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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**

- December 8, staff met with Sandra McCormick from World Affairs Council in La Crosse, Wisconsin
- December 9, staff met with Elizabeth Balint from WSOS Community Action Commission
- January 20, 2010 Eric Corens met with International Council of Central Florida
- February 10, staff attended the National Center for International Visitors conference in Washington, DC

### **B. Solution Provider Outreach**

- The Resource Center coordinated visits to the FORECAST office from fourteen 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: University of Arkansas; University of Tennessee-Knoxville; University of Utah; Illinois State University-Management Development International; Cleveland State University; World Service of LaCrosse; WSOS Community Action Commission; Augustana College; Duke University Center for International Development; University of Arizona; San Francisco State University; Montana State University; California State University, Dominguez Hills; University of Michigan, Dearborn.

## **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:

- Launch of the Public Awareness Campaign of the State Commission for Prevention of Corruption  
As part of a USAID initiative to improve government transparency and promote the rule of law in Macedonia, World Learning partnered with the Macedonian State Commission for Prevention of Corruption (SCPC) to develop and promote an anti-corruption public awareness campaign. With assistance from a USAID public relations expert, the SCPC launched the campaign with an official press conference before distributing anti-corruption advertisements and informational brochures to major stakeholders such as universities, courts, and media outlets. Key themes of the campaign included the harmful effects of corruption and the role of citizen involvement in its prevention.
- First Group of 43 Public Procurement Trainers Certified by Training Center for Public Procurement  
As part of a USAID initiative to improve government transparency and promote the rule of law in Macedonia, World Learning helped to establish the Training Center for Public Procurement, which will lay the foundation for the next generation of public procurement specialists in the country. The center recently certified the first group of 43 Macedonian public procurement trainers, who are expected to share what they have learned with public procurement officials around Macedonia. The center will continue to offer a certificate in public procurement training with the goal of fostering a transparent and efficient climate for the acquisition of goods and services in the country.

### **B. Staffing**

Sonja Jovanovska, Program Manager, ended her contract with World Learning on March 14.

### **C. Media Coverage**

- Klaus Wittkuhn, Performance Expert from pdi-international, was interviewed in the October 2009 edition of *HRGlobal* regarding his experience in consultancy work, the Macedonian Human Resources Association (MHRA) and impressions of the first international MHRA conference that was held September 11-12, 2009.

- The October 13, 2009 edition of the MHRA e-newsletter (Issue 1), which is published with the support of USAID's Business Environment Activity (BEA), featured different aspects of the first international MHRA conference held in September in Ohrid, Macedonia. MHRA, the Macedonia Human Resources Association, is supported as an HICD activity.
- Anne-Marie Clark, international VET expert, Cvetko Smilevski, local VET expert and Vera Kondik Mitkovska, WL Senior Program Manager, were guests at the MTV 1 morning program on November 26 where they presented the major outcomes of the performance assessment on the Vocational Education and Training Center (VET Center) and future plans as part of the HICD program. In addition, this event served as a good opportunity to raise awareness about the importance of the VET Center and VET in general for the economic development of Macedonia.
- Public Procurement Bureau (PPB) Director Mare Bogeva Micovska and Tanja Georgievska, WL Senior Program Manager, were guests at the MRTV 1 morning program on December 10 where they presented the major interventions of the HICD on the PPB and future plans. In addition, this event informed viewers about the first group of certified trainers in public procurement and the importance of the professionalization of the public procurement function for the procurement system in Macedonia.
- The Graduation Ceremony for the first group of certified trainers in Public Procurement was one of the themes covered by the national TV station Kanal 5 during the evening news on December 14. PPB Director Mare Bogeva Micovska gave a statement emphasizing the importance of good implementation of the Public Procurement Law that contributes to reduction of the risk for corruption in Public Procurement. In addition to this, USAID Mission Director Michael Fritz explained USAID support to the public procurement system in Macedonia through its implementing partners by stressing the enhancement of the Public Procurement Bureau's capacities for proper implementation of the law and overall delivery of the Bureau's mandate.
- Returned participant Kristijan Danailovski, founder of the FX3X studio, has been cooperating with 5 production houses from the US for five years on Hollywood movies. He states in an article in the January 21 edition of *Kapital* that "USAID played a significant part in the raising of our competitiveness on the level of the best companies in this industry. The support we have received from USAID has really helped us in the enhancement of our ability to compete on world level. In addition, with their help we managed to continuously upgrade our reputation acquired for the talent pool of Macedonia and the region."
- According to an article in *Utrinski vesnik*, February 11 edition, the state will save between 20 and 40 million Euro by applying the new integrated electronic system for public procurement. This project, developed in close cooperation among the Public Procurement

Bureau (PPB), the Ministry of Finance and USAID, is an important tool and instrument that will help the government in the fight against corruption and bureaucracy. This will further encourage the small and medium enterprises to equally take part in the public procurement processes thus building a better market economy. According to US Ambassador Philip Reeker, the system is one of the most sophisticated electronic systems for public procurement in the world. HIDP supported the integration of the electronic public procurement system as part of the intervention package for the Public Procurement Bureau.

#### **D. In-Country Training**

- The School Boards Program, April 2009-May 2010, is taking place nationwide across Macedonia with the training of 4,776 participants by the Macedonian Civic Education Center (MCEC). During October, within the first cycle of one-day trainings for the School Boards, trainings were delivered to 24 groups (out of 68 in total) in 11 regional centers hosted by schools in 8 cities and 3 villages. 780 participants from 195 schools (4 per school) were invited to trainings in October and it is estimated that 70% of them participated in the training. Apart from the trainings, the mentors have visited each school and have conducted mentoring sessions with all members of the school boards. Participation in the mentoring sessions, as reported by the mentors, has been considerably higher than at the trainings, estimated at 85%.

During November, the mentors visited schools and conducting mentoring sessions with all members of the school boards, and the 2<sup>nd</sup> cycle of the Training of Trainers was conducted November 13-15 in Bitola. At this training, all 37 master and junior trainers were present and the following topics were addressed: School Finances and Communications as way of building partnerships.

In January cycle 2 of the training for School Board (SB) members was concluded. Training was delivered to 32 groups for SB members from 253 schools. The training was delivered in Macedonian for 20 groups and in Albanian for 12 groups, and the participation rate was as high as 70%. Mentoring activities for cycle 2 was organized in all regional centers.

During the second cycle of school board training and mentoring activities conducted in February, out of 1760 invited participants from 440 schools, 1013 participants took part in the trainings. The lower attendance in comparison to cycle 1 was due to the large number of holidays and the winter school-break. School board trainings and mentoring activities on Quality Assurance and Legislation were ongoing in March. These activities are expected to be completed by mid May.

- Technical Assistance for the Energy Sector, Ministry of Economy, took place February 2009-February 2010 in Skopje, by consultant Professor Rubin Taleski.

During October the focus was on preparation of the Reasoned Reply to the Energy Community Reasoned Opinion. A work group led by Deputy Prime Minister Pesevski and Minister of Economy Besimi formulated the final draft of the RR, and it was approved by the Government of Republic of Macedonia and sent to Energy Community Secretariat in the beginning of October. In cooperation with IRG Consultant Doug Bowman, a concept paper as basis for development of the Final Draft of the Market Rules was developed that was later submitted to MEPSO for comment.

During November, activities were related to the preparation of the amendments of the Energy law. The draft amendments of the Energy law were completed in late November and were sent to the Energy Community Secretariat (EnCS) for commenting. Besides the amendments, Prof. Taleski also worked on preparation of the Annual Energy Balance.

During December, Energy Community Secretariat (EnCS) Country Mission was in Skopje. During their stay, the amendments of the Energy Law were discussed, and the draft of the Energy Law was finalized and sent to stakeholders for their comments. Together with the Ministry of Economy team, Prof. Taleski prepared the final version of the energy balance and submitted it to the cabinet for adoption. The energy balance was adopted on December 29.

During January the Draft version of the Law on Energy was submitted to the stakeholders for comments. Ministry of Economy received comments from more than 12 energy sector companies, ministries or other government institutions, as well as (unofficial) comments from the EnC Secretariat in Vienna. Prof. Taleski and his team will review the comments received and will work on the third draft of the Law on Energy.

- ToolKid Software Installation and Training for I to IV Grade Primary School Teachers was held January-December for 3,000 teachers and 40 BDE advisors across Macedonia with training provided by the Macedonian Civic Education Center (MCEC).

The first phase of the ToolKid training for the Bureau for Development of Education representatives was held October 19-22. Testing of the Linux software solution was conducted and approval by the Ministry of Education and Science (MOES) and Ministry of Information Society. The transfer of ownership rights of the ToolKid software to the MOES was completed early in November.

After the training of the BDE advisors, the first phase of regional trainings of the teachers was conducted November 5-8 & 12-15. Following the completion of the regional trainings, the dissemination to all teachers in the schools began.

The second phase of the Toolkid trainings were held with the training of master trainers' sessions for 25 advisors from the Bureau for Development of Education (BDE), February 16-

19 in Skopje. Following the completion, the newly trained BDE advisors started the preparations for the trainings for school trainers that are scheduled for March.

The 25 ToolKid Master Trainers conducted two four-day trainings for school ToolKid trainers during which a total of 692 teachers were trained. Following the trainings, a coordinative meeting with the Ministry of Education, the Bureau for Development of Education (BDE), WL and MCEC was held to discuss possible solutions to open issues regarding the provision of technical basis for dissemination of the trainings in the schools. As a result, WL in coordination with MCEC and BDE provided a copy of the ToolKid installation version for 215 schools that did not receive the installation from the Ministry of Information Society.

## **E. HICD Activities**

- **Association of Units of Local Self-Government (ZELS)**

The intervention package was finalized and agreed upon with the management team of the Executive Office, and it was subsequently presented to ZELS Managing Board. This was followed with an official signing of the second Memorandum of Understanding among ZELS, HIDP and USAID. Following the signing of the second MOU, HICD team initiated the arrangements for the first intervention, which is related to updating ZELS current strategic plan and revising the strategic planning process of ZELS.

In order to implement the first intervention under the MOU#2, Improving the Strategic Planning at ZELS, a work group for strategic planning comprised of 5 mayors and 3 representatives of ZELS Executive Office was established and a local consultant to facilitate the process was engaged. A questionnaire to identify the strengths, weaknesses, opportunities and threats of ZELS in the next five years was drafted and sent to all mayors, all presidents of municipal councils and representatives of municipal administrative staff.

WL collected answers to be analyzed and used by the work group, which met during a two-day workshop in February to set the strategic goals and priorities of ZELS for 2011-2015. At the end of the workshop, three operational teams were established, each of them comprised of a Mayor, representative of ZELS Executive Office and representatives of municipal staff who will be developing action plans for each of the strategic directions.

As a next step, the strategic plan will be translated into a Balanced Scorecard which will be used as a performance management tool through which ZELS will be able to monitor the implementation of its strategic plan.

- **State Education Inspectorate (SEI)**

During October the group of inspectors who were previously trained by Ms. Isobel McGregor, Senior HMIE Inspector, to become trainers for integrated evaluations (IE), worked on finalizing the training modules and materials. Increasing the quality of the integral evaluation reports is one of the key objectives of the HICD project with SEI. Therefore, on November 23 eight reports from integral evaluations (IE) conducted in October were reviewed and feedback on common mistakes and recommendations for improvement were given to the IE team leaders by the SEI Director, SEI Head of Inspection Sector and WL team.

At the beginning of December, HICD team held a meeting with SEI staff members who during the November integral evaluations played the role of team leaders. The purpose of the meeting was to review the integral evaluation reports and to give recommendations to SEI for improvement of the quality of reports. December 15-31, WL staff supported SEI in developing the SEI Annual Program for 2010, including a detailed budget for all planned activities. The SEI Director presented the Annual Program to the Government and received very positive feedback.

On December 24, WL had a meeting with SEI trainers to revise the training plan to meet the needs of the 17 newly employed inspectors. On January 16, HICD team had a meeting with SEI trainers, during which the training materials and schedule for the forthcoming trainings were updated. The integral evaluation trainings for the newly hired inspectors originally scheduled for the end of January were postponed to the end of February due to the extension of the hiring process for the new inspectors.

On January 25, HICD team attended the regular monthly meeting with SEI staff members who played the role of team leaders during the integral evaluations in the previous month. The purpose of the meeting was to review the integral evaluation reports and to give recommendations to SEI for improvement of the quality of reports.

February 15, employment contracts were awarded to 15 new state education inspectors. On this occasion, the HICD staff presented the program, achievements to date and planned activities to the new inspectors. In addition, copy of the Integrated Evaluation Manual and School Performance Quality Indicators were given to the inspectors to prepare them for the inception training in integrated evaluation. This training was delivered February 26-March 1 by their experienced colleagues who were trained as trainers and who developed all training materials as part of the HICD program.

March 15, the HICD team attended the SEI regular monthly meeting to review the integral evaluation reports and to give recommendations to SEI for improvement of the quality of reports. As a result of the latest changes in the Law on Smoking and in order to ensure greater sustainability of School Management Boards, two of the School Performance Quality Indicators were amended accordingly. Preparations for the publishing of indicators are ongoing.

The HICD team, in close cooperation with SEI and the Ministry of Education and Science, is working on the preparations for a public event to take place in May. The purpose of this event is to promote the School Performance Indicators and to officially close the four-year successful cooperation with SEI.

- **State Commission for Prevention of Corruption (SCPC)**

WL conducted the Exit Evaluation at the Secretariat and the State Commission for Prevention of Corruption November 2-6. During the evaluation the two experts hired for this activity and the WL team conducted individual interviews with SCPC/Secretariat members and peripheral stakeholders to assess progress made since the performance assessment conducted in 2007. As a result of this activity, a detailed report was developed which evaluates progress and entails recommendations for future performance improvement of the SCPC/Secretariat.

WL and the two experts who conducted the Exit Evaluation of the Secretariat and the SCPC presented the Exit Evaluation Report on December 2. WL finalized the Exit Evaluation Report for the HICD on the Secretariat and the SCPC.

- **Bureau for Development of Education (BDE)**

On October 13 a workshop was conducted for all BDE sector and unit heads. Subsequently, a series of “practice” performance appraisal interviews were held and participants received feedback. The purpose of these interviews was to provide the workshop participants with an opportunity to further practice and refine their skills in conducting such interviews.

The Concept on the Security of the BDE IT System, accompanied with eight procedures for handling various aspects of BDE IT system, was developed by an IT security expert and a legal expert, contracted by World Learning. Upon BDE acceptance of the Concept, the Document Management System and two other software applications developed as part of our interventions can be officially put into use.

The BDE Management Team accepted the Concept on the Security of the BDE IT System, accompanied with eight procedures for handling various aspects of BDE IT system. WL and BDE closely coordinate the official launching of the Document Management System and the two other software applications developed as part of our interventions which is planned for mid December.

A three-day strategy planning workshop for all 17 BDE unit and sector heads, as well as the BDE Director and Deputy, was held by pd international December 3-5. Apart from fulfilling BDE’s obligation towards the Government of Macedonia (GoM) to develop a three-year Strategic Plan, the workshop aimed at providing learning experience for key BDE

management in charge of conducting the strategic planning process and elaborating BDE's plans for subsequent years. In order to ensure complete alignment with the strategic planning model that the GoM is recommending, a representative of the GoM General Secretariat, responsible for state bodies strategic planning, joined the pdi team and helped the participants understand better the whole strategic planning process, the requirements to be met, and how strategic planning is connected to the state budgeting process.

On December 23, the WL team met with the BDE Director to define in detail the 2010 intervention package actions. The final version of the Document Management System has been developed and installed at BDE.

The full version of the BDE Document Management System was launched on February 22. The usage is monitored by the BDE system administrator and "Innovation", the company that developed the software.

The BDE Professional Development Plan was finalized with the BDE heads of sectors and the BDE Director reviewed and prioritized the interventions.

During March, BDE staff used the BDE Document Management System and initiated several modifications in order to better tailor it to BDE needs and processes. Innovation, the software development company, constantly monitored the usage and designed and installed two new versions based on the requested modifications.

During March, BDE conducted the annual staff appraisal process, using the tools of the Personnel Development System, designed and introduced as part of the HICD project.

The WL team and the BDE heads of sectors defined the goals of the three identified staff development interventions (Training/Coaching in Presentation, Facilitation and Communication Skills, Training/Coaching in Research Methodology, and Study Visit to an EU Counterpart Organization). WL initialized the procurement of appropriate providers to support BDE in implementing its Professional Development Plan.

- **Public Procurement Bureau (PPB)**

WL together with PPB and USAID representatives and the IT expert finalized the procurement process for an IT company to implement the new IT infrastructure at the Public Procurement Bureau. The installation of the new IT infrastructure was completed by January 2010.

The development of the Document Management System (DMS) is in progress. The IT expert is developing a test version of the DMS that will be installed at PPB for a trial period.

The Graduation Ceremony for the first group of certified trainers in Public Procurement was held on December 11. This group of certified trainers will start the training program in public procurement for contracting authorities and economic operators in 2010.

WL, in cooperation with foreign consultants in public procurement, supported PPB in the development of a competences and skills workshop for professional qualifications for the persons performing professional activities in the field of public procurement. The aim of this intervention was to support the professionalization of the public procurement function and contribute to creating more efficient public procurement system in the country. In addition to this intervention, WL and the foreign consultants in public procurement conducted a workshop on Strategic Planning for the PPB representatives January 27-29. The workshop resulted in a draft Strategic Plan for the Public Procurement Bureau for 2010-2012.

WL conducted a non-competitive procurement process for the media relation training for PPB representatives, to be held in March. Parallel to this activity, preparations were made for an upcoming study tour to Poland, the aim of which is to prepare the PPB representatives for the negotiation process of EU accession regarding public procurement.

WL and Image PR conducted a three-day media relations training for PPB representatives. The aim of the training was to introduce the general principles of PR and communication management. The participants were also exposed to practical application of different media tools used when communicating with the media and the public.

WL selected an IT company that will develop a software solution for the Help Desk at the PPB. The software will help PPB keep record of all requests for advice from its target audience and make the process of providing feedback by PPB staff more efficient.

- **Chamber of Commerce for Information and Communication Technology of Macedonia (MASIT)**

The Advocacy and Lobbying Task Force continued working on the finalization of the two position papers on public procurement and broadband that was started during the workshop on advocacy and lobbying and strategic alliances and partnership that took place in Ohrid September 25-27. The two position papers were presented during the 7th SEEITA and 6th MASIT Open Days conference, held in Ohrid November 18-20.

World Learning issued an RFP for hiring a consultant who will develop a background study for the public procurement in Macedonia and selected the expert. On February 19, Vanco Uzunov, the local expert selected to develop the MASIT background study supporting the Position Paper on Public Procurement in ICT, presented the skeleton of the position paper to representatives of MASIT's Managing Board, the Working Group for Governance and Lobbying, and the Executive Office. Following a discussion on the subject, MASIT

representatives approved the suggested approach and Uzunov proceeded with the projected activities.

A coordination meeting between MASIT and WL was held to discuss the progress in the development of the MASIT background study supporting the Position Paper on Public Procurement in ICT. The team, led by Vanco Uzunov, set more precise project steps, dynamics and expected mid-term deliverables and project outcomes. As an immediate result, Uzunov drafted the first index of indicators to be analyzed in the study, which will be discussed and finalized by the MASIT Institutional Development Task Force. Furthermore, Uzunov presented the project up-to-date results at the MASIT Annual Assembly held on March 31.

WL actively participated in the process of selecting an Executive Director of MASIT. The WL team prepared an overview of all received applications and suggested a shortlist of five candidates, who were interviewed by the MASIT Selection Committee. The top two candidates will be discussed over by the MASIT Institutional Development Task Force upon which the final selection will be made. In addition to playing an active part in the selection process, WL is organizing coaching sessions for the most successful candidate(s), provided the entire process fits in the planned timeframe of the project.

- **Ministry of Economy**

WL selected a local company that will implement the PR intervention at the Ministry of Economy via a competitive procurement process. Several preparatory meetings were held with the PR company and the Ministry Cabinet staff. The local service provider conducted the first phase of the Communications and PR Intervention to assess the capacity of the Ministry communication team and submitted an interim report to WL. Once the report was shared with the Minister of Economy, the local service provider proceeded with the second phase of intensive three week training on communication management and public relations for the Ministry Cabinet personnel.

Following the completion of the second phase, the local service provider developed a final report which was presented to the Minister of Economy on December 28. During the meeting, further steps for phase three were agreed.

Image PR, together with WL, conducted a workshop for the MoE communication team during which clear roles and responsibilities of each team member were determined and elaborated. Each team member received a Manual on media relations developed by Image PR. After the workshop, Image PR continued with coaching the communication team and supporting them fully in regard to both external and internal communications. The coaching phase of the project will last one month.

The communications team prepared a two week communication plan for the Ministry and worked on the preparations for the annual communication plan. In addition, World Learning assisted the Ministry in revising the current ministry organizational structure by providing constructive input related to establishing clear roles and responsibilities of the Ministry Cabinet staff.

Image PR conducted an examination for the MOE communication team members, the purpose of which was to assess the knowledge and skills acquired based on the training and coaching in PR and communications, as well as to assess the level of motivation within the team. Following the completion of the exam, Image PR submitted to WL a Final Report for the PR Intervention. The report outlines the activities that were conducted, performance of the team members and provides constructive recommendations for further improvement of the work of the communication team.

WL started a competitive procurement process for experts who will conduct training and coaching for the Heads of Sectors, Ministry Cabinet staff in the area of organizational management including time management, delegation of duties and prioritization of work tasks.

- **Macedonian Human Resources Association (MHRA)**

The HICD team worked on finalizing the draft version of the Final Report with findings and proposed interventions. The Supervisory Board conducted its first meeting since MHRA establishment in April 2009. The HICD team worked out the details and specifics of the proposed intervention package and worked on cost-estimate of the intervention activities. The intervention package was shared with the Executive Board of MHRA, and agreed upon the final version of the same with the Executive Board of MHRA. In addition, MOU#2 was finalized and the arrangements for the first intervention, training on “How to manage volunteers” are ongoing.

During February, HICD on MHRA completed the establishment of four MHRA committees. February 22-March 26, a series of half-day workshops were conducted for all the committees. The first training was for the Executive and Supervisory boards, whose aim was to learn how to steer and connect the different Committees within MHRA. For this purpose the pdi team developed handbooks for the committees containing specific guidelines on how to run specific committees.

In addition, the pdi team coached the MHRA administrative assistant in defining and setting up the standard operating office processes and procedures and developed a manual for the needs of MHRA Executive office.

As a continuation of MHRA committee workshops on Volunteer Management that took place March 22-24, coaching sessions were conducted for the four MHRA committees and the Executive Board. During these sessions the committee and Executive Board members addressed specific questions and concerns that had emerged while carrying out the assignments previously given to them.

- **Vocational Education and Training Centre (VET Centre)**

Following the presentation of the findings and recommendation report to a wider stakeholder group in September, at the beginning of October individual meetings were held with the Minister of Education and Science and the Chief of Staff and State Advisor from the Ministry of Labor and Social Policy. The goal of the meetings was to inform them about the outcomes of the performance assessment that relate to the general issues in vocational education and training, and to make them aware of the role and importance of the VET Center in the development of vocational education and the need for greater cooperation among these institutions and the VET Center.

October 7 and 8, training on leadership was conducted by Ms. Anne-Marie Clark and Prof. Cvetko Smilevski for 10 VET advisors and the VET Center director. This training was part of the intervention package and was one of a series of trainings aimed towards increasing the leadership potential of the VET Center staff that will run from October 2009 until May 2010.

The second Memorandum of Understanding for the implementation of the intervention package was signed by VET Center director, VET Governing Board and USAID/WL. On November 18 and 19, an inception seminar was conducted with all VET staff. The goal of the seminar was to present the final intervention package and agree on the VET staff working groups responsible for implementation of the different intervention packages.

The week of November 23 the Organizational Structure group developed the first draft of the organizational structure, whereas the Strategic and Social Partnership group identified the stakeholders and developed a detailed plan for conducting a stakeholder analysis in January 2010. The VET Awareness Raising activities started with designing and printing a calendar for 2010 where each month depicts one of the VET Center's responsibilities. The calendar is to be distributed to all secondary vocational schools, various businesses and organizations that provide practice for their students, social partners, donors and other domestic and foreign institutions.

On December 21, a meeting was held between representatives of the VET Center, Adult Education Center (AEC) and WL team. During the meeting, overlap in responsibilities and possible areas of cooperation between the VET Center and AEC were discussed, and it was agreed to outline them in a Memorandum of Understanding which is to be signed following the appointment of the new VET Center Director in January 2010.

On January 11, as part of the strategic partnership component of the intervention package, a joint event was held with representatives from the VET Center, Adult Education Center and Union of Chamber of Commerce. The goal of the event was to identify the areas of vocational education and training which need support from social partners. In addition, interviews were prepared and organized with stakeholders so that a stakeholder analysis is conducted in February. One-day leadership training covering topics on developing effective teams was conducted for all VET Center staff on January 13.

Organizational structure working group met on February 22, during which criteria for promotion in job positions for advisors and support staff were defined. In addition, conditions for selection of heads of units and sectors were agreed. The draft organizational chart was presented to the VET Center Governing Board during their regular monthly meeting. One-day leadership training covering topics on organizational culture and climate was conducted for all VET Center staff on February 23.

The working group responsible for development of 5-year strategy for the development of the VET Center met on February 24. As outcome of this meeting a detailed description of the content of the strategy document was developed, and future activities were agreed. In addition, a detailed plan for a promotional event in June for the 5-year strategy and partnership workings was developed.

As part of the policy and planning component of the program a meeting was held with Sali Salih, State Advisor from the General Secretariat of the Government of Republic of Macedonia, to discuss the legal requirements for developing a 3-year strategic plan for the activities of the VET Center.

On March 24, a meeting was held with representatives from the European Training Foundation, MOES IPA Coordination Unit, Desk Officer from Brussels responsible for IPA funds, British Council and HICD team. The goal of the meeting was to discuss ways of ensuring funding through IPA for additional activities related to development of Occupational Standards, National Qualification Framework and National VET Strategy. On March 24, Anne-Marie Clark presented the importance and the process of development of a national VET strategy to the VET Council members. It was agreed that the President of the VET Council scheduled a meeting with the Vice-Prime Minister for European Affairs in order to solicit support from the Secretariat for European Affairs in development of the VET Strategy.

March 25 and 26, meetings with the strategy development group were held. The priorities for the VET Center Development Strategy were reviewed and finalized, and the leader of the working group presented them to the VET Center Director. On March 29, a meeting was held with the strategic partnership group during which the information needed for development of the Framework for Partnership was systematized. The Quality Assurance

component of the program was launched on March 31. The working group was established and acquainted with the different quality assurance systems in Europe, the scope and timeframe of activities for establishing a Quality Assurance system tailored to the needs of the VET Center.

Preparations for organizing a conference in June are on-going. The goal of the conference is to present the Strategy for the Development of the VET Center, promote the Strategic Partnership and highlight the importance of developing a National VET Strategy.

- **Association of Journalists of Macedonia (AJM)**

The Performance Assessment was conducted October 4-16, and included individual interviews and focus groups with representatives from donor community that cooperated with AJM, AJM leadership, regional centers' representatives and executive office staff. This was complemented with the members' and non-members' survey that was launched on October 22. The members' satisfaction survey that was conducted as part of the Performance Assessment was closed on November 3.

The Final report of the performance assessment conducted on AJM was presented on January 28. Immediately after the presentation of the report a two-hour meeting was conducted with AJM representatives during which the intervention package was discussed and the interventions were prioritized. Based on this, the intervention package was finalized and a specific timetable for implementation of the interventions was developed.

The HICD team started implementing the first intervention of the second MOU signed with AJM. The Statute revision workshop with AJM and Initiative Board representatives which was conducted on February 24 and 25. The workshop was facilitated by Davor Glavas, an expert from Croatia, and Jovan Najdenovski, a local lawyer with expertise in the field of associations provided legal expertise. As a result, the final draft of the revised AJM Statute was produced.

March 16-26, six regional debates for the revised AJM Statute were conducted. During the two-hour debates, journalists from the regions discussed the draft revisions to the AJM Statute. All suggestions made by the participants will be taken into consideration at the final session of the Statute revision working group. This session will be organized in April following the regional debate that will take place in Skopje on April 29.

## **F. Noteworthy Events**

- October 21-23, Maja Petkovska, Senior Program Coordinator, and Ivana Georgievska, Program and Administrative Assistant, took part in the fourth regional conference for

Professional Development of Educational Staff – Motivation for Professional Development, organized by the Institute for Development of Education of the Republic of Serbia in Sremski Karlovci, Serbia. Maja presented the Human and Institutional Capacity Development Program with BDE, with emphasis on the design and recent introduction of the BDE Staff Professional Development System, explaining its complexity and benefits on all levels in the organization.

- October 29-30, ACMS, the leading consulting firm in Albania, together with its partner GENESIS, a leading global consulting firm, organized the first regional Human Resources Conference: “The Human Side of Management” in Tirana, Albania. Program Officer Jeta Papraniku attended the conference, as she is managing the HICD on the Macedonian Human Resources Association (MHRA). Professionals from around the world, together with local senior professionals presented the most recent knowledge in the field including Challenges in Organizational Performance; The adventure of Technology and HR; Recovery and Future Going in Human Resources. The major event of the conference was the announcement and brainstorming session for the establishment of the Albanian HR Association, centralizing all HR managers in Albania, promoting and branding the profession together with the professional practicing in this field.
- November 1-5, Vera Kondik Mitkovska, Senior Program Manager and Ivana Georgievska, Program Assistant responsible for HICD on the Vocational Education and Training Center attended a study program in Sheffield, United Kingdom. The program was designed and organized by Ms. Anne-Marie Clark, the VET expert who works on strengthening the capacities of the VET Center. By visiting a wide range of relevant UK organizations and meeting with professionals that work in the field of VET, this program helped the WL staff to increase their knowledge and understanding of Vocational Education and Training. In addition, this program was a good opportunity for Vera and Ivana to learn about UK best practices in VET that could be adapted and implemented within the VET Center in Macedonia.
- December 11, USAID’s Human and Institutional Development Program and Business Environment Activity, together with the Public Procurement Bureau and the Faculty of Law, held a certification ceremony for the first group of professional trainers in public procurement who completed the program of the Public Procurement Training Center. The Director of the Public Procurement Bureau, Mrs. Mare Bogeva-Micovska, USAID Mission Director, Mr. Michael Fritz, and the Dean of the Faculty of Law, PhD Borce Davitkovski, gave their opening remarks and congratulated the future trainers in public procurement.
- February 10, US Ambassador Philip Reeker praised the work of USAID and the Public Procurement Bureau in working together on different aspects of the public procurement system in Macedonia. Ambassador Reeker further noted that public procurement is a major factor in the Macedonian economy, accounting for one-third of the national budget, and

emphasized that the tendering procedure must be conducted efficiently and transparently in order to provide a level playing field and to attract international investors. Finally, Ambassador Reeker commended the Public Procurement Bureau for their commitment to long-term reform, bravery in breaking new ground, and bold vision to systematically change the way public procurement is done in Macedonia. During this event Ambassador Reeker handed an award to Mare Bogeva Micovska, the Director of the Public Procurement Bureau. World Learning, in close cooperation with the USAID E-gov project, supported the integration of the electronic system of the public procurement system as part of the intervention package.

- March 9, World Learning/Macedonia's Chief of Party, Valbona Morina-Maksut; Vera Kondik Mitkovska, Senior Program Manager; and Ivana Georgievska, Program Assistant, attended the third anniversary of the establishment of the Vocational Education and Training Center (VET Center). The Vice-Prime Minister for European Affairs, Vasko Naumovski, officially addressed the audience pointing out the commitment of the Secretariat for European Affairs to support the VET Center and acknowledged the importance of the VET Center for the economic development of the country. World Learning's prior work with the strategic partnership and awareness raising groups supported by the HICD on VET Center indirectly contributed to the successful organization of this event.
- March 31, World Learning/Macedonia's Chief of Party, Valbona Morina-Maksut, and Maja Petkovska, Senior Program Coordinator, attended the tenth jubilee Annual Assembly of the Chamber of Commerce for Information and Communication Technology – MASIT. During the working part of the Assembly, the project for developing a MASIT Position Paper on the Public Procurement in the Macedonian ICT industry, supported as part of the HICD intervention package, was presented as one of the key MASIT projects. In addition, during the formal part of the Assembly, the President of the MASIT Assembly, Vasko Kronevski, acknowledged the HICD support to MASIT, pointing out that due to this project the institutional development of MASIT is in the right direction. On this occasion, in gratitude of the successful cooperation, MASIT awarded USAID with an Appreciation Certificate.

## **G. Cost Saving Measures**

- \$1,690 was saved by translating program-related documents in-house instead of outsourcing them.

**Total Savings.....\$1,690**

### **III. APPENDIX**

A. Intervention Status Report – October 2009-March 2010

B. Success Stories for October 2009-March 2010

**APPENDIX A: INTERVENTION STATUS - NEW STARTS - OCTOBER 2009 - MARCH 2010**

	UST	TCT	ICT	TA	Small Grants	EMT	Academic	Partnerships	HICD Activities	TOTALS
<b>Number of Interventions</b>										
<b>Macedonia - period</b>	0	0	5	0	0	0	0	0	0	5
<b>cumulative</b>	4	27	27	7	4	0	4	0	14	87
<b>Number of Participants (if applicable)</b>										
<b>Macedonia - period</b>	0	0	0	n/a	n/a		0		n/a	0
<b>cumulative</b>	15	214	4179	n/a	n/a		4		n/a	4412

Appendix B  
FORECAST/Macedonia Semi-Annual Report  
October 2009-March 2010  
World Learning Success Stories

## Launch of the Public Awareness Campaign of the State Commission for Prevention of Corruption



Mirjana Dimovska, President of the State Commission for Prevention of Corruption, at the press conference to launch the Anti-Corruption Campaign

**Challenge:** The principles of transparency, openness and cooperation with the public are crucial to the State Commission for Prevention of Corruption (SCPC). To fight against corruption, everyone, including average citizens, must become aware of the damaging power of corruption and understand that they have a role in prevention. The people of Macedonia can contribute significantly to the fight simply by reporting corruption. Citizen involvement can be achieved by increasing public awareness of the SCPC's role, its activities and procedures for handling cases of corruption, as well as of their rights and duties as citizens.

**Initiative:** Through the Human and Institutional Development Program, USAID recognized the importance of promoting the SCPC's role and mandate, and therefore is supporting the SCPC to strengthen its internal communications and improve its public image. A highly experienced U.S. public relations and communications expert was hired to train the SCPC on how to develop a communications strategy and campaign, and supported the Commission's crafting of a Strategic Plan for Promotion of Public Relations for the period 2009-2012. The Plan will improve the dissemination of information to citizens, institutions and the donor community in Macedonia about the SCPC's work and activities.

**Results:** One immediate result of implementing the Strategic Plan was an anti-corruption public awareness campaign. An information brochure and poster, as well as a TV and a radio

announcement, were developed to inform the public about corruption's negative effects on society and the role of the State Commission in handling and processing cases of corruption. The Campaign was officially launched with a press conference, after which the brochure was placed as an insert in three national daily newspapers, and also distributed to health centers, courts, universities, municipalities and other relevant institutions nationwide. Several national and local media outlets periodically broadcast the TV and radio announcements, further supporting the fight against corruption.

**Quote:** Mirjana Dimovska, SCPC: "Raising awareness is a key element in combating corruption. It is of enormous importance to constantly educate the public about the negative effects...on our society."

**Summary:** As part of a USAID initiative to improve government transparency and promote the rule of law in Macedonia, World Learning partnered with the Macedonian State Commission for Prevention of Corruption (SCPC) to develop and promote an anti-corruption public awareness campaign. With assistance from a USAID public relations expert, the SCPC launched the campaign with an official press conference before distributing anti-corruption advertisements and informational brochures to major stakeholders such as universities, courts, and media outlets. Key themes of the campaign included the harmful effects of corruption and the role of citizen involvement in its prevention.

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**First Group of 43 Public Procurement Trainers Certified by Training Center for Public Procurement**



Mare Bogeva Micovska, PPB Director, awarding public procurement trainer with Trainer's Certificate for successful completion of Training-of-Trainers Program

**Challenge:** Efficient public procurement is crucial when building and sustaining public and investor trust in government. Transparent procurement procedures not only contribute to more efficient allocation of resources through increased competition, but also result in higher quality procurements, budgetary savings for governments and taxpayers, and reduction of corrupt

behavior. The Public Procurement Bureau (PPB) of the Republic of Macedonia is the body responsible for creating and sustaining a transparent and efficient climate for public procurement in the country, thereby contributing to a healthy business environment. A PPB target audience survey, conducted as part of a performance assessment of the PPB, showed that there was insufficient professional knowledge and experience within the procurement units of both the public and private sectors, which is one reason for deficiencies in public procurement procedures.

**Initiative:** USAID recognized the importance of developing a group of public procurement professionals to make the procurement process more efficient and the services more convenient for both the public and the private sectors. Both the USAID Human and Institutional Development Program and the USAID Business Environment Project therefore supported the Public Procurement Bureau and the Faculty of Law in establishing a Training Center for Public Procurement. The Center's first goal was to train a corps of future trainers who will go on to deliver the Center's primary service, i.e. a professional certification program for individuals who are in charge of the procurement process at either the contracting authorities (buyers) or the economic operators (suppliers).

**Results:** After only eight months of operations, the Training Center for Public Procurement certified the first group of 43 public procurement trainers. This pool of individuals will be contracted by the Public Procurement Bureau to further disseminate their knowledge to all stakeholders involved in the public procurement process. They will train the public procurement officers of both buyers and suppliers to increase their skills in preparing and issuing calls for bids and bidding documentation. The theoretical and practical knowledge they will share will ensure higher quality, more professional and transparent public procurement services.

**Pullout Quote:** "Well educated and professional public procurement officers who are proficient in preparing high quality public tenders will contribute to more transparency in the public procurement process and in the spending of tax payers' funds," stated Mare Bogeva Micovska, the Director of the Public Procurement Bureau.

**Summary:** As part of a USAID initiative to improve government transparency and promote the rule of law in Macedonia, World Learning helped to establish the Training Center for Public Procurement, which will lay the foundation for the next generation of public procurement specialists in the country. The center recently certified the first group of 43 Macedonian public procurement trainers, who are expected to share what they have learned with public procurement officials around Macedonia. The center will continue to offer a certificate in public procurement training with the goal of fostering a transparent and efficient climate for the acquisition of goods and services in the country.