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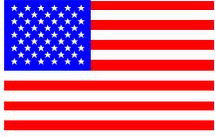
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I. Washington, D.C.

A. Meetings, Conferences, and Presentations

- November 11-12, Capacity Building Services Director Colin Davies attended the NAFSA regional conference in Richmond. The conferences always represent an excellent opportunity to solidify links with current training institutions and conduct outreach to potential new training partners. In addition Colin attended the regular quarterly meetings of the Washington International Education Group and other staff who attended met with the Colonial Alliance (a consortium of Virginia universities).
- February 4, Senior Program Officers Tom Bruey and Melissa Oppenheimer presented at the 2011 World Education Services Workshop which included 20 Universities and 10 Embassies/Sponsoring Organizations

B. Solution Provider Outreach

- The Resource Center coordinated visits to the FORECAST office from eight 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: Missouri State University, University of Missouri, University of Arkansas, Augustana College, San Francisco State University, University of Texas at Austin, California State University Chico, and Nazareth College of Rochester.

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:

- Communication System for Improved Performance of the Ministry of Economy
World Learning partnered with Macedonia's Ministry of Economy to establish a ministry communications team designed to improve transparency and raise public awareness about the ministry's efforts. Through USAID's Human and Institutional Development Program, ministry team members underwent extensive training and coaching in communications management and public relations. Among the successes of this newly-formed communications team included new internal and external communications strategies and a successful communications workshop targeting 115 ministry employees.
- VET Center Promotes First-ever Strategy for Institutional Development
World Learning is playing a key role in modernizing vocational education and training in Macedonia. Under a project funded by USAID's Human and Institutional Capacity Development Program, World Learning has worked closely with education officials to increase their internal capacity and produce a strategy for development outlining how to apply sound institutional performance practices for vocational training. Well received by multiple government ministries and stakeholders, the strategy stands to improve the quality of vocational training in the country.

B. Media Coverage

- Vera Kondik Mitkovska, HIDP Senior Program Manager, was a guest on a one-hour morning show broadcast by the Macedonian National Radio on October 7. Vera, together with representatives from the Vocational Education and Training (VET) Center, talked about the Promotion of the Strategy for Institutional Development of the Center for Vocational Education and Training 2010-2015. Vera talked about the support HIDP provides to the VET Center, which includes the development and promotion of this document, while the representatives of the VET Center used the opportunity for raising awareness of the audience regarding the importance of the institution.
- Zeqir Zeqiri, Director of the Vocational Education and Training Center, was a guest at a morning program at ALSAT-M television on November 19. He talked about the Strategy for

Institutional Development of the Center for Vocational Education and Training 2010-2015, developed with the support of the Human and Institutional Development Program.

- All print and television media in Macedonia reported on the Elective Assembly of the Association of Journalists of Macedonia (AJM) that took place on December 11, when a new AJM President and governing bodies (AJM President, Managing Board, Supervisory Board and the Council of Honor) were elected. The AJM is supported with HICD activities by HIDP.
- As reported in *Dnevnik* on December 13, the AJM Assembly was conducted in the spirit of uniting journalists in the country, at which Naser Selmani, a journalist at the newspaper *Vest* was elected as new president of the association. He won 96 votes from 143 delegates in the second round of voting against his competitor, Macedonian BBC journalist Nazim Rashidi.
- A1 TV News reported on December 13 that the so-called uprisers' candidate, *Vest* journalist Naser Selmani is the new president of the Association of Journalists of Macedonia. In the second round of voting, with 95 votes, he won against 37 votes for his competitor, reformers' candidate Nazim Rashidi, thereby becoming president of the association. "We, the journalists, demonstrated an example that we can be divided, but we also showed that we can organize fair and democratic elections, in a peaceful atmosphere, with an end result that we all accepted," stated Selmani.
- Biljana Zarkova, MASIT Membership Coordinator, and Maja Petkovska, WL Program Manager, were guests on the morning program of the Macedonian National Television on December 23. They talked about the promotion of the MASIT Position Paper on the Public Procurement of ICT in Macedonia, developed with the support of the Human and Institutional Development Program (HIDP).
- An article appeared in the *Kapital* daily newspaper on December 24 regarding the Position Paper on Public Procurement in ICT that MASIT publicly presented on December 23. Vasko Kronevski, President of the MASIT Assembly, explained the need of improving public procurement procedures by establishing partnerships with public institutions and cooperation with the Government. With this document, MASIT suggests a constructive public-private dialogue with the Government in order to solve the existing problems that the IT companies are facing.
- The following article was featured in the November 2010 issue of *USAID FRONTLINES*:

Macedonia Helps Schools and Civil Servants Improve Performance

USAID has been working with a number of public institutions and non-profit associations in Macedonia to improve their performance in implementing key laws using a methodology called Human and Institutional Capacity Development (HICD). HIDP

supported the State Education Inspectorate to increase its performance through improving the process of integrated inspections mandated by Law and increased capacity of the SEI staff. HIDP supported the Public Procurement Bureau in establishing a training center for public procurement, which produced the first generation of certified public procurement specialists from both the public and the private sector. One of the first trainers to be certified by the center, Luiza Nakova Karduloska, manager of public procurement and commercial relations for Vodovod, a public utility, talks about the trainings provided by the training center and the effects from the trainings on the public procurement system in the country.

- Antonijela Stojanoska and Tome Spirovski, State Education Inspectors, and Maja Petkovska, WL Program Manager, were guests on the morning program of the Macedonian National Television on January 27. They talked about the promotion of the School Performance Quality Indicators and the Annual Report on the Quality of the Education Process in Primary and Secondary Schools in Macedonia, developed by the State Education Inspectorate (SEI), with the support of the Human and Institutional Development Program (HIDP).
- Tome Spirovski, State Education Inspector, and Maja Petkovska, WL Program Manager, were guests at the “Top Topic” show of the Macedonian National Television on January 28. They presented the SEI findings and recommendations from the Annual Report on the Quality of the Education Process in Primary and Secondary Schools in Macedonia. Due to great interest by the audience, the show was repeated on February 3.
- The February 2011 USAID Newsletter featured the following article on the HIDP-supported Association of Journalists of Macedonia:

AJM Successfully Elects Its New Governing Bodies

A strong association of journalists is crucial for sustaining professional and independent media in any country. To effectively fulfill this mission, the Association of Journalists of Macedonia (AJM) initiated a reform process in 2009 designed to make the association a more transparent organization that would better meet the needs of its members.

The AJM Working Group, comprised of Association representatives and a group of other enthusiastic journalists, continued to carry out the reform process throughout 2010. The focus of the AJM Working Group’s reform process is based on the findings of an AJM performance assessment conducted through the USAID Human and Institutional Development Program (HIDP).

To support the Association in implementing the assessment recommendations, HIDP provided support from both international and domestic experts in the field of association management and journalism, including legal expertise in the operations of non-for-profit associations. This support resulted in a revised statute that was shared with journalists

nationwide via a number of regional debates and workshops during which feedback was sought and suggested revisions were discussed. The finalized statute incorporated this feedback and modified the AJM's voting system and management structure. Additionally, the association applied an internationally accepted definition of the profession to ensure that AJM membership is made up of valid journalists. After a year of intensive work on the revisions to the statute, the AJM conducted a campaign directed at all journalists, focusing on the AJM Elective Assembly. On December 11, 2010, the Elective Assembly was held, bringing together 253 journalists from throughout the country. A new president and new governing bodies were democratically elected, laying a solid foundation for the future functioning of the AJM.

C. HICD Activities

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

The HIDP team worked closely with the contracted experts on developing the Business Plan for ZELS Training Center, which was submitted to the ZELS Executive Office and the Swiss Agency for Development and Cooperation (SDC). ZELS representatives unreservedly accepted the recommendations and the guidelines offered in the document, whereas SDC stated that they will consider and use the direction given in the business plan while they plan their future support to ZELS. In addition, HICD supported the development of the designing and publishing of the ZELS Strategic Plan 2011-2015 in Macedonian, Albanian and English languages.

The HIDP team worked with the top management team of ZELS on defining the core processes of the ZELS Executive Office. The team provided suggestions for identification of personnel development needs, as well as on the design of a one-year personnel development plan. In setting the structure of the ZELS Training Center the HIDP team worked with ZELS executive office staff on completing the design of the key processes of ZELS by identifying timelines for the completion of each step of the processes as well as by defining specific standard procedures that apply within several processes. In addition, the team developed job profiles by capturing the daily tasks, responsibilities and outcomes for each job position within the ZELS executive office.

In terms of supporting the ZELS Training Center, several job aids and tools to make work more efficient were developed, including a six-phase approach for training needs analysis, a template for training procedures and tool for annual planning of trainings. In addition, ZELS training coordinators were coached on how to recruit trainers and training coordinators, how to develop trainings, and methods of training evaluation. Support in how to apply for European Union pre-accession funds was also given.

In line with the introduction of a Human Resources System at ZELS, the HIDP team supported ZELS executive office staff in finalizing their job profiles. In addition, a tool for staff development planning was designed and shared with key ZELS staff, by which ZELS will identify professional development needs through one-on-one interviews with all employees. The HIDP team also developed and discussed with ZELS a tool for monitoring ZELS performance and tracking the outputs of ZELS key processes.

- **State Education Inspectorate (SEI)**

On October 27, a working meeting was held with SEI top management to revise the SEI Management Dashboard. The revisions were related to both the data gathered and the SEI KPIs monitored by SEI management in order to align those with the current performance of SEI.

On November 3, a meeting was held with SEI and VET Center representatives, during which School Performance Indicators were revised to add new topics that would reflect adequately the specifics of VET schools in Macedonia.

Three one-day regional workshops were held with inspectors on November 12 and 13. The goal of the workshops was to improve the quality of integral evaluation reports, enhance the process of integral evaluation and share good practices. The workshops were led by SEI trainers with support from the HIDP team.

On November 24, the HIDP team delivered a training to nine SEI administrative staff who will further provide support to the SEI evaluation teams during school evaluations. The goal of the training was for the participants to learn how to process data collected via questionnaires during school evaluation, using an application designed by HIDP for this purpose, and how to edit the integral evaluation reports in line with the standards set in the Manual for Integral Evaluation.

The School Performance Quality Indicators were finalized, translated into Albanian and prepared for publishing.

A team of five SEI representatives and the HICD team drafted the SEI Annual Report on the Quality of Education in Macedonia. All findings, conclusions and recommendations are based on the SEI Integral Evaluation Reports from the school year 2009/10 and give an overview of the quality of education on the national level. Once finalized and approved by the SEI top management, the report will be published and presented to the wider public.

SEI Management Dashboard was revised and upgraded with additional indicators on which SEI reports to the Minister of Education and Science and the Government of the Republic of Macedonia.

On January 27, HIDP and SEI promoted the School Performance Quality Indicators as a unique platform for measuring the overall performance quality of primary and secondary schools both internally through school self-evaluation, and externally by SEI through integral evaluations. The School Performance Quality Indicators, developed by SEI with HIDP support, were presented to all primary and secondary school principals and key education stakeholders. The USAID Mission Director, Michael Fritz, the Minister of Education and Science, Nikola Todorov, and the SEI Director, Dzordze Arsov, highlighted the importance of quality assurance of education provision in the schools and of the indicators as an exceptional tool for improving education in Macedonia.

In addition, this occasion was used for promotion of the first SEI Report on the Quality of Education in the Macedonian Primary and Secondary Schools, developed on the basis of school evaluation reports from the school year 2009/10, conducted against the School Performance Quality Indicators. Present at the promotion were near 550 school principals from throughout the country and representatives of all education stakeholders in the country.

On February 17, the HIDP team delivered training on using the SEI Management Dashboard for the SEI Heads of Units. The Management Dashboard will enable the SEI management to better monitor the efficiency and the quality of the performance of the institution.

The HIDP team and a pdi performance improvement expert started the Target Audience Survey as part of the Exit Evaluation of the HICD on SEI. The survey was conducted via questionnaire sent to all schools that went through integral evaluation conducted by SEI during 2010.

February 28-March 4, the HIDP team and a pdi performance improvement expert conducted an exit evaluation of the HICD on SEI. The team finalized the SEI Exit Evaluation Report and presented it to SEI management and USAID officials on April 21. The SEI Director, Dzordze Arsov, emphasized that the Human and Institutional Development Program played a vital role in the design, development and implementation of their core deliverable, i.e., integrated evaluation of the quality of education provision in the schools in Macedonia. “The Program did not give us fish; it taught us how to fish,” wrapped up Arsov. The USAID Mission Director, Robert Wuertz, stated that SEI has been an exemplary partner organization under the Human and Institutional Development Program and encouraged the SEI team to continue the upward trend of performance improvement.

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

October 4-8, Aidan Maloney, an experienced researcher in education, delivered training in Research Methodology for 12 BDE advisors. The immediate result of the training was a detailed plan for the research project that the participants developed under Aidan’s leadership. The coaching part of the intervention started immediately after the training

through e-mail communication between the participants and Aidan, before they meet for feedback sessions again in November.

The HIDP team developed draft planning tools for four BDE processes, including Key Performance Indicators to be monitored, and aggregated all those indicators into a draft Management Calendar. The tools, the calendar and the possibility to make these an integral part of the Document Management System were presented to the BDE top management, which accepted the idea and asked HIDP for further support in finalizing the BDE Management System.

The BDE Director requested that USAID and HIDP revise the project for improving the BDE Communication System and associated available funds, as the precondition for implementation of the project, i.e. hiring a public relations officer, was not approved to BDE by the Ministry of Finance. The BDE Director requested additional laptop computers to be purchased instead, needed for the increased number of trainings that BDE delivers for professional development of the school teaching staff. Following USAID approval of reallocation of funds, the HIDP team commenced the procurement procedure.

November 8-12, Aidan Maloney worked with the BDE research team on the literature review part on the report that the team had developed, as part of the coaching research project. In addition, Aidan worked with four team members on finalization of the questionnaires for different stakeholders surveyed under the project. All team members went through a one-day training for facilitation of focus group discussions (FGD). All project FGDs were held by the research team members, supported by HIDP.

HIDP hired a local expert in law and finance to support a BDE team that worked on revision of the BDE procedures for accreditation of training providers. The team drafted the new Book of Rules, suitable tools and selection criteria.

A local IT company that developed, upgraded and implemented the E-Survey Application for BDE conducted a one-day training for the members of the Sector for Publishing Activity. The aim was for the BDE staff to get acquainted with the details of the application on the basis of which they will create training program and materials, and will conduct brief end-user trainings for at least one person per school nationwide.

December 14-17, as part of the research project coaching phase, Aidan Maloney worked with the BDE research team on drafting and editing the report on "Development of a System for Work with Talented and Gifted Students in the Primary Schools in the Republic of Macedonia". BDE will present the report to the Government of the Republic of Macedonia, together with a proposed strategy on how to develop the System.

The local expert in law and finance, hired to support BDE in the revision of the BDE procedures for accreditation of training providers and alignment of BDE budgeting

procedures with the latest changes in the national laws that regulate state budget planning and execution, finalized the new Book of Rules, the respective tools and selection criteria. In addition, the expert developed an extensive report on the current budgeting procedures at BDE and gave recommendations for their improvement with the current available staff and suggested a complete procedure redesign provided BDE succeeds in further staffing of the Budgeting and Internal Audit units.

The BDE Publishing Activity Sector and the HICD team worked on the preparations for the end-user trainings in using the BDE E-Survey Application. The trainings are scheduled for January and at least one person per school nationwide will be trained by the BDE trainers.

The BDE research team finalized the research report on "Development of a System for Work with Talented and Gifted Students in the Primary Schools in the Republic of Macedonia." BDE presented the findings to the Government of the Republic of Macedonia, together with a proposed strategy on how to develop the System. All nine recommendations were accepted by the Government and the creation of the System is underway.

January 11-14, the BDE management staff, supported by HIDP, worked on revising the BDE Strategic Plan 2011-2013 objectives and indicators and translating those into an Annual Operational Plan. In addition to identifying activity indicators and quality standards, BDE incorporated a performance monitoring tool in the Operational Plan that will help BDE management monitor and adjust its performance throughout the year.

The BDE Publishing Activity Sector, supported by HIDP, delivered 20 trainings in using the BDE E-Survey Application for 638 end-users in all primary and secondary schools nationwide.

The HIDP team and a pdi performance improvement expert started the Target Audience Survey as part of the Exit Evaluation of the HICD on BDE. The survey was conducted via questionnaires sent to a sample of schools and teachers, recipients of support by the BDE advisors during 2010. The survey results will be summarized in the BDE Exit Evaluation Report.

March 7-11, the HIDP team and a pdi performance improvement expert conducted an exit evaluation of the HICD on BDE. The team finalized the BDE Exit Evaluation Report and presented it to BDE staff and USAID officials on April 26. The BDE Director, Vesna Horvatovik, stated that the Human and Institutional Development Program was the only program that they participated in which was directly focused on strengthening the capacities of BDE. "During the life-span of the Program, BDE worked on a number of very important projects in the education system, and if it had not been for the support of the Program, we would not have been successful," stated Horvatovik. The USAID Program and Education Office Director congratulated BDE and the HIDP team on the impressive results achieved

under the Program and expressed USAID delight to see today's BDE as a proactive player in the education system in Macedonia.

- **Public Procurement Bureau (PPB)**

The HIDP team together with a contracted foreign expert conducted an assessment of the personnel development needs at PPB. The assessment was done via individual interviews with each employee in order to identify specific professional needs related to each job position at PPB and to provide guidelines and recommendations in the area of professional development of PPB staff.

Following several preparatory meetings with PPB, HIDP hired a local expert who will develop the new training module on conflict of interest and prevention of corruption in public procurement, part of the training curriculum for the Training Center for Public Procurement.

As a result of the assessment of the personnel development needs conducted at PPB, the HIDP team started the bidding process for selection of a training provider who will conduct EU Negotiation and Communication Training for the top management at PPB and selected a training provider to conduct the training in January.

Trainers hired by HIDP conducted a three-day EU Negotiation and Communication Training for the PPB staff, January 24-26.

An expert hired by HIDP, developed the curriculum on prevention of corruption and conflict of interest in public procurement, and together with a representative from the State Commission for Prevention of Corruption, conducted a one-day training for all certified trainers of the training center for public procurement introducing the new developed curriculum.

The local public procurement expert and the HIDP team started the Target Audience Survey as part of the Exit Evaluation of the HICD on PPB. The survey was conducted via person-to-person interviews with 25 Economic Operators and 25 Contracting Authorities and was finalized in February with a report that will summarize all survey results.

The HIDP team finalized and published the brochure that presents the main responsibilities of and services provided by PPB.

The team completed the exit evaluation of the HICD on PPB and drafted the Exit Evaluation Report that incorporates the target audience survey findings and recommendations. HIDP presented the Report to all PPB staff, USAID officials and implementing partners that had also supported PPB. The Exit Evaluation Report focuses on major achievements, success and challenges during the implementation of the human and capacity development project at PPB, as well as Findings and Recommendations from the Target Audience Survey conducted

by the HIDP team. PPB Director Mare Bogeva Micovska, on behalf of PPB, thanked HIDP for its significant support and efforts, dedication and professionalism and emphasized the benefits of the systematic, systemic and flexible approach of the Program throughout the implementation of the Human and Institutional Capacity Development on PPB.

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

The local expert hired by HIDP to develop a study supporting the MASIT Position Paper on Public Procurement in ICT in Macedonia finalized the background study by incorporating the input and suggestions from all MASIT members and committees. The study was submitted for approval and acceptance, receiving the approval of the MASIT Managing Board.

The Position Paper was published and presented as MASIT's stand on public spending on ICT to the general public and the relevant institutions responsible for planning and executing public procurement. In addition, MASIT advocated for improved recognition as a Government partner in the public-private dialogue and as an active player in the key discussions for enforcement of the public procurement procedures and the regulatory policy in this area.

MASIT Advocacy and Lobbying Task Force, supported by the HIDP team, worked on the preparation of seven PR texts to promote MASIT stand and recommendations for public spending on ICT. The PR texts will be published once a week in the daily printed media.

MASIT Executive Office, supported by the HIDP team, prepared the first PR text to promote MASIT stand and recommendations for public spending on ICT. Once approved by the MASIT Advocacy and Lobbying Task Force, the text will be published in the daily printed media.

- **Ministry of Economy**

MoE communication team finalized the Strategy for Internal Communication. HIDP conducted a Target Audience Survey with representatives of 10 media that work closely with the Ministry Cabinet to evaluate the progress made since 2008, upon implementation of a series of interventions with the Ministry Cabinet within the HIDP. In addition, HIDP team conducted person-to-person interviews with the MOE Heads of Sectors and other Ministry employees as part of the Exit Evaluation of the HICD on the Ministry Cabinet.

HIDP prepared all materials for the video clip about successful implementation of the HICD on the Ministry Cabinet of the Ministry of Economy, received the draft version of the video clip and provided feedback for some additional changes. The video clip was officially presented to the Minister of Economy and the MOE Communication Team.

A foreign expert in organizational management hired by HIDP, together with HIDP staff, conducted a number of coaching sessions for the Minister of Economy in order to improve his leadership and management skills. This intervention was finalized in February. The consultant hired for coaching the Minister in organizational management, along with HIDP staff, and upon request by the Minister, conducted two motivational workshops for the Heads of Sector, Deputy Heads of Sector and the Ministry Cabinet Staff. These workshops represent a follow-up activity to the All Staff Event that was conducted in 2010.

The consultant hired for coaching the Minister of Economy submitted the final report, which was shared with the Ministry. This activity indicated completion of the cooperation with the Ministry of Economy.

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

In October, the HIDP team worked closely with the recently established MHRA certification committee on reviewing existing HR certification programs worldwide, in order for MHRA to select the model that would be best suited to the Macedonian labour context. HIDP established contacts with several international institutions to gauge their interest in partnering with MHRA in introducing an internationally recognized certification program in Macedonia. The results of the survey were processed and published on the MHRA website in mid-December.

Meanwhile, the HIDP team developed a questionnaire that was sent to 2,000 individuals in order to find out the expectations and needs of the HR professionals in Macedonia.

In addition, the MHRA Web portal was developed and launched in late October, and MHRA Executive office staff was trained on the processes of feeding and maintaining the portal.

During November, HIDP held a number of meetings with the MHRA certification committee to discuss several potential certification program models that are being offered worldwide by well known associations and organizations.

March 11-13, a three day-workshop on Development of a 5-year Strategy, Development of HR Standards and Code of Conduct for HR Managers was conducted in cooperation with MHRA. At this event, a Strategy for Promotion of the HR Profession was elaborated and a comprehensive list of tasks and activities for the most important fields of action, including the corresponding competencies, were agreed. In addition, the Code of Conduct for MHRA was elaborated and agreed.

As a follow-up to this event, a second workshop will take place in April, during which, the above documents will be finalized and approved by MHRA's Executive and Supervisory boards.

As a continuation of the first workshop on development of HR Professional Standards, Code of Conduct and MHRA five-year strategy that took place in March, a second workshop was organized in cooperation with MHRA April 8-10. During this workshop all the documents and papers developed on the first workshop were reviewed and accepted.

Following the development of the HR professional standards for future professional HR managers, the need for further elaboration and publication of these standards was recognized. Therefore, an experienced HR consultant was engaged to write a narrative elaboration of HR standards and Code of Professional Conduct related to the local context and to edit developed papers for publication.

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

On October 13, a round table discussion with representatives of businesses, VET schools, VET Center and NGOs was organized by the VET Council to discuss the Labor Market Challenges. Several conclusions were reached from this discussion related to the changes in vocational education and training to be addressed by relevant education stakeholders. The HIDP team provided support to the VET Council in organizing this event.

On November 2, a meeting was held between the VET Center working group and a legal expert regarding the harmonization of the proposed VET Center organizational structure with the Law on Public Servants. The amendments in the Law on VET, related to employment relations matters that the VET Center needs to propose to the Government, were defined.

On November 5, an integral evaluation training was organized for all VET Center advisors. The goal of the training was to familiarize the advisors with the process of integral evaluation and their responsibility to support the VET schools in developing an action plan to implement the recommendations from an integral evaluation report.

A proposed structure and guidelines for production of a framework for development of a National VET Strategy were drafted. The purpose of the framework is to serve the VET Center as a road map in leading the process of development of a National VET Strategy in 2011.

December 23-25, a three-day work session was held with all VET Center advisors and Heads of Sector for Logistics in Bitola. During this period, the Framework for Development of a National VET Strategy was produced. Also, a tentative 5-year Action Plan for implementation of the Strategy for Development of the VET Center was drafted. A detailed

Action Plan for implementation of this Strategy was further elaborated and finalized for implementation in 2011. During this event, certificates were presented to the VET Center staff for their participation in the Leadership Program throughout the second phase of the Program.

During December, a promotional calendar for the VET Center was designed and printed. A donor coordination event was organized by the VET Center with the support of HIDP, held on January 26.

A questionnaire for assessing the awareness of the wider public for the remit and status of the VET Center was distributed to over 75 organizations. Received questionnaires (over 60% return rate) were processed.

The Framework for Development of a National VET Strategy was finalized.

HIDP provided additional legal consulting to the VET Center regarding the amendments to the Law on VET in terms of organizational structure, employment and career issues, in line with other relevant legislation.

The final report for the implementation of Phase II of HICD on the VET Center was finalized.

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

During October, HIDP held a number of meetings with the AJM working group, the contracted PR agency and the lawyer, to discuss activities to be conducted as part of the AJM PR campaign prior to the AJM Electoral Assembly in November.

During November, PR Campaign activities for attracting new AJM members were completed. Due to the excessive number of new membership applications submitted on the day of the Electoral Assembly, the verification committee was not able to review all of them. This resulted in AJM deciding to postpone the Assembly until December 11.

On December 11, the AJM Elective Assembly took place. During the assembly a new AJM president was elected including a new Managing Board, Supervisory Board and the Council of Honor.

The HIDP team assisted in the hiring process of the AJM Executive Director by compiling and reviewing candidates' tests and monitoring the Managing Board decision making session. In addition, HIDP supported AJM executive office by providing salary for one additional month (January 2011) for AJM intern who assists the AJM Executive Office.

D. Noteworthy Events

- January 26, Vera Kondik Mitkovska, Senior Program Manager, and Ivana Georgievska, Program Coordinator, attended a donor coordination event which was organized by the VET Center with the support of HIDP. The aim of the event was for various topics in the VET area to be discussed so that commitment for support to the VET Center is obtained from all interested parties. Participants were representatives from the donor community in Macedonia as well as representatives from VET Center's partners.
- January 27, the School Performance Quality Indicators, developed by the State Education Inspectorate (SEI) with the support of HIDP, were presented to all primary and secondary school directors and key education stakeholders. The indicators are a unique platform for measuring the quality of primary and secondary schools both internally through school self-evaluation, and externally by the SEI through integrated evaluations. Based on the results of school integrated evaluations, SEI staff developed the Annual Report on the Quality of the Education Process in Primary and Secondary Schools in Macedonia. USAID Mission Director Michael Fritz highlighted the importance of the indicators for improving education in Macedonia. "The use of this set of indicators enabled the Inspectorate to compare the results from the Integrated Evaluations at the national level and to develop an Annual Report on the Quality of Education, the first of its kind not only in Macedonia, but in the region," he said. Nikola Todorov, the Minister of Education and Science, added "An important element of diagnosing the quality of school performance is having objective indicators for measuring the level of that quality. The aim of these indicators is to provide precise insight into the work of the schools and give recommendations for further improvement."
- May 4, USAID Mission Director Wuertz spoke at the close-out event of the USAID Human and Institutional Development Program. Implemented by World Learning from 15 September 2005 - 5 May 2011, worked to strengthen the capacities of established and start-up organizations, both in the public and in the non-for-profit sector, deemed key for the future of Macedonia and the USAID legacy in the country. The selection of eleven partner organizations that received capacity development support via the Program highlights their important role in providing quality services to the citizens of Macedonia that will lead to high quality education, reduction of unemployment, advancement of the economy and fostered democracy in the country. "When I came to Macedonia, HIDP was the first project that I visited, and Valbona and her staff immediately impressed me with their dedication and professionalism. But now that I heard about the successes directly from the representatives of the partner organizations, for me personally, and for USAID, these are the words of success that matter," said Mission Director Wuertz at closing. Following the presentation of the results by the HIDP team, Ambassador Reeker congratulated the team and representatives of HIDP partner organizations on the great accomplishments over the past five and a half years.

E. Cost Saving Measures

- \$240 was saved in translation costs for the HICD on BDE by doing translation in-house.
- \$300 was saved in translation costs for the HICD on ZELS by doing translation in-house.
- \$965 was saved on the HICD on MOE by cost sharing event costs with the Ministry of Education, and \$1,075 was saved on translation costs by doing translation costs in-house.
- \$230 was saved in translation costs on the HICD on SEI by doing translation in-house.

Total Savings.....\$2,810

III. APPENDIX

A. Intervention Status Report – October 2010-March 2011

B. Success Stories for October 2010-March 2011

APPENDIX A: INTERVENTION STATUS - NEW STARTS - OCT0BER 2010-MAY 5 2011

	UST	TCT	ICT	TA	Small Grants	EMT	Academic	Partnerships	HICD Activities	TOTALS
Number of Interventions										
Macedonia - period	0	0	0	0	0	0	0	0	0	0
cumulative	4	27	27	7	4	0	4	0	23	96
Number of Participants (if applicable)										
Macedonia - period	0	0	0	n/a	n/a		0		n/a	0
cumulative	15	214	4179	n/a	n/a		4		n/a	4412

Appendix B
FORECAST/Macedonia Semi-Annual Report
October 2010-May 5, 2011
World Learning Success Stories

Communication System for Improved Performance of the Ministry of Economy



All-staff event for the Ministry of Economy

Challenge: In the Republic of Macedonia, a country of two million people with unemployment over 30%, efforts to improve the economy are essential and the public is often confused by who does what and where to go to address their issues. For the Ministry of Economy, it is vitally important to raise public awareness of Ministry efforts and achievements in fostering economic growth and in creating national economic policy, which ultimately will lead to an increased living standard. To achieve this, the Ministry needed to build transparent communications with its stakeholders and the wider population. It also needed a functional internal communications system that would enable all sectors to improve their performance, thereby contributing to achieving its overall goals. A survey conducted by the USAID Human and Institutional Development Program (HIDP) found that management of the Ministry's internal and external communication processes was an area where further streamlining was needed.

Initiative: USAID recognized the value that strengthened internal and external communications would add to improving both the Ministry of Economy's organizational performance and public image. Through HIDP, USAID supported the Ministry in establishing a Sector for Coordination of the Activities of the Minister, with separate departments in charge of the Ministry's internal and external communications. USAID provided extensive training and coaching in communication management and effective public relations to the members of this new ministry communications team. This support resulted in the development of procedures for daily analysis of media, public relations monitoring and information exchange among Ministry employees.

Results: The newly established and trained communication team achieved its first success by organizing a one-day event for all Ministry staff. The team brought together 115 employees of the Ministry and led them through a unique team-building experience that improved communications within the Ministry, increased mutual trust and boosted employee motivation. To further support communications, the team developed two crucial communications strategies: The Strategy for Internal Communications focuses on the Ministry’s everyday activities, helping team members contribute to a smoother flow and exchange of information within the Ministry, resulting in more successful implementation of Ministry programs and strategic goals. The Strategy for External Communications helps the team catalyze Ministry coordination with its stakeholders, which is mirrored in improved Ministry reputation and public image.

Quote: Fatmir Besimi, Minister of Economy: “The holistic approach of the [HIDP] contributed to the establishment of a system that will be sustainable. The development of internal procedures for communications has significantly improved the performance of the communications team and the Ministry, which has directly influenced the improvement of the Ministry organizational structure.”

Summary: World Learning partnered with Macedonia’s Ministry of Economy to establish a ministry communications team designed to improve transparency and raise public awareness about the ministry’s efforts. Through USAID’s Human and Institutional Development Program, ministry team members underwent extensive training and coaching in communications management and public relations. Among the successes of this newly-formed communications team included new internal and external communications strategies and a successful communications workshop targeting 115 ministry employees.

VET Center Promotes First-ever Strategy for Institutional Development



VET Center advisor presents the Strategy for Development

Challenge: For the people of Macedonia to have a prosperous society, they need new employment opportunities and skills to meet the demands of a globalized economy. To do this, the Vocational Education and Training (VET) Center is working to modernize the VET system by abandoning its traditional way of operating, and instead integrating interests among socio-economic partners, which include relevant ministries, educational institutions, and the private sector. By working together, the Center will have the ability to better tailor VET curricula to meet private sector needs, thereby enabling more students to find jobs.

Initiative: VET Center administration recognized the pressing need to develop the Center's internal capacities and fulfill its responsibilities in a forward-thinking, creative, and flexible way. Their determination to strengthen these capacities coincided with USAID's identification of the Center as an institution vital to the development of VET in Macedonia. To achieve excellence in terms of institutional performance, the USAID Human and Institutional Development Program (HIDP) worked with VET Center advisors for six months to produce a Strategy for Development. The five-year Strategy was presented to over 150 representatives of VET Center partners, including the Ministry of Education and Science, the Ministry of Labor and Social Policy, and the Government Secretariat for EU Affairs. Both Ministers committed to working in partnership with the VET Center, recognizing that the Center is uniquely positioned to bring the various stakeholders, including the private sector, together to address current economic demands.

Results: The Strategy for Development outlines how the VET Center will move forward to develop into an institution that applies sound institutional performance practices. The Center set high level priorities to improve the quality of its operations, staffing, processes, communications, and partnership. To focus on aligning and integrating the VET interests of different stakeholders, the Center decided to establish strategic and social partnerships as crucial areas for development over the next five years. By bringing all stakeholders together in this process, the Center will ensure that the VET curricula are responsive to private sector needs, thereby ensuring that students are well prepared for the labor market.

Quote: "We have already made considerable progress in improving our performance between June 2009 and now, and the Strategy demonstrates our vision and approach to continuous development over the next five years," said VET Center Director Zeqir Zeqiri at the presentation of the Strategy for Development of the VET Center 2010 – 2015."

Summary: World Learning is playing a key role in modernizing vocational education and training in Macedonia. Under a project funded by USAID's Human and Institutional Capacity Development Program, World Learning has worked closely with education officials to increase their internal capacity and produce a strategy for development outlining how to apply sound institutional performance practices for vocational training. Well received by multiple government ministries and stakeholders, the strategy stands to improve the quality of vocational training in the country.