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Speaker's Foreword

The Assembly of the Republic of Macedonia is the temple of democracy in our country. The foundations of this temple were established by the Krushevo manifesto, through the anti-fascist struggle of our country and ASNOM (Anti-Fascist Assembly for the Liberation of Macedonia) and by the establishment of a pluralistic parliament in the Republic of Macedonia in 1991. On these historic foundations, our Parliament continues to build upon this temple.

Democracy is a dynamic process in need of permanent development. The Parliament of the Republic of Macedonia, and I as its representative, *primus inter partes*, are strongly devoted to the strengthening of democracy and representing the interests of the citizens of the Republic of Macedonia. In 2008-09, the Parliament established a Budgetary Council, providing greater financial independence for the Assembly. A Rules of Procedure has also been adopted, which strengthens the role of committees in the parliamentary process. We have also introduced regular parliamentary coordination meetings. A new law on parliament is also being prepared which should improve the effectiveness of the Assembly. These steps are allowing for more attention to be paid to the implementation of laws and oversight of the executive government.

The capacity-building programme, implemented by the Westminster Foundation for Democracy, directly supports the efforts of the Parliament to increase the level of professionalism within the institution. The Assembly appreciates the trainings for MPs and parliamentary officials on financial oversight, parliamentary processes and management, access to information, and the work of parliamentary groups. I consider that the

experience of the British and Macedonian partners, who developed the curriculum and training courses, will be beneficial to the Assembly, and in the interests of the citizens of Macedonia. By continually improving the skills of MPs and officials, we shall be better prepared to respond to the challenges of integration with the European Union. The Republic of Macedonia has much work ahead to achieve this goal, and the Assembly has a crucial role to play in this process.

On behalf of the Assembly of the Republic of Macedonia, I wish to sincerely express my gratitude to the Westminster Foundation for Democracy and the Government of the United Kingdom. The Assembly highly values the practical assistance offered by this programme.

Yours Faithfully,

Trajko Veljanoski
President of the Assembly of
the Republic of Macedonia

WFD's Chair's Introduction

Effective parliaments are essential to democracy. They play a vital role in representing the interests of citizens, drafting, scrutinising and passing legislation and providing oversight of the executive.

Democratic parliaments require active and competent Members of Parliament and the support of an impartial and professional parliamentary service; the capacity of Members of Parliament to fulfil their representative, legislative, and oversight roles depends on both their own effectiveness and the support provided to them by parliamentary staff. The capability of parliamentarians, parliamentary staff and parliamentary structures to engage with an active civil society and a robust, independent media is also fundamental.

Supporting parliamentary development is a vital challenge to all organisations working in the field of democratic governance.

Centres of learning

The Westminster Foundation for Democracy (WFD) was established in 1992 to support the consolidation of democratic practices and institutions

in emerging democracies. The Foundation is a leader in political party development and parliamentary strengthening, which focuses on improving governance through developing sustainable capacity among parliamentarians, parliamentary staff and parliamentary structures to ensure transparency and accountability.

During the course of this programme, the Foundation will work closely with the Assembly of the Republic of Macedonia to both increase the skills and capacity of the parliamentary civil service, as well as to improve the effectiveness of political parties within the Assembly. Workshops for political party coordinators and committee chairs will address topics including budgetary

planning, relations with the media and working in committees. These workshops will be delivered by the Westminster political parties.

For the parliamentary civil service component of the programme, WFD has drawn on the expertise of its partners in the Westminster Consortium for Parliaments and Democracy. The Consortium was established to help developing parliaments set up sustainable centres of learning for their staff and members. It was formed by bringing together leading experts in the fields of parliamentary practice, financial oversight and communications to develop a curriculum based on international best practice. Working with our Macedonian partners ensures that the content of the curriculum is relevant to local circumstances and is delivered in a format suitable to Macedonian needs, using both international and local case studies.

The Foundation's Macedonian partners comprise of a reputable university, institutions of learning and non-governmental organisations that have skills and expertise in the three principal fields of activity mentioned above. By delivering the programme jointly with our partners, this cooperation not only secures the transfer of essential skills and knowledge but also support for the Assembly of the Republic of Macedonia well into the future.

Working together

Central to the success of the WFD's parliamentary programme is the ongoing building of relationships. It aims to create and nurture lasting peer-to-peer relationships between Macedonian parliamentarians, staff and partners, and their counterparts in the United Kingdom.

The Foundation and the UK Foreign and Commonwealth Office (FCO) have committed £670,000 over three years to the programme in Macedonia.

This prospectus provides information about the WFD, its UK and Macedonian partners and describes the curriculum of available courses. I hope you will find it useful and informative.

Meg Munn MP

Chair, The Westminster Foundation for Democracy



Macedonian Programme Partners

Centre for Economic Analysis

The Centre for Economic Analysis (CEA) was established in 2003 as a professional think tank. The Centre's mission is to research and develop public policy in macroeconomics, public finances, and fiscal decentralisation. It offers its recommendations to the government and non-governmental organisations in the Republic of Macedonia. The CEA is committed to using its expertise to support the development and growth of the Macedonian economy and strengthen the country's civil society and social capital.



Macedonian Young Lawyers Association

The Macedonian Young Lawyers Association (MYLA) is an NGO established in 2003, whose aim is to unite young lawyers and promote their capacities in carrying out reforms. MYLA provides continuous legal education for young lawyers, in order to raise the quality and professionalism within the legal community and to strengthen the principle of the rule of law in Macedonia.



Political Science Department, faculty of Law, Ss. Cyril and Methodius University-Skopje

The political science department of the Law Faculty "Justinian I" was established in 1993. The political science department includes all three cycles of studies (i.e. BA, MA and PhD). Since 2004 the department transferred to the European Credit Transfer and Accumulation System (ECTS) system according to the requirements of the Bologna process.



School of Journalism and Public Relations, Skopje, Macedonia

The School of Journalism and Public Relations (SJPR), accredited as a higher education institution at the beginning of 2008, offers practical, hands on education with two BA level study programmes: one in journalism and one in public relations. The study programmes enable students to gain practical and theoretical knowledge in a multi-cultural atmosphere.



UK Programme Partners

The UK programme partners are part of the Westminster Consortium for Parliaments and Democracy. This is a group of organisations that work collectively to strengthen parliamentary democracy by building capacity in the areas of parliamentary process and management, financial oversight and access to information.



Westminster Foundation for Democracy

The Westminster Foundation for Democracy was established in 1992 to support the consolidation of democratic practices and institutions in emerging democracies and works through the Westminster political parties on a party-to-party and cross-party basis. The Foundation works at national, regional and local levels and with civil society and the press & broadcasting media to support the development of good governance. It is responsible for the management of the Westminster Consortium for Parliaments and Democracy.



The Overseas Office of the House of Commons

The Overseas Office in the House of Commons is responsible for visits to the House of Commons by parliamentarians and parliamentary officials from overseas, providing each with a bespoke programme of events. It is also responsible for arranging professional development programmes for small groups of senior parliamentary officials. The European Section provides support to UK delegations to international assemblies such as NATO, the Western European Union and the Council of Europe.

UK Programme Partners

The Centre for Democratic Governance

The Centre for Democratic Governance is a unit within the University of Essex's Department of Government, the highest rated political science department in the UK for the quality of its research. The Centre's two principal aims are conducting academic research on international democratic practice and democracy assessment and providing training and consultancy services to UK and international agencies, overseas governments and non-governmental organisations that promote democracy. In pursuing these aims the Centre draws on the international research expertise of the Department of Government.



The International Bar Association

The International Bar Association (IBA) is the world's leading organisation of international legal practitioners, bar association and law societies. The IBA influences the development of international law reform and shapes the future of the legal profession throughout the world. It has a membership of 30,000 individual lawyers and more than 195 bar associations and law societies spanning all continents. The IBA established the Human Rights Institute (IBAHRI) in 1995 under the honorary presidency of Nelson Mandela. The institute is now a leading voice in the promotion of the rule of law worldwide.



The National Audit Office

The National Audit Office (NAO) is the Supreme Audit Institution of the United Kingdom. It audits the accounts of all central government departments and agencies, as well as a wide range of other public bodies, and reports to the UK Parliament and the British tax-payer on the economy, efficiency and effectiveness with which they have used public money. In recent years the NAO has worked in partnership with more than 30 countries, providing strategic advice, technical co-operation and training, furthering its aim of promoting better governance and accountability in public financial management.



Thomson Reuters Foundation

The Thomson Reuters Foundation (TRF) was established in 1982 in order to promote high standards in journalism through training and scholarship. Its commitment to providing trusted information around the world to those who most need it is honoured by a wide range of educational, humanitarian and environmental causes. A globally recognised training programme for journalists is one of its longest-established projects. TRF workshops promoting the core values of accurate and impartial reporting have been delivered in more than 170 countries.



Parliamentary Process & Management

Political Science Department, Ss. Cyril and Methodius University-Skopje

The Ss. Cyril and Methodius University in Skopje is the first state University in Macedonia, founded in 1949. The University represents a functional community of 21 faculties, 5 research institutes and 11 accompanying members which enroll around 50,000 students. The Ss. Cyril and Methodius University develops study programmes in all scientific fields - social, technical, and natural sciences, medical, bio technical sciences and arts.

The Political Science Department at the Faculty of Law „Justinianus Primus” was founded in 1993 as the first Political Science academic programme in the country. It offers undergraduate, master and doctoral studies in political science while its research activities are streamlined through its Centre for Political Research. The Political Science Department is committed to the development of programmes that provide academic excellence in student education whilst promoting research with emphasis on European integration, public policy and political management. The Political Science Department is involved in a number of academic and policy oriented projects that are implemented with European, regional and local partners from the academic, public and non-governmental sectors.

www.pf.ukim.edu.mk

House of Commons

The House of Commons Overseas Office supports the Speaker, Deputy Speakers and senior officers in their international activities. It provides advice and support for delegations to international assemblies and organises parliamentary conferences in the United Kingdom and programmes for senior parliamentary visitors.

Through providing access and information to other parliaments, international assemblies and their staff, the Overseas Office promotes knowledge and understanding of the work of the UK Parliament. It arranges programmes for parliamentarians and parliamentary officials at Westminster and co-ordinates the involvement of House of Commons officials in parliamentary strengthening work.

The Overseas Office draws on the experience and expertise of the House of Commons service, particularly of staff responsible for supporting the Chamber and the Committees.

www.parliament.uk



Module 1: Working in the Parliamentary service

A three-day course for up to 15 participants

This course will improve understanding of what is involved in working for a parliament and how the key functions of a parliament can be supported and enabled by its staff.

This course has two elements. First, it will examine the defining characteristics of a parliamentary service, what principles and values it should be based on and what services it should provide. Second, it will look at how those principles are translated into specific activities, focusing especially on supporting the responsibilities of parliaments for oversight and scrutiny. This element of the programme may be tailored to suit the particular priorities of the parliament.

Participants will develop a greater understanding of:

- the purpose and function of a parliamentary service
- the main principles and values which underpin a parliamentary service
- the outputs of a parliamentary service:
 - procedure: understanding what parliamentary procedure is and how it contributes to the work of a Parliament
 - accountability and oversight: the various means by which a parliament can hold the executive to account
 - committees: the functions of committees; their working practices and their contribution to oversight and scrutiny
 - legislation: how legislation and draft legislation are scrutinised and approved by Parliament
 - research and information: the role of a parliamentary research and information service

Secondments

House of commons, London – two weeks

Participating parliamentary staff may also be able to take part in the attachment programmes run by the House of Commons Overseas Office. They are designed to give an understanding of the work of the House of Commons and involve visiting each of the offices concerned with providing support to the House and its committees, such as the Table Office, Journal Office, Public and Private Bill Offices and Committee Office, in each of which experienced staff will discuss their work. The attachment may also include a brief visit to the House of Lords. It is normally possible to tailor the programmes to accommodate the specific interests of participants.

Parliamentary process & management

University of Essex Centre for Democratic Governance

The University of Essex is one of the United Kingdom's leading academic institutions. Since its foundation in 1964, the university has grown in both reputation and size, developing a worldwide reputation for top-quality teaching and research. The University of Essex is ranked ninth in the UK for the quality of its research.

More than 8,000 students now study at three campuses across the county of Essex in eastern England. Academic departments span the humanities, social sciences, science & engineering and law & management. Essex is the UK's most internationally diverse campus university, with students drawn from 130 countries.

The university's Centre for Democratic Governance draws on the research and knowledge transfer capacity of the Department of Government, the highest rated political science department in the UK for the quality of its research. It works with both academic and public sector partners on a variety of projects.

The Centre's course opens with an introduction to the Consortium's curriculum, setting the context for understanding the importance of parliamentary strengthening, the role of parliaments in democracy and different governmental institutional designs.

www.essex.ac.uk/government



University of Essex

Module 2: Parliamentary democracy

A two-day course for up to 20 participants

In this introductory section on parliamentary strengthening, participants will gain a greater understanding of:

- the purpose and function of parliamentary strengthening
- the main actors involved in parliamentary strengthening
- the expertise brought by Consortium members to parliamentary strengthening
- the centrality of parliament as an institution and as an agent of democratisation
- the key needs of a well-functioning parliament
- relations of parliament with other social and political actors, including the executive and judiciary, civil society organisations, the press & broadcasting media and international donor agencies

Participants will then examine the role of parliament in a democracy. They will gain a greater understanding of:

- how parliaments provide the main channel of representation for mass publics in modern democracies
- how parliaments provide vertical accountability between citizens and government and horizontal accountability between different branches of government
- how to develop parliamentary ethics in the day-to-day affairs of government

- the main human rights obligations of the country in which training is taking place and their implications for the day-to-day activities of parliament
- the different ways in which public policy is formulated in parliaments

The course closes with an examination of different institutional arrangements around the world with a view to enabling participants to locate their own parliamentary system. It will cover how institutional arrangements provide different constraints and incentives, strike a balance between representation and governability, and represent political compromises and accommodation during times of democratic transition.

Participants will develop a greater understanding of:

- the main differences in institutional design that exist among the world's democracies and why they matter for democratic governance
- the main differences between electoral systems and formulas for electing parliamentarians and executives to power
- the main contours and dimensions of different party systems and how they are related to electoral systems and electoral rule
- how the system in their own country has contributed to the structure of the party system, populated the seats of parliament and affected relationships with the executive and the judiciary

Parliamentary process & management

Macedonian Young Lawyers Association

Since its establishment, the Macedonian Young Lawyers Association's reputation has increased rapidly among the legal community. It is considered to be the only organisation in the country that assists and provides continuing legal education for young lawyers. More than 200 young attorneys and lawyers have attended a variety of trainings in the sphere of the European Convention of Human Rights to improving defence lawyers skills in criminal procedures. MYLA's other activities include the promotion and protection of access to public information, and support for the establishment of system of free legal aid in the country.

www.myla.org.mk



International Bar Association

As a dual membership organisation comprising both individual lawyers and bar associations and law societies, the International Bar Association (IBA) influences the development of international law reform and shapes the future of the legal profession. Its member organisations cover all continents.

In 1995 the IBA established the Human Rights Institute (IBAHRI) under the honorary presidency of Nelson Mandela. The IBAHRI is now a leading voice in the promotion of the rule of law worldwide.

The IBAHRI helps to promote, protect and enforce human rights under a just rule of law, and to preserve the independence of the judiciary and the legal profession throughout the world. It:

- trains lawyers, judges and prosecutors in human rights law and international humanitarian law
- pioneers training programmes to strengthen the judiciary in post-conflict countries or countries where basic state infrastructure may have been eroded
- undertakes fact-finding missions and sends trial observers to promote and assess compliance with international standards
- makes representations to authorities worldwide where the rule of law has been abrogated
- galvanises international support through targeted media and advocacy campaigns
- provides long-term technical assistance to under-resourced bar associations and law societies.

www.ibanet.org



the global voice of
the legal profession

Module 3: Parliamentary democracy

The role of parliaments in upholding the rule of law and the implementation of constitutional and human rights obligations.

A three-day course for up to 15 participants

This course is designed to improve the understanding of parliamentarians and civil society of the role of the parliament in upholding the rule of law and in strengthening the implementation of human rights obligations.



Parliamentary process & management

Westminster Foundation for Democracy



The Westminster Foundation for Democracy was established in 1992 with the aim of supporting the consolidation of democratic practices and institutions in emerging democracies. With the ability to draw directly on the expertise of the Westminster political parties, the Foundation is uniquely well placed to offer effective support to countries around the world in realising their democratic ideals.

The Foundation is active both in emerging democracies and in those countries where there is a need to reinforce democratic institutions through strengthening political parties and parliaments. It works through the Westminster political parties on a party-to-party and cross-party basis to augment the capacity of political parties and politicians to operate effectively in emerging, developing and fragile democracies.

The Foundation's parliamentary strengthening programme focuses on improving governance by developing sustainable capacity among parliamentarians, parliamentary staff and parliamentary structures to ensure openness and accountability. In pursuit of the development of good governance, the Foundation works at national, regional and local levels, with civil society and the press & broadcasting media.

www.wfd.org

Workshops for Members of parliament

Workshops for Members of the Assembly of the Republic of Macedonia

The Westminster Foundation for Democracy works very closely with all the UK political parties represented at Westminster, including the Conservative Party, the Labour Party, the Liberal Democrats and the smaller parties (Democratic Unionist Party, Social Democratic and Labour Party and Ulster Unionist Party in Northern Ireland; Plaid Cymru in Wales; and Scottish National Party in Scotland). These parties are represented on the Board of the Foundation, and thereby give the Foundation access to Members of Parliament who can share their personal and unique experience with their peers.

All workshops organised by the parties, through the Foundation, are designed around building peer-to-peer relationships and sharing of experiences between parliamentarians. Often the workshops will include specialist party staff who provide support to parliamentarians in preparing for committee work or developing policy positions.

Over the past 15 years this approach to developing members of parliaments has been well received. It contributes to the development of cross-party working relationships within parliaments on key issues of oversight and legislation.

The workshops for the Members of the Assembly aim to share British experience. The objective is to assist in achieving:

- More effective functioning of Parliamentary Coordinators
- Greater cross-party scrutiny of legislation;
- More effective cross-party caucuses (or groups);
- Enhanced cross-party relationships in parliament;
- Improved understanding of roles and responsibilities of individual Members of Parliament and greater discipline in following party and parliamentary procedures

Financial Oversight

Centre for Economic Analysis

The CEA consists of 30 volunteer members, who are highly qualified and well established professionals in the fields of economics, business and management studies. Many CEA members also have practical business experience. The Centre's focus is on macroeconomic issues, fiscal decentralisation, and on financial management and budgeting at both the local and national government level. CEA members, as external experts, are regularly represented in Government working groups preparing legal frameworks. The CEA's other activities include publishing a Journal of Economics, and leading a Macedonian network of socio-economic and political think tanks dedicated to setting high standards of independent policy debate. www.cea.org.mk.



National Audit Office

For nearly 150 years the National Audit Office (NAO) has been reporting to the United Kingdom Parliament and the British tax-payer, mainly through the Public Accounts Committee, with regard to the efficiency, economy and effectiveness of the UK Civil Service. Every year the NAO audits over 462 financial accounts and produces 60 'Value for Money' reports for Parliament. Its recommendations save the British tax-payer £9 for every £1 spent on the work of the NAO.

The NAO also provides increasingly wider support to Parliament by lending its financial expertise to various parliamentary committees. It stages Good Governance conferences and publishes papers to help spread best practice across the UK Civil Service.

In recent years the NAO has worked in partnership with more than 30 different countries, providing strategic advice, technical co-operation and training. A primary aim of the NAO's portfolio of international activities is – with the support of the UK Parliament – to help promote better governance and accountability in public financial management through the capacity-building services it can provide.

The NAO's approach to technical co-operation is based on long-term institutional partnerships which benefit both parties – joint working which aims to assist partners to develop solutions which work in their particular environment.

www.nao.gov.uk



Module 1: Financial Scrutiny for Parliamentary Staff

A five-day course for up to 15 participants plus one-week practicum for parliamentary staff

This course aims to improve the capability of parliamentary staff in financial scrutiny. At the end of the course, participants will:

- understand the role of parliament in exercising financial oversight
- be able to identify ways in which they can provide better support to the relevant parliamentary committees
- be able to identify sources of external expert advice
- understand modern developments in public financial management
- understand the budget-setting process and be able to help committees scrutinise budget proposals
- use departmental reports to prepare a background brief for a parliamentary committee
- understand the role of a Supreme Audit Institution and how it can work effectively with parliament
- draft a set of questions for a parliamentary committee to use during a public hearing

Module 2: Financial Scrutiny for Parliamentary Staff 'practicum'

Each course will be followed by a week of practicum in which participants can apply new learning in a supportive environment. During the practicum, NAO experts will observe staff and advise them on how to use their new skills to provide more effective support for parliamentary committees.

Access to Information

School of Journalism and Public Relations



The objective of the School of Journalism and Public Relations and its founder, the Macedonian Institute of Media, is to develop its students into successful professionals in the areas of public relations and journalism. The school's activities include workshops, round tables and debates, research, and development projects. The purpose of the study programme in journalism is to develop professional, impartial and accountable journalists who will serve the public interest. The Public Relations study programme is the first of this kind in the Republic of Macedonia. Its focus is on communication skills, the business of PR and corporate communications. The School of Journalism and Public Relations works closely with number of European Universities offering students and teachers the opportunity for exchange visits.

www.vs.edu.mk

Thomson Reuters Foundation



The Thomson Reuters Foundation (TRF) was established in 1982 to promote high standards in journalism through training and scholarship. At the heart of TRF today is a commitment to providing reliable, powerful, concise information around the world, where it is most needed, to those who most need it. This is done through a wide range of educational, humanitarian and environmental causes and projects which still includes a globally recognised journalist training programme.

Over the last 25 years TRF has trained 6,000 journalists, with alumni in more than 170 countries. Its workshops promote the core values of fast, accurate and impartial reporting that have made Reuters, the global news agency of Thomson Reuters, one of the world's most read and trusted sources of news.

Highly experienced in curriculum development, TRF demonstrates, via its journalism training, strength in capacity-building for professional journalists at all levels of local media, through the transfer of these core values.

TRF courses are designed to meet journalists' needs in a changing world. They reinforce journalists' confidence in applying internationally recognised principles of professional reporting to their work and in extending their skills.

www.trust.org

Module 1: Parliamentary Reporting for Journalists

A five-day course for up to 12 participants

This course will enable journalists to write news stories with attractive headlines and arresting opening paragraphs. Participants will be expected to absorb a broad knowledge of parliamentary procedures and oversight activity and be able to explain them in news stories. They will use an economic model to understand how fiscal policy fits into and economy context. The methodology of the course will be focused case study analysis.

Module 2: Parliamentary Media Communications for Parliamentary Staff

A five-day course for up to 12 participants

The course will begin with a review of existing performance of communications of the parliament. The course encourages active learning, asking participants to deliver communications based on an evolving case study of parliamentary issue. During the simulation, participants produce messages for internal communications as well as news releases for public consumption.

Participants will focus on a political oversight and transparency issue case study in a workshop setting. They will learn to write news releases, reports and briefing papers and will practise presentation skills and the delivery of information to camera for television distribution.



Curriculum overview

Module	Title of course/workshop	Provider	No of Places	Duration	See page
Parliamentary Process & Management					
1	Working in the parliamentary service	Overseas Office of the House of Commons and the Political Science Department, Ss. Cyril and Methodius University, Skopje	25	3 days	11
2	Parliamentary democracy	Centre for Democratic Governance, University of Essex, and Political Science Department, Ss. Cyril and Methodius University, Skopje	25	2 days	13
3	The role of parliaments in upholding the rule of law and the implementation of constitutional and human rights obligations	International Bar Association Human Rights Institute and the Macedonian Young Lawyers Association	15	3 days	15

Module	Title of course/workshop	Provider	No of Places	Duration	See page
Financial Oversight					
1	Financial scrutiny for parliamentary staff	National Audit Office and the Centre for Economic Analysis	15	5 days	19
2	Financial scrutiny for parliamentary staff: Practicum	National Audit Office and the Centre for Economic Analysis	*	5 days	19
Access to Information					
1	Parliamentary reporting for journalists	Thomson Reuters Foundation and the School of Journalism and Public Relations, Skopje	15	5 days	21
2	Parliamentary media communication for parliamentary staff	Thomson Reuters foundation	15	5 days	21

* Subject to requirements and availability

Notes

