a number of houses with unique architecture. The houses had been restored, conserved and prepared for accommodation of tourists. The interior of some of the houses had also been decorated with traditional furniture, folk-clothes and antiquities. In addition, the restaurants offered menus with delicious local specialties. The entire program was led by trained tour guides, skilled to guide both domestic and foreign tourists. To promote the different tourist

programs Zrnovci offers in the region, “Javor” published a brochure as an initial marketing tool for their first tourism project.

Pullout Quote: “My friends will love this place...[and] we will definitely come back. The inhabitants should be proud with the village and its natural and cultural heritage”, said a guest at the latest tourist attraction in Macedonia.

MBA Initiative Invests in Macedonia’s Agents of Change

Challenge: The new generation of Macedonian managers emerges from a group of well experienced specialists in their industries and the domestic market, but lacking entrepreneurial knowledge and solid foundation in international business management. They need specific management skills intact with the requirements of the international business environment, which will make Macedonian industries highly competitive in international markets. Macedonia is in need of managers and entrepreneurs capable of leading and developing their businesses in a competitive and dynamic global environment.

Initiative: USAID, through its Human and Institutional Development Program, supported an academic initiative to sponsor further education for Macedonian professionals identified as agents of change. This initiative provided five young up-and-coming Macedonian mid-level private sector managers with the opportunity to attend Masters of Business Administration (MBA) programs at several top-ranked European universities. These programs were expected to provide the managers with a better understanding of international business and accelerate the soft skills in strategic communication and negotiation, leadership, coaching, teambuilding and career management.

Results: Sponsored under this program, Aneta Velevska, Manager of the Cash Management Department at Komercijalna Banka in Skopje, completed a 16-month Global Executive MBA program (GEMBA) at the IESE Business School at the University of Navarra in Spain. She found the curriculum very challenging, rigorous and highly demanding. Ms. Velevska completed coursework in Madrid, Shanghai and the Silicon Valley alongside participants from 25 countries. The exposure to a broad range of international practices and the opportunity to build a valuable, global professional network serves her present professional career well. Since graduation, Ms. Velevska has returned to her position at Komercijalna Banka to apply what she has learned, primarily in corporate governance and strategy development. In addition, she is now in a position to realize her goal to share the knowledge she gained through the MBA program with her colleagues – future business leaders.

Pullout Quote: “GEMBA was more than acquiring skills and knowledge; it was about becoming a more effective, inspiring and responsible leader. It was a life changing experience,” Velevska reported.