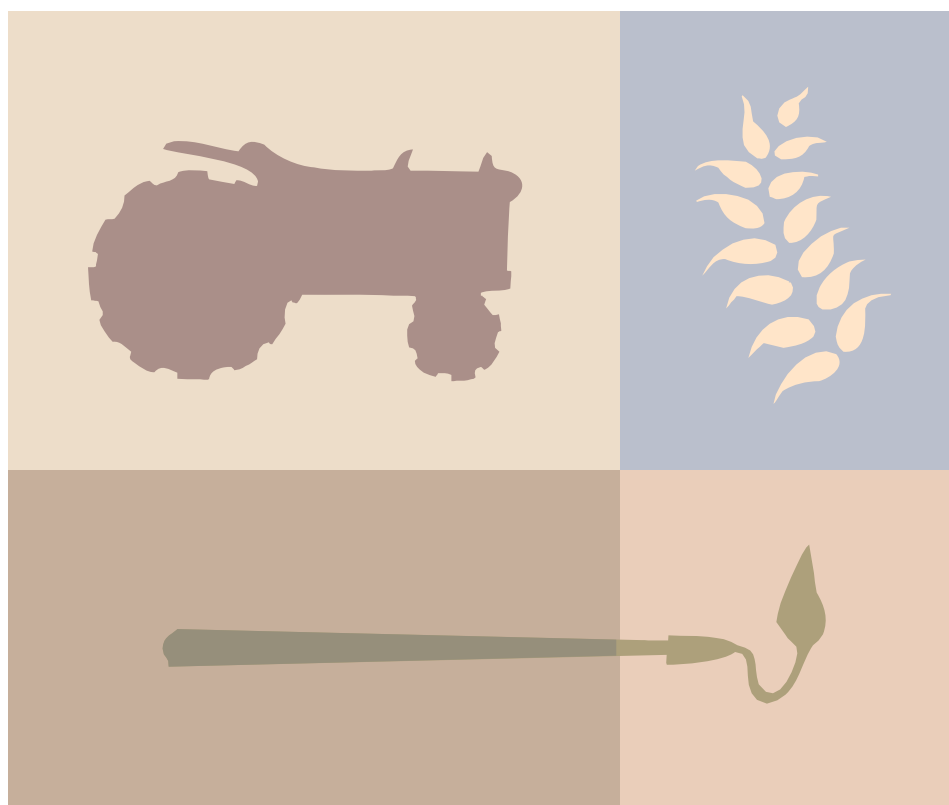


## Building Capacity for Macedonian Policy Formulation and Economic Analysis related to the Agricultural Sector

With a Focus on Trade, Marketing, Production, and Processing



Draft Annual Report, 2008

Department of Economics,  
Swedish University of Agricultural Sciences, SLU  
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## **Abbreviations and Acronyms**

BICA	Balkan International Centre for Agricultural Economics
CAP	Common Agricultural Policy
DAEO	Department of Agricultural Economics and Organization, UKIM
DE	Department of Economics, SLU
ECTS	European Credit Transfer System
EHEA	European Higher Education Area
EU	European Union
FACEPA	Farm Accountancy Cost Estimation and Policy Analysis of European Agriculture
FADN	Farm Accountancy Data Network (EU)
FAF	Faculty of Agriculture and Food-Skopje
GTZ	German Agency for Technical Co-operation
IPARD	Instrument for Pre-Accession Assistance for Rural Development (EU)
LADOK	SLU's computerized students' records
MAASP	Macedonian Agricultural Advisory Support Program
MAFWE	Ministry of Agriculture, Forestry and Water Economy
PSE	Producer Support Estimate
QAT	Quality Assurance Team
SFARM	Support to Farmers' Associations of the Republic of Macedonia
Sida	Swedish International Development Cooperation Agency
SLU	Swedish University of Agricultural Sciences
TEMPUS	Trans-European Mobility Scheme for University Studies
UKIM	St Cyril and Methodius University in Skopje
USAID	United States Agency for International Development
WBC	Western Balkan Countries



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## **Project Context**

This is the first annual report for the second phase of this cooperation between the Department of Agricultural Economics and Organization (DAEO) at UKIM in Skopje and the Department of Economics (DE) at SLU in Uppsala. The activities during this phase build on the experiences and achievements gained in the previous phase and are to a large degree a continuation of the capacity building initiated then.

The report covers the period between January 1 and December 31, 2008 and contains a description and analysis of the results of each activity of the project, as well as the financial report for 2008. The project will continue its second phase during 2009 according to the activity plan included in this document.

## **General Overview of the Socio-Economic and Political Situation**

The Republic of Macedonia, hereafter called Macedonia is still considered as a country in transition. The Gross Domestic Product (GDP) in 2007 was 4.3 billion US\$ which measured in purchasing power standards amount to 29% of the EU-27 average.

The dramatic downturn in the world economy in 2008 has also affected Macedonia. Increasing energy and food prices has resulted in an inflation rate of 5-5.5% and ended a long period with low inflation (approximately 2%).

The agriculture and food sector was influenced by the increasing prices in agri-food products during 2008. Higher input prices had a negative impact whereas higher output prices contributed positively. The relatively lower increase in output prices for livestock, however, had a negative impact on the sector.

When it comes to the agricultural policy, it is noteworthy that the budgetary support in total amounted to 45 million Euros, which mitigated the negative consequences from the aforementioned price increase (oil, food, etc.). However, it should be emphasized that despite the high budgetary support some producers are still unsatisfied because of the

unequal application of the policy measures. The institutional structure for accepting and managing the pre-accession aid by EU IPARD was also strengthened during 2008.

In relation to the planning of future support funds for agriculture and rural development, the Government is projecting funds totalling 415 million euro for the period 2009-2012 with the following dynamics: 2009: 70 million euro; 2010: 100 million euro; 2011: 115 million euro and for 2012 130 million euro. With more resources spent on subsidies and the implementation of the national measures for rural development together with the co-financing of the IPARD measures, will add to a gradual implementation of the principles and measures of the Common Agricultural Policy (CAP) of the EU and lead to a harmonization of Macedonia's agricultural policy with EU's CAP.

## **Higher education**

The new Law on Higher Education with some additional amendments was finally adopted by the Parliament during 2008. The law has changed the relationship between the university (main body with the Senate and Rector) and the faculties, with the university becoming the legal entity and the faculties and institutes as integrated units within the university. The law also provides changes in the organisational structure of the universities to increase the democracy in the education as well as introduces a new quality assurance system complying with the standards and guidelines stipulated for the European Higher Education Area (EHEA)<sup>1</sup>.

One of the most significant outcomes of the law, however, is the introduction of the three-cycle based higher education system. It is at the core of the so-called Bologna principles to divide the European higher education in three levels: the undergraduate level (BSc), the graduate level (MSc), and the postgraduate level (PhD). The first cycle is three years long, the second cycle two years, and the third cycle three or four

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<sup>1</sup> Reference: Bilic-Sotiroska, Snezana, Ministry of Education and Science. Accessed February 5 - 2009: [http://www.ulb.ac.be/unica/docs/prium/PRIUM\\_TEMPUS\\_Best-Practice\\_Bilic.ppt#256,1](http://www.ulb.ac.be/unica/docs/prium/PRIUM_TEMPUS_Best-Practice_Bilic.ppt#256,1), Law on Higher Education in the Republic of Macedonia

years. The law also opens the possibility for joint degrees with other universities.

The new law will affect the operations of the Faculty of Agriculture and Food (FAF) in relation to the agricultural sector, it will lose some of its independence to the central university management; but most importantly it is finally possible to begin the reforming the educational programmes according to the Bologna-principles, a task that has been postponed several times with implications for the activities of the project.

Although the new Law will be fully implemented as of January 1, 2009, certain aspects of the Law started to be implemented already in 2008, e.g. the integration of the faculties and institutes within the university. The work on restructuring FAF's study programmes will be intensified during 2009, and would benefit greatly from the assistance of the project.

Besides the previous stated, a very significant change with the new law will be the elimination of the possibility for teachers to teach in the first and second cycle after their retirement. Therefore the faculty has started to look for their substitutes among the personnel graduated from the faculty, as well as personnel available out of the faculty (current and new employed people).

## **The Project in Short**

According to the project plan, the overall objective of the project is:

*To contribute to an improved Macedonian policy for, and economic analysis of, the agricultural sector with respect to trade, marketing, production and processing*

While the two immediate objectives of the project are:

- 1. To improve the Department's of Agricultural Economics and Organization capacity to undertake policy formulation and economic analysis on issues of strategic importance to the agricultural sector, particularly trade, marketing, production and processing.*
- 2. To improve governmental staff and other actors' in the industry capacity to undertake policy formulation and economic analysis on issues of strategic importance to the agricultural sector, particularly trade, marketing, production and processing.*

However, it has become increasingly clear that the above statements are not a completely accurate description of what the project aims for. After the recommendation put forward in the latest report by Sida's Quality Assurance Team, to revise the LFA matrix, the objectives has been revisited and reformulated in order to capture the actual aim and purpose of the project. Hence, it is suggested that the new immediate objectives of the project should be:

- 1. Improve the capacity of the Department of Agricultural Economics and Organization for higher education, research and policy analysis in agriculture.*
- 2. Improve the capacity of governmental staff and other actors' of the sector for economic analysis in agriculture with focus on agricultural economics.*

As a consequence of these changes, and to better reflect the broadened scope of the activities as proposed in the activity plan for 2009, both project partners have agreed on a new name for the project:

*Building Capacity for Macedonian Higher Education, Research and Policy Analysis in Agriculture – with a Focus on Agricultural Economics.*

Given the new name, the project team has also developed a project acronym, *UniCoop* which reflects the cooperation between the two universities and departments. A project logo has also been developed and will be used in connection with all project activities, including the new Balkan International Centre for Agricultural Economics (BICA):



The activities of the project remains the same and the objectives are to be achieved by building up the DAEO teaching and research capabilities, improvements of the education programmes and by expanding the research activities within the specified areas. The project activities are as follows:

### **1. Education Program**

- a. BSc
  - i. Curriculum Development
- b. MSc
  - i. Study Visit
  - ii. Language Courses
  - iii. MSc
  - iv. Balkan International Centre for Agricultural Economics (BICA)
- c. PhD

### **2. Research Program**

- a. Research
- b. Advisory System

**3. Staff Development**

**4. Facility Upgrading**

- a. Computer Lab
- b. Literature and Journals

The progress in the implementation of these activities will be more thoroughly presented below.

## **Project Management**

The special character of this project, with its strong emphasis on educational and research cooperation between two universities with many similarities but also much dissimilarity, adds to the complexity of the project management.

Although several years of experience from working together has allowed the two partner departments to develop a mutual understanding of the cultural differences and continue to find better, more efficient ways to collaborate, there are nonetheless some issues that continue to pose a threat to the successfulness of the project.

Somewhat different from other development projects, this is based on the assumption that the two departments are equal partners and that DAEO is responsible for planning and performing the project activities independently from DE, which will assist by sharing its competence in the various fields of the academia. The standards are high, but justified, in order to achieve the aim of DAEO to become an equal partner in education and research on the international stage.

The progress so far is acceptable and the internal and external communication has improved, but the issues hinted above raises concern:

- The transfer of knowledge in research has been much slower than anticipated. The teachers have limited prior experience in research from lack of proper funding and since most of them obtained their education in a (partly) different economic system, the gap in the level of knowledge between the Macedonian and Swedish teachers/researchers have sometimes been very large. It takes a lot of time and dedication to learn new methods and theories, and far from all of the few English speaking teachers have been willing to make that effort, though some have understandable reasons for their poor performance in this important part of the project.
- On the other hand, the DE teachers need to improve their patience and understanding of the very different conditions which their research partners work under.
- Activity planning continues to fail, with unrealistic time plans and lack of foresight causing poor performance, missed opportunities and extra work. DAEO possesses the

best insight in all its operations and institutional surroundings to make realistic undertakings, but seems less inclined to improve the planning process.

- The weak social capital in Macedonia also affects DAEO and impedes the willingness to find new partners and contributors to strengthen its capacity. This is somewhat balanced by an already large network of collaborators and contacts.
- The project staff is skilled and with increasing experience highly competent, but are sometimes not utilized efficiently to perform project tasks with a detrimental effect on the project outcome.

The result of the above is that the implementation is falling behind in some areas. Yet, the success of the students on all levels taking part in the project is encouraging and provides the inspiration to continue the collaboration and to find new ways to approach the obstacles; as is the election in November of the Team leader as new Dean of FAF. This change in faculty management promises a good base for the continued work on developing the DAEO's capacity for a higher education in agricultural economics of international standards.

Furthermore, the project administration was strengthened in 2008. Professor Dragan Gjosevski was appointed director of BICA and Ana Krstevska its assistant. Professor Dragi Dimitrievski continued as team leader and Ivana Janeska as project coordinator. On the Swedish side, since September 1, Erik Pelling is responsible for the daily administration at DE and is assisting the Swedish project leader, Tina Ericson, in the planning and coordination of the project. Erik Pelling is also engaged as liaison officer. His task in that role is to coordinate the involvement of DE in the Centre. In addition, DE changed its head of department on July 1, with Carl-Johan Lagerkvist replacing Karin Hakelius.

## **Project Activities – Progress in Implementation**

### **General Achievements**

The aim of this project is to contribute to a qualitative improvement in both formulation and analysis of policies aimed at the agricultural sector in Macedonia. In order to achieve this long-term goal, two main stakeholders have been identified: The University and the Government.

In this respect, the University and DAEO in particular has a key role. There is a natural linkage between DAEO and the ministries and the governmental entities in charge of policy formulation for the agricultural sector. Given the nature of the education and research conducted by DAEO, this linkage could be developed further. The students that graduate from DAEO and the experienced researchers there, already today constitute a potential source for highly skilled personnel and qualified advice. The first immediate objective of this project, which is focused on DAEO, is thus closely linked to the second objective that is focused on the government and other relevant actors.

As the capacity of DAEO in policy formulation and economic analysis increases, DAEO will enhance its ability to provide advice and training for governmental staff and others on issues of strategic importance to the agricultural sector. The activities carried out in 2008 and before that should be understood with this key role of DAEO in mind.

This section describes the general achievements during 2008. The activities organized in order to achieve the project objective are grouped under four separate headings: Education Program, Research Program, Staff Development, and Facility Upgrading. A detailed account of the progress made under each of these will be given in a later section.

This project is considered one of the most important projects the Faculty of Agriculture and Food (FAF) is involved in, and as a consequence it has had a positive influence on other activities taking place at the faculty. It is likely that the project activities have contributed to DAEO's attractiveness, which partly could explain the large enrolment of new students.

Building capacity for economic analysis and policy formulation is a long process, which finally has started to produce results. All three MSc-students who defended their thesis at SLU in 2008 as part of the project have now attained qualified employment. Two of the former students are now working in the new Paying Agency of the IPARD programme and one has been employed as teaching assistant at FAF. In addition, the first two students that went to Sweden for a master are making progress with their PhD-studies at DE. They are all fine representatives of what the project hopes to achieve.

Moreover, the two PhD students at SLU are and will be of high importance in assuring capacity for economic analysis of the agricultural sector since they are obtaining an internationally recognized research education and are applying it in the Macedonian setting. In addition they have been able to assist the project in the cooperation activities with other Sida funded projects. The PhD students, as well as the Macedonian master students are valuable for the project since their knowledge will help improve the understanding of the Macedonian agricultural sector. During 2008, three master students finished their studies, and currently three students are participating in the MSc programme.

As part of the project, students and DAEO staff have noticeably improved their language skills and are now better equipped to play a role on the international arena where English proficiency is of crucial importance.

The research activities are enabling the staff at DAEO to improve their research skills in policy analysis, analysis of farm operations, analysis of the agricultural sector as a whole using FADN data, as well as marketing of agricultural products. In this way the DAEO and the faculty as a whole is strengthening and developing its educational and scientific capacity. Moreover, the staff members have acquired valuable insights in economic modelling and are now aware of its potential for research and analytical purposes. The project is also providing possibilities for younger staff members and students to engage in the research activities, thus creating the foundation for continued appreciation for academic research.

The undergraduate programme at DAEO has been improved through five Swedish guest lectures at DAEO, and

two visits by Macedonian teachers to DE as part of the curriculum development activities. The teacher exchange activities provide a forum in which Swedish and Macedonian staff members can share experiences, improve teaching methods, as well as develop the literature for the courses.

During 2008 the project has significantly increased its cooperation with other Sida funded projects related to the agricultural sector of Macedonia, as well as with stakeholders from the business sphere. The cooperation so far has mainly focused on advisory system activities. SFARM, MAASP and Swedmilk have suggested topics for future MSc theses at DE. The topics will be offered to the Macedonian master students as well as Swedish students who are interested in conducting a Sida funded minor field study (MFS) in Macedonia.

The fact that the project team leader, Dragi Dimitrievski has been elected Dean of FAF is promising and may prove helpful for the project and the accomplishment of the project objectives. If to take a wider approach to higher education and research in agriculture, good contacts with the faculty administration will certainly help. Indeed, well-informed policy analysis requires the inclusion of other aspects of agriculture beside what economics and business administration can provide. .

## **1. Education Program**

### **a) BSc Program**

#### **i. Curriculum Development**

##### *Background and Objective*

The DAEO has already begun reforming its BSc-program in agricultural economics; however, there is a need for assistance in improving the curricula further, hence the DE assists in the process to adapt the programme according to the Bologna Declaration. The project aims at making the BSc in agricultural economics more competitive both on the labour market and among students; in addition to further prepare students for postgraduate studies. The Swedish teachers may assist in developing some first and second year courses in economics and business administration and also visit the department in Skopje for seven to ten days to give guest-lectures on selected topics. Macedonian teachers will

visit the DE at SLU in order to obtain more experience by attending courses provided in English and discuss ways to improve their own courses.

#### *Activities and Achievements*

The activities regarding the adaptation of the current BSc program in agricultural economics at DAEO according to the Bologna principles were initiated in the first project phase, but were later stopped in order to allow for the new Law of Higher Education to become effective. With the new Law several changes were expected at the university level. Firstly, the university was to prepare a new Charter which would comprise all details of the new Law. Pending the essential changes, such as the appointment of a new rector and rector's administration, that were to be done at the University itself, all activities regarding the acceptance and adaptation to the Bologna principles were stopped.

As the new University charter comes into effect, all activities regarding the Bologna principles will be intensified at the University level. However, as the new Law for High Education made its way through the legislative process, the project prepared a strategy for how to reform the current BSc program in agricultural economics with assistance by the DE. This was one of the reasons a mini conference was organized in Uppsala in September 2008.

The general topic of the mini conference was presenting the research results, but it was also used for discussions regarding the development of the current study programmes at DAEO and on how to best use the Swedish assistance. One thing to start with is the need for new teaching materials in Macedonian for the undergraduate students. Therefore, and since modern textbooks in agricultural economics topics in Macedonian are rare, three literature compendiums will be developed. The compendiums will draw on the literature used in the following courses taught at DE: Business Management, Accounting, and Agricultural and Environmental Economics.

In order to improve the current BSc program, the project organized several study visits by Swedish professors to the DAEO. During 2008, five study visits to the Department in Skopje by six Swedish teachers were organized. First, in March 2008 a Swedish teacher provided two days of lecturing

in Cooperatives. The attendees were students from III year of studies, and there were approximately 30 students. The whole visit was very positively evaluated by the students.

The second visit also took place in March 2008. The purpose of the visit was to provide five days of lectures in the Financial Management course, as well as discussing the ongoing research related to the development of a Macedonian version of the Farm Business Planning software Agriwise. The Excel-based software, which have been translated and adapted to Macedonian conditions, was used in the lectures. The DAEO will continue to use the planning tool for future teaching purposes and research activities. There were approximately 25 attendees, all students from the IV year of studies.

The third visit was organized in April. The main purpose of this visit was to give lectures for five days in the Mathematical-Statistical Methods course. Approximately 25 students attended these lectures. This visit was also satisfactory. Two more visits took place during the autumn semester, one in Agribusiness Management course and one in Entrepreneurship. The students from IV year of studies were attendees on both occasions. Worth to mention is that all of the lectures provided by Swedish teachers are organized with the assistance of an interpreter since not all Macedonian students can follow lectures taught in English.

Very often it is possible to plan the teacher exchange activities in connection with other project activities. One visit was thus used to prepare the plans for the current research in Farm Business Planning which will be more thoroughly elaborated in the research part of this report, while another visit was used for establishing contacts with the Startup Business Centre at the Faculty of Mechanical Engineering. The main objective of the startup centre is to develop a entrepreneurial spirit among young entrepreneurs. In connection with the lectures provided in the Entrepreneurship course, the Swedish teacher invited a guest lecturer from Macedonia to present his entrepreneurial idea developed within this centre.

All the Swedish guest teachers are evaluated by the students after their lectures. The evaluations are anonymous and are provided by the responsible teacher at DAEO. In general, the students are very satisfied with having guest

lectures for each course. Some of the presented materials are unknown for them, but therefore they appreciate having visiting teachers in order to broaden their knowledge in a certain area. According to their evaluations the only remark is towards the interpretation. Some of the students consider that an interpreter is unnecessary, but taking into account that there are non-English speakers in the group; the project still organizes lectures by assistance of interpreter.

Beside visits by the Swedish teachers, during this year, two Macedonian teachers visited DE. One of the Macedonian teachers has started with the development of a new course in International Trade and Agricultural Markets for the master students at BICA. The new course, which also may be adapted to the bachelor level as part of the BSc programme improvement, will be developed with the assistance of the responsible professor at DE. The content of the course, literature and examination methods have been defined. The other visit by a Macedonian teacher was used to define the details of a forthcoming visit to Skopje by a Swedish teacher in Production Economics. The topics of the lectures, methods, the audience features as well as the organization of farm visits were thus settled. The visits to Sweden have also been used to discuss research papers related to the sector analysis study, Agriwise Macedonia, and the analysis of Macedonian agriculture using FADN data.

The Macedonian teachers also evaluate their visit to DE, and according to their evaluations the study visits to Uppsala were satisfactorily.

Beside the abovementioned, it is noteworthy that within the cooperation with the other Sida funded projects, MAASP and SFARM, the university cooperation project offers possibilities for the representatives of the cooperation projects to participate in the lectures taught by the Swedish teacher, as well as to organize individual meetings for discussing some issues of mutual interest.

#### *Constraints and Lessons Learned*

The curriculum development activities concerning the adaptation of the BSc programme according to the Bologna principles were delayed until the new Law of Higher Education became effective. Considering that the changes in the new law resulted in structural changes at the university

level, the DAEO was waiting for the new university charter which regulates all issues related to the reorganisation of the study programmes according to the Bologna principles. The procedure for the university charter to become effective also took some time since it need the governments approval. At the end of 2008, the university charter was approved by the government, and therefore all activities regarding the reforms towards Bologna will take place during 2009.

The number of teaching staff from Macedonia that are able to participate in the teachers exchange is still limited since not many staff members speak English. The number of planned visits for 2008 was not accomplished since a longer stay of one Macedonian teacher could not be realized due to his work constraints. This visit was replaced by two regular visits of seven days.

## **b) MSc Program**

### **i. Study Visit**

#### *Background and Objective*

Educational institutions everywhere competes to make students chose their study program; this is certainly true also for the departments in Skopje and Uppsala. Since the Macedonian department has had some problems with students quitting before graduating with a BSc-degrees, a group of undergraduate students from Macedonia was invited to visit Sweden and the Department of Economics in Uppsala. The idea is to show the possibilities awaiting them once they have graduated, as well as to inspire them to apply for one of the MSc positions offered at SLU. This concept was used also in the first phase of the project and has produced positive results. For 2009 and 2010, however, the study visit will be replaced with a "Swedish day" at DAEO in Skopje.

#### *Activities and Achievements*

The study visit was organized in May 2008. Considering that this was the last study visit within the second project phase, the project enabled the students from both third and fourth year of studies to take participation in the trip. The group consisted of six students, and the group leader, *i.e.* the Project Coordinator. All of the students, participating in the study visit were selected according to the criteria set by the

project, such as academic merits and computer and language skills. The students were accommodated in a local youth hostel and during their five days visit they were introduced to the MSc-programmes in both Economics and Business Administration at DE. This was done through informative meetings with teachers and students, and by individual discussions with some of the teachers. In order to know how to find appropriate literature, the students visited the SLU library and were given an introduction to the possibilities of finding textbooks, journals or articles in specific areas online. As potential future students at SLU, the students would be part of the Student Union, and in order to become introduced with its operating, a visit to the Student Union was organized. The study visit also included a farm visit, a visit to the Swedish Federation of Farmers (LRF) and their headquarter in Stockholm, as well as a guided tour at the student campus and in Uppsala.

Upon the return to Skopje each student was obliged to write an essay in English about their impressions. The Swedish teachers provided comments on each report. The written reports presented by all of the participants suggest a very positive result. In general, the students expressed satisfaction with the trip as a whole and they were impressed by the well-equipped Swedish education facilities, by the friendly professors and study environment, as well as the SLU campus. In addition to this, the students reflected on cultural differences such as living conditions, the mentality of the people and educational differences.

The details regarding the study visit are more thoroughly elaborated in the study visit report, appendix 1.

## **ii. Language Courses**

### *Background and Objective*

The importance of language skills could not be questioned in today's globalized world. The project offers two different, but complimentary, courses for undergraduate students. The first course is provided once a week during October to May for interested students in the third and fourth year of studies. Often the third-year students continue with the next course level when they begin their fourth year of undergraduate studies. The expected output of the language course is that the students should improve their English proficiency with at

least two levels according to the scale defined by the Council of Europe.

The second course is provided as an intensive course for the fifth-year students who are potential applicants for master studies at SLU. It is a course in preparation for the IELTS (Test of English as a foreign language), from which they need an average score of 6.0 credits in order to fulfil the SLU prerequisites.

#### *Activities and Achievements*

The language courses are by now well-established and are running smoothly at DAEO. Since the courses are held in classrooms at FAF, earlier problems with students missing lectures or dropping-out of the course are now satisfactorily low.

The regular English course was offered at two levels during 2008 with approximately 30 attendees in total. Out of these students, there are 7 students that have attained the goal of reaching the C2 level, based on the fact that most of them start on the B2-level. The other students are still on the B1 or B2 level.

During the first semester of 2008 five students took the IELTS preparation course. All of them applied for MSc studies at SLU. Out of these five students, only two passed the test with a score of 6.0 IELTS credits thus fulfilling the requirements for master studies at SLU. The two students enrolled at SLU in August 2008. During the autumn semester two more students participated in the IELTS preparatory course. The official test will be organized by the British Council on January 17, 2009, and if successful they will start their master studies in the autumn 2009.

All courses were organized by a private school for foreign languages, which have a long term cooperation with the Faculty of Agriculture and Food-Skopje and uses the DAEO facilities.

#### *Constraints and Lessons Learned*

The major constraint that arises with regard to the language courses for the undergraduate students refers to the scheduling of the IELTS test. The test term is defined by the British Council and the project can not influence it. As a consequence, the results from the test may be delayed

causing the applications for master studies at SLU to be handed in after the application deadline. In order to exceed this constraint the project would have to announce the MSc-scholarship in the spring the year before the master studies should commence and then start the IELTS-course during the late summer. This has not been possible due to institutional constraints at DAEO. Considering that the course was provided for the last time in 2008, the problem with late test results are no longer an issue.

### **iii. MSc-students at the Department in Uppsala**

#### *Background and objective*

The project activity on MSc-studies provides scholarships to Macedonian students with a BSc-degree, who fulfils the SLU prerequisites and allow them to participate in MSc-studies in either agricultural economics and management or environmental economics and management. The scope of the new programs are 120 credits<sup>2</sup> each, with 90 credits of courses and 30 credits for the thesis. Thus, the students will receive an internationally acknowledged MSc-degree in agricultural economics from the DE at SLU. This will enhance the graduates' competitiveness on the labour market and increase the number of competent persons eligible to work at the DAEO or other qualified positions in the Macedonian economy in general and in the agricultural sector in particular. In addition, the program aims at further preparing the students for PhD studies.

The capacity building activities are partly covered by enabling continued education on a master level for the young students with a BSc degree obtained at DAEO. The master studies at SLU are actually divided between DAEO and DE, thus the data collection is concentrated at DAEO, and the courses are attended at DE where the degree is also awarded. There is a joint supervision by both departments, which ensures sharing of experiences and ideas between the departments.

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<sup>2</sup> One semester is worth 30 credits; consequently, the MSc-program is four semesters or two years long.

### *Activities and achievements*

During 2008, there were two Macedonian students who obtained an MSc degree at SLU. One of them had her focus on marketing and wrote her thesis on "[Macedonian dairy farmers and their choice of buyers](#)", while the other student was working in the management area and wrote her thesis on "[Farm business planning model in the Republic of Macedonia](#)". The defence seminar for both of them was organized at the DE following SLU procedures for thesis seminars. Both students have gained qualified employment and will be able to contribute to the improvement of the Macedonian agricultural sector through their work. One of them has become employed by the IPARD Paying Agency of the Republic of Macedonia, while the other one is engaged as Centre Assistant for BICA within this project, and has also been employed by the Faculty of Agriculture and Food – Skopje as a teaching assistant.

A third student defended his master thesis in "Decision making process on capital investments for the Macedonian farmers" during 2008, and is expected to be awarded with a MSc degree in May 2009. This student is also about to be employed by the IPARD Paying Agency of Republic of Macedonia.

During 2008, three more Macedonian students studied at SLU. One of them has completed his courses in business administration and at the end of 2008 has started to work on his master thesis on "Assessment of the high fragmented land impact over the productivity and profitability of the farms".

The other two students initiated their studies in the autumn semester and will continue with their courses in 2009. They were selected according to the SLU prerequisites and awarded the MSc-scholarship offered by the project following a pre-defined application procedure, see the project document for further details.

During the autumn 2008, the project offered the possibility for two more students to enrol for MSc studies at DE, by announcing the two available scholarships for studies starting in August 2009. Only two students showed an interest in the scholarship this time, and these two students started with the IELTS preparatory course, see above under *Language courses* for further details.

In order to improve the cooperation with the other Sida - projects, as well as with companies dealing with the agricultural sector, the project asked for suggestions and proposals for future MSc theses. Several very significant proposals were received by SFARM, MAASP and Swedmilk.

All suggested topics cover their specific fields of interest, and one of those topics was already selected by one of the master students. The selected thesis topic will be to conduct an assessment of the impact of highly fragmented land on the productivity and profitability of the farms.

All suggested topics will be considered for future MSc theses, and will be offered not only to Macedonian but to Swedish students as well. DE has opened the possibility for Swedish students to apply for a Minor Field Study (MFS) in business administration or economics with field work in Macedonia.

#### *Constraints and Lessons Learned*

A recurrent problem in both the previous and this phase of the project has been that the applications is handed in too late causing extra work for the project administration and sometimes missing lectures for the students not receiving their visas in time for the start of the semester. The issue has been further complicated by the continuous changes in SLU's, and Sweden's, procedure for processing the applications from foreign students, with the project often falling one step behind.

Also in 2008 the applications for the master programme was submitted late and notwithstanding the tense waiting for the letter of acceptance from the admittance board at SLU, the situation was resolved adequately in the end. The reason for the delay was a combination of an unexpected change in the deadline for applications and the fixed dates for the IELTS held in Skopje. The problem was repeated in the autumn when the date scheduled for the IELTS for the current candidates turned out to be too late to receive the results before the application deadline, which had been moved yet again. Since the last scholarships have already been announced, these problems will not occur in the future.

#### **iv. Balkan International Centre for Agricultural Economics (BICA)**

##### *Background and Objective*

The fast changes caused by the transition to a market economy in Macedonia and the transformations that comes with the approximation and future accession to the EU will have an enormous influence on the agricultural sector. In the occurred conditions, greater emphasis needs to be put on the marketing aspects of the agricultural production and there is need for economical analysis of farm management and practices. The agricultural policy of Macedonia will increasingly bear resemblance with the Common Agricultural Policy of the EU- CAP, which means that in the forthcoming period Macedonia needs to harmonize its present policy to CAP.

These changes will inevitably impose new requirements on education and research. There will clearly be a need for new research activities that implements contemporary methods in economical analysis, marketing research, and agriculture policy analysis. This will require educated personnel who will be able to fulfil the expectations of the economy and the society in general. One cornerstone in providing sustainable development is the rural development policy, which integrated with the activities of the Ministry of Agriculture, Forestry and Water Economy. The principles in the rural development policy have been insufficiently studied up to present. The need for improvements in the implementation of these principles in the countries of Western Balkan (WBC) is clear and it is necessary to provide further education to the personnel conducting this policy.

Therefore one of the project activities is the establishment of the Balkan International Centre for Agricultural Economics (BICA). The *principal goal* of the Centre is to offer an internationally recognised high quality master program in agricultural business administration and economics for 20 (30) students from Macedonia and other mainly Balkan countries, and to create a well-educated and eligible human resource in the field of agricultural business and economics. Macedonian and regional students are to be educated so to adapt to the changing conditions of the society in Macedonia and the region, which shall therefore contribute to the agricultural development.

### *Activities and achievements*

The Centre initiated its activities in April 2008. The first step was to recruit staff members (both Macedonian and Swedish) and to form the centre's bodies for the successful functioning of the Centre. The accreditation procedure of the study programme that will be offered at the centre has started at the University Ss. Cyril and Methodius – Skopje at the early, initiation stage. However, it is still in progress and almost on the final stage. In order to start the process of accreditation, it was required to prepare a proposal covering the most important aspects organized at the centre, and it has been updated since.

What has been referred to as a Centre all along now has a full name, and that is “Balkan International Centre for Agricultural Economics” with the acronym “BICA”, decided by the centre team. It was considered that with this name the centre will not only be able to attract students from Macedonia, but from the whole Balkan and beyond. The centre together with the mother project will use the same logo although the acronyms accompanies the symbol are different.



The first master program at BICA will start on October 1, 2009. The teaching staff, both Macedonian and Swedish, for BICA has been recruited. Since a transfer of knowledge and teaching techniques, the Swedish teaching staff will share the responsibility 50:50 in the first year. The Swedish professors will give a set of lectures and other teaching activities. They will also act as tutors and will therefore share their experience and knowledge with the Macedonian professors.

The remaining part of the course will be carried out by the Macedonian professors.

BICA will use a conversion table, which have been already prepared, to convert the grades from the both universities, UKIM and SLU, according to ECTS.

The ECTS grading scale has been developed by the Council of Europe to facilitate the transfer of students and their grades between European [higher education](#) institutions, by allowing the different national and local grading systems to be interchangeable. Grades are reported on a carefully calibrated and uniform A–F scale. Considering the divergent grading systems at UKIM and SLU, the following table will be used to convert the grades to the ECTS scale:

<b>ECTS Scale</b>	<b>UKIM equivalents</b>	<b>SLU equivalents</b>
A	10	5
B	9	4
C	8	3
D	7	2
E	6	1
FX	5	U
F		

There will be two formal application dates. The application to the first three semesters will be handed in to UKIM on UKIM's application form filled in on Macedonian with a certified copy in English of the Macedonian documents; while the application to the last semester (MSc-thesis) will be submitted to SLU, according to SLU's principles. This is considered as a shortcut in order to skip many formalities which could postpone the process of issuing diplomas. For the first application, students would not be required to have passed an internationally certified English test (e.g. IELTS, TOEFL, etc.), but there will be a test conducted at BICA, while for the second application date, the aforementioned internationally recognised test are necessary.

Students will have a continuous access to information regarding BICA through its webpage, which will be hosted on UKIM's provider. The webpage will be used as an interactive tool between students and professors as well. Every course will have a separate course webpage that is linked to the webpage of BICA.

BICA team is permanently promoting the centre using different techniques, mainly by presentations. The most recent promotion was for Balkannet, in order to attract students from Kosovo, and to promote BICA beyond the borders of Macedonia.

#### *Constraints and Lessons Learned*

The accreditation process has proved to be time consuming since there are several different bodies of the faculty and the university that need to endorse the centre. This process was especially difficult to go through since UKIM is changing its Charter. The delay in the accreditation process has constrained the planned activities of BICA. Due to this it was not possible to initiate the admission process on time and as a consequence the courses will not start in February 2009 as planned but on October 1, 2009 instead. The delay is unfortunate but one positive effect is that the master programs at BICA will run according to the normal study year at UKIM, *i.e.*, October to July. When BICA receives the accreditation for its study programme it will be legally established.

#### **c) PhD Program**

##### *Background and objective*

The PhD-programme aims at recruiting Macedonian students to participate in PhD-studies in agricultural economics and business administration. The data collection is concentrated to the department in Skopje, while many of the courses are attended in Uppsala, where the degree is awarded. The PhD-students have supervisors from both departments and choose topics for the dissertations from the research areas determined as important. The project also employs a Swedish PhD-student, whose research is focused on issues relevant to the Macedonian agricultural sector.

The students should obtain a PhD-degree in agricultural economics or business administration and the knowledge needed for policy formulation and economic analysis of the agricultural sector with respect to trade, marketing, production, and/or processing. Furthermore, the aim is to enrich the Macedonian scientific tradition in agricultural economics and hence make the PhDs more competitive on the labour market.

### *Activities and achievements*

The two Macedonian PhD students started their studies during the first project phase. But at that time the problem with their financing was still not solved. According to Sida's request, the PhD program should apply the Sandwich model for financing the students, which means that during their studies in Sweden the students should be financed by scholarships, while during their stay in Macedonia they should be employed according to Macedonian procedures. The project management team put a lot of efforts in order to find an employer and to fully apply the Sandwich model, but all these efforts were not fruitful. This problem was discussed at depth at the annual review meeting with Sida in April 2008.

The agreement reached with Sida was that the Sandwich model will not be applied in this case. Instead, the Macedonian PhD students will be financed by the project with assets outside the previously agreed budget during their stay in Macedonia. They will thus be employed as research assistants at BICA and will receive a salary in level with common Macedonian PhD students. During the PhD students time in Sweden, they receive a monthly allowance administrated by the DAEO since Swedish regulations does not permit the DE to make the payments.

Sida also decided that the third and yet to be recruited Macedonian PhD student will be financed in the same manner. Accordingly, the project will accomplish the objective of having three Macedonian students with a PhD degree from SLU.

During this year one of the Macedonian PhD students at DE was engaged by the project within the advisory services activities, while the other PhD student has used her vacation period during the stay in Macedonia. During the period of legal establishment of the educational centre, they will be employed like research assistants by the project.

Both of the Macedonian PhD students currently enrolled at SLU have dedicated most of their time during 2008 on course work. They have taken courses both at the University of Stockholm and the University of Uppsala. One of the PhD students has also concluded the first of two collections of data in Macedonia. The topics they are working on are as follows:

- “Analysis of farm efficiency and management practice- A study of viticulture family farms in the Tikves Region in R.M.”, and
- “Institutional changes in the Macedonian agri-food marketing system”

The recruitment in Macedonia of a third PhD student to SLU has started. After consultations with the Head of Department at DE and discussions within the project team it has been decided that the third PhD student should find a topic within the realms of agricultural economics. The two current PhD students from Macedonia are undertaking research in business administration. The proposed topic for the third PhD student from Macedonia is “Environmental Issues for the Agricultural Sector”. The intention is to find a linkage between this topic and the work carried out in the agricultural sector by the other Sida funded projects. A Swedish supervisor has been appointed and will prepare a project proposal based on the above-mentioned research area and will design an appropriate study programme for the third PhD student.

The Swedish PhD student will apply several different economical and econometrical methods to analyse the affects on producers and consumers of agricultural commodities of the transition and accession to the EU. She has taken courses in economics and econometrics during 2008, and also started to work some on the research for her first article, while struggling to obtain the necessary data for later articles from the State Statistical Office in Skopje.

#### *Constraints and Lessons Learned*

Three problems are affecting the two Macedonian PhD students: Visa delays, employment, and money transfers. The visa delays are always due to the Swedish Migration Board: its shortage of staff or inconsistent treatment of applications, which means applications may be lay unprocessed for months or rejected on a detail in the application form which has been accepted for other students. This irrational treatment of applications causes unnecessary anxiety for the students and their families. The project is constantly perfecting the wording of supporting documents to the applications to avoid delays due to requests by the Migration Board for supplements.

The agreement regulating the PhD programme stipulates that during the time the students are in Macedonia for their studies they should be employed at BICA as research assistants with the same employment rights and benefits as everyone else. They are also entitled to 20 working days of vacation every year. However, since BICA still awaits accreditation to become a legal entity, it could not employ the students during 2008. Unfortunately, they were not employed by the project at DAEO either even if one of the students received a monthly allowance as remuneration for her work on the project led by MAASP to develop best-practice protocols for Macedonian farmers. The problem were discovered when the students returned to Sweden in August and September, and was thus addressed at the project management meeting held later that month. It was agreed that the payments of salary, social taxes, vacation pay, and for sick-leave were supposed to be resolved before December 2008, but was later postponed until 2009 due to administrative constraints.

The extra work performed by one of the PhD students for the project on best-practice protocols also goes against the agreement signed by both departments, which regulates the number of hours the PhD students may be asked to perform other duties than their studies. For this reason, the time frame for finishing the PhD-programme for this student will be prolonged with the equivalent amount of time.

The third problem has been the delays in the transfer of the monthly allowance from DAEO to the students' Swedish bank accounts, which were due to the problems with the financial management discussed earlier in this report and should now be satisfactory resolved.

Finally, through-out the project's life time the Swedish PhD student has had continuous problems gaining momentum in her studies due to her responsibilities as project leader, with the risk on an inefficient use of Sida's resources. With the employment of the project assistant at DE this problem should now have been eliminated.

## **2. Research Program**

### **a) Research Cooperation**

#### *Background and Objective*

The research cooperation between DE and DAEO address some of the most pressing issues for the agricultural sector in Macedonia. The aim of the joint research efforts is both to strengthen the expertise in Macedonian on sector analysis and modelling, and to increase the Swedish researchers' experience of international cooperation and knowledge of the specific problems facing an economy in transition.

#### *Activities and Achievements*

The project has followed the recommendation by Sida's Quality Assurance Team to formalize the existing mechanism used to set the project's research priorities. The procedure is as follows:

- 1) Select a topic either
  - a) from the two major research areas identified at the workshop in 2003 and presented in the project document, or
  - b) from suggestions made by the agricultural sector, i.e. their research demand, or
  - c) based on an assessment of areas/methods with insufficient competence at DAEO that is important to develop
- 2) Consider the impact of the research (sustainability)
- 3) Consider the staff availability at both departments regarding both resources and experience/knowledge
- 4) Consider budget restrictions and time constraints

The four steps ensures that the selected research project will deliver valuable results both in terms of increased knowledge and experience for DAEO staff but also in the actual findings of the research, which will benefit other stakeholders in the agricultural sector.

#### **Sector Analysis Study**

The sector analysis study focuses on the competitiveness of the main agricultural products in Macedonia, *i.e.* wheat, maize, barley, rice, tobacco, potatoes, tomatoes, peppers, melon and watermelon, cucumbers, alfalfa, apples, grapes,

beef, sheep meat, pig meat, eggs, and milk. The aim of the analysis is to create the necessary elements needed to set up and run a sector model. The latter is a crucial tool when to analyse and predict the implications of different policy scenarios related to future negotiations with the EU on Macedonia's future accession and its adaptation to CAP.

The study has engaged staff members at DAEO, DE, and the Biotechnical Faculty of the University of Ljubljana. The sector analysis study was preliminary set to be finalized during the first project phase, but its finalization was postponed to 2008 to allow for all parties to harmonize their contributions. A one day long workshop among the researchers was organized in May, when the researchers including representative from DE shared additional comments and agreed that a pre-workshop should be organized before the final promotion of the study in Macedonia and before delivering it to MAFWE. At a meeting in November, however, it was agreed that even more time was needed to assure the quality of the final text and as a result a new plan was developed for when and how to finalize the study.

Some preliminary findings in the study were presented at the mini conference organized in Uppsala in September 2008. The PSE calculation (Producer Support Estimates) and the chapter preliminary called "Support to Agriculture in FYR Macedonia - An Exploratory Assessment (1999-2004)" will also be published as a departmental report at DE in 2009.

This long running sector study, though still not finished, has been a good way to carefully transfer knowledge on how an analytical, as apposed to synthetic, text is developed. The smaller projects, either in number of participants or time frame, which are presented below on the other hand, let the teachers at DAEO work with theories and methods specific to his or her field, with a positive impact on the quality of their courses and increasing the chances of being published in peer-reviewed journals.

### **Farm Business Plan**

The aim of this research activity is to adapt a Swedish farm business plan used in the Agriwise project at DE to

Macedonian conditions. The adapted business plan model will be used to prepare enterprise budgets for the most important crops and livestock products in Macedonia. "Agriwise Macedonia" will be used for teaching, education and extension purposes. Therefore, the DAEO has been provided the appropriate software, which have been translated into Macedonian. In addition, the farm business research was part of the master thesis of one of the Macedonian MSc-students in Uppsala that graduated in 2008. This research effort will result in a paper prepared by researchers at both departments.

During 2008, the model was adapted to Macedonian conditions and relevant data on Macedonia was collected from different sources. Most of the necessary calculation of gross margins was finished as part of the master thesis of one Macedonian student at SLU. The model has been tested on a large dairy farm, and the results have resulted in a paper. The paper, written in English and translated to Macedonian will be published in the Faculty Yearbook.

### **Analysis of Macedonian Agriculture using FADN Data**

This research subproject will follow and benefit from the EU-funded project Farm Accountancy Cost Estimation and Policy Analysis of European Agriculture (FACEPA), coordinated by Professor Yves Surry (SLU) and funded under the FP7 research program of the EU. The major purpose of FACEPA is to define and to develop economic models to estimate costs of production of various types of agricultural products in the EU member countries using FADN data.

In that term, the project on estimating costs of production for Macedonian agriculture using FADN data will focus primarily on the following objectives:

1. Estimating the proposed cost of production model (developed under the FACEPA project) for Macedonian agriculture.
2. Assessing the relationship between cost structure, farm technology and farm performance.
3. Evaluating the impacts of agricultural policy measures, using FADN database (data indicators).

Since Macedonia is a candidate country to join the EU, this project intends to closely adhere to the theoretical and

empirical outcomes from FACEPA, and implement those outcomes applicable to the Macedonian situation. One of the key features of this future research effort would be to link the work conducted for Macedonian agriculture with this EU-funded project (including participation in the workshops, conferences, etc., planned within the framework of FACEPA).

The research project will provide tools for economic analysis of the agricultural sector in Macedonia with respect to its production activities, its structure and performance. Moreover, policy makers and evaluators will be able to make informed decisions and argumentative evaluations using the data from the Macedonian FADN system.

During the stated period the researchers from both departments participated in a conference organized in Brussels where the plan and the strategy for conducting the research were discussed among all parties. In order for the department staff to be introduced to the idea of the research and the cost of production calculations, a workshop was organized in May at DAEO. Participants were the DAEO staff, and the researchers from DE and DAEO. Since the calculation of cost of production requires GAMS knowledge, the DAEO researcher has started with its exploration and application in the research.

A three day meeting was organized at DE in November where the researchers from both departments found out that the primary data already provided costs allocated per farm enterprise. Running a model for cost allocation of aggregated data was thus deemed unnecessary and inappropriate in this case. Therefore, it was decided that the focus of the research should be shifted.

### **Research on Regional Foods**

For the second phase of the project it has been decided that research projects smaller in time and effort should be included. A joint research project on added value in regional food has, thus, started during the stated period.

Sweden's accession to the European Union in 1995 gave a greater choice of potential markets for Swedish food producers and the processing industry, but also led to increased competition at the national market. When Macedonia joins the EU, their food producers and manufacturers will face the same situation.

The aim of the project is to identify grounds for perceived added value in the marketing of local food products in Sweden and in Macedonia in particular.

The literature review and the empirical part of the research were conducted during 2008. The literature review, provides valuable information, which will contribute to better explanations of some marketing issues in the study. The gathered material includes information which has been collected from official Macedonian sources and presents a theoretical background of the brand theory, significance of the brand, added value of the products, as well as the support for the competitive Macedonian products.

For the empirical studies, data from successful Macedonian producers was collected through personal interviews with the companies. Products were chosen from [small-sized or medium-sized](#) privately owned companies, positioned on the private markets, which had developed some new specific products in their assortment which presents “added value” products.

#### *Constraints and Lessons Learned*

During 2008 the major constraint in all research activities was the lack of data. In addition, DAEO had a limited capacity to undertake researches within the project. Given the language barrier, the number of available researchers at DAEO is limited. Most of the researchers were engaged in teaching process, *i.e.* 10% of the DAEO capacity comprises 60% of the teaching. In order to overcome this constraint the project has started to involve younger staff members at DAEO in the research activities.

### **b) Advisory System**

#### *Activities and Achievements*

The subproject on Advisory systems in Macedonia has an aim to form a partnership between the two departments, the National Extension Agency in Macedonia, Agriwise and MAASP. It may be envisaged to include Macedonian agricultural enterprises or farm associations including the ongoing cooperation between SFARM and the Federation of Macedonian Farmers. There is also a possibility to make use of the data collected for the Farm Monitoring System by the

National Extension Agency, a project initiated by the World Bank.

Together with the MAASP 2 Project, protocols for the farmers needs were prepared during 2008. The protocols require a technological and farm business management information base before they can be presented to farmers by the advisory services. Therefore the DAEO was invited to undertake the farm management part of the protocols. For that purpose one of the Macedonian PhD students was engaged during the summer 2008.

### **3. Staff Development**

#### *Background and Objective*

Considering the fact that the project language is English, an important part of the project focuses on increasing the level of English proficiency for teachers and other staff members. Consequently, the teachers will obtain necessary skills to be able to participate in the new master programme taught in English at BICA, to participate in different research activities within the project, as well as to take part in other international projects, conferences, seminars, and education.

Beside the improvement of the language skills, the DAEO teachers also need to involve some specific statistical software packages in the research and teaching processes. Therefore, the DE assists in selection of the statistical software, application, sharing its knowledge and experience in that field.

#### *Activities and Achievements*

During 2008, two representatives from the DAEO staff participated in the individual language courses. Both staff members were tested prior to the course in order to establish their previous knowledge and language skills and to identify an appropriate course. The courses were organized at DAEO by a private school for foreign languages.

Regarding the statistical software courses, two representatives from the DAEO staff have started with the online courses in STATA, and the courses will continue in 2009. Additional literature was received for GAMS, and it is permanently used for guiding the teachers and the master students in the use of software in their specific research and

work. GAMS will be applied in the analysis of Macedonian agriculture using FADN data.

#### *Constraints and Lessons Learned*

The individual language courses are intended for the DAEO staff involved in the project activities. Since many of them are quite busy with teaching and research responsibilities not all professors were able to participate in the language and statistical software courses. The involvement of younger staff in the research activities will increase the number of participants in the language and statistical courses.

## **4. Facility Upgrading**

### **a) The Department of Economics Equipped with a Computer Lab**

#### *Background and Objective*

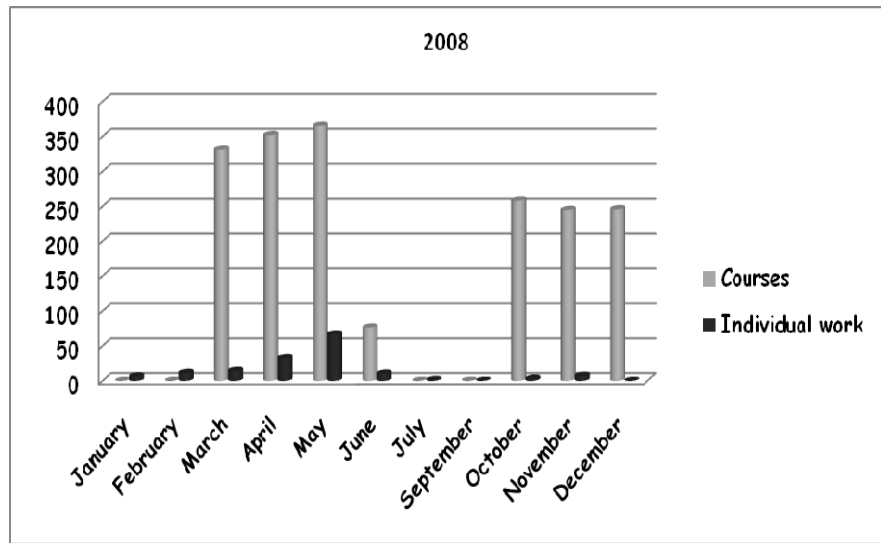
Academic work today is to a high degree dependent on easy access to new research results through the Internet. Therefore, it is essential for the DAEO to have access to academic channels, e.g. economic science journals and useful web sites. For students it is very important to learn how to use computers for their academic development, in addition to become acquainted with the available information channels in their field as a modern means of education.

#### *Activities and Achievements*

During 2008 the computer lab managed and set-up by the project was utilized for teaching purposes (8 am until 12 pm), as well as for the needs of individual students (12 pm to 4 pm). The courses in Agribusiness Management, Financial Management, Mathematical Statistical Methods, and Marketing of Agricultural Products are provided within the teaching hours in the computer lab. Beside the regular courses at DAEO, all guest lectures provided by DE are also organized in the computer lab.

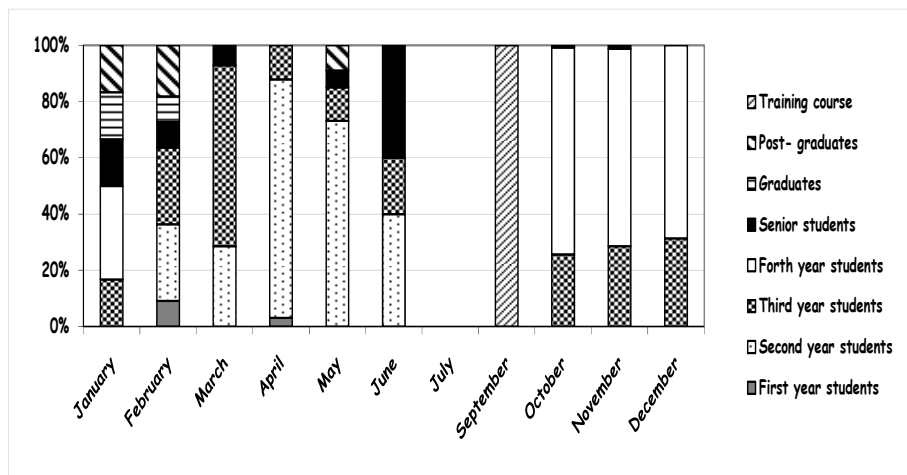
However, the computer lab was not only utilized for department needs; it was also used for organizing different types of trainings in cooperation with MAASP and NEA. The trainings referred to investment programmes and preparation of business plans, and were organised in five days during September.

The utilization of the computer lab in 2008 will be more clearly presented in the chart below:



The chart above presents the annual utilization of the computer lab for the courses and for the students' individual work. The utilization fluctuates and depends on the period and the semester. For instance, the lab is used more intensively during the period March-May when the students participate in the lectures, but is very low during June-September when the students are preparing themselves for the exam session.

How the computer lab was utilized in terms of different categories of users is presented in the chart below.



The students from the DAEO have their own accounts in order to have access to the computers.

In regard to the maintenance of the lab there are two responsible persons: the system administrator who is responsible for the system maintenance (network, computers, students' accounts, etc.) and one person that looks after the lab when it is open to students.

The two statistical packages, STATA and GAMS, were purchased in early 2008. DAEO received one license for STATA and one for GAMS. Both licenses are very useful for the department. The STATA license will be more intensively utilized for statistical processing of data, while the GAMS license is necessary in modelling as part of the research activities. Beside the statistical packages, the McAfee licensed antivirus software was also purchased.

Considering that the project and the DAEO operations are dependent on a stable permanent internet access and communication online, the project established a new stable internet connection at DAEO. The same will be utilized for organizing online courses for the DAEO staff on different statistical packages.

Worth to mention within the computer lab activities is that the project has initiated the development of a project web page. The project web page will be hosted by UKIM and will be available for all interested parties from the beginning of 2009.

#### *Constraints and Lessons Learned*

The fluctuations in the power grid in Skopje during the autumn damaged some of the computers in the computer lab. The computers have been replaced and in order to avoid similar problems in the future, power surge protection devices will be installed in the lab.

### **b) New Reference Material for the Library at the Department in Skopje**

#### *Background and Objective*

Academic work today is also dependent upon a continuous access to new research results, as well as modern textbooks.

In order to improve DAEO's access to internationally recognized research results, the project agreed upon equipping the DAEO library with modern textbooks in economics and business administration as well as to provide access to scientific journals online. All books and journals provided will be in English.

#### *Activities and Achievements*

In dialogue with the Swedish staff a decision to buy relevant textbooks was made. Suggestions were given for purchasing four encyclopaedias, handbooks of agricultural economics. Considering that the DAEO had an opportunity for purchasing textbooks within the TEMPUS project, the suggested encyclopaedias were purchased for the DAEO library through that project instead.

But, the Swedish teaching staff recommended influential science journals to be provided on-line at the library or in the computer lab, but at the same time to have them in hard copy for the DAEO library. Out of the suggested journals, during the stated period the DAEO received the subscriptions to the European Review of Agricultural Economics (ERAЕ); the Agricultural Economics, a journal issued by the International Association of Agricultural Economists; the International Farm Management, a journal issued by the International Farm Management Association, and the Rural Europe newsletter issued by Agra Informa.

During 2008, the CAP Monitor subscription was also renewed. All these journals are available for the department, but also for the faculty library.

Beside the aforementioned, the project has started the procedure for obtaining access to the journal database JSTOR, which offers eight multi disciplinary, one regional, and eight discipline specific collections with 1102 journal titles. Considering the payment procedure at DAEO, all these titles will be available in the beginning of 2009.

Noteworthy is that the project during 2008 started issuing a project newsletter every fourth month. The aim of the newsletter is to create a venue for news and discussions regarding the project and for those interested in education, policy, and economic analysis related to the agricultural sector in Macedonia.

### *Constraints and Lessons Learned*

Considering that the DAEO online subscriptions were delayed because of lack of communication with the providers, the management team organized a meeting where all of the further steps for getting the subscriptions and the titles of the significant journals were defined. All of the activities have started, some journals were received during 2008, and the others will be received at the beginning of 2009.

## **Monitoring and Evaluation**

The progress of achieving the objectives defined in the project document is continuously monitored throughout the year. That is necessary in order to secure the desired outcome and improve plans and follow through of each activity. The means of verification differs somewhat between the different activities, as will be presented below.

The curriculum development is continuously monitored using evaluation forms for each Swedish guest lecturer or visit by a Macedonian teacher to Uppsala, including student evaluations of the guest lectures.

The objective for the MSc-program at SLU is evaluated based on the number of passed courses and the yearly evaluation form answered by the students. The MSc-studies will also be evaluated based on the finished theses. In difference to earlier years when students at SLU obtained only a passed or failed, the master students that initiated their studies at DE in autumn 2008 will receive a grade for each course and for the MSc-thesis.

The Study Visit is evaluated based on the essays written by participating students, as well as the report by the group leader.

The PhD-students' progress are assessed once or twice a year, as their supervisors go through and follow up on the individual study plan that all PhD-students must have. The study plan is then given to the director of studies at the department for a second control. In addition, papers presented on department seminars, together with transcripts of the student records, are used to monitor the activity level and the number of passed courses/credits.

All research-efforts are monitored based on progress reports as well as papers presented at department seminars and/or conferences.

The use and reliability of operation of the computer lab are monitored through monthly reports from the network engineer and lab assistant. The literature and journals are monitored through inventory lists, while the language courses are assessed based on test results.



## **Financial Report 2008**

The total budget for 2008, as approved by Sida, was 5,194,376 SEK with 2,115,676 SEK for the activities in Macedonia and 3,027,200 SEK for the project in Sweden. The financial outcome for 2008 was 3,444,652 SEK or about two thirds of the budget, with 2,285,913 SEK paid as fees of which 88,882 SEK is overhead charges at both departments. The purchase of goods and other reimbursable costs amounts to 962,624 SEK. See table below for details.

The education programme is the activity group with the largest surplus accounting for more than 60 per cent of the positive balance. The more than 1.1 million SEK comes from the delayed start of BICA: Centre +389,500 SEK, unused money for the PhD-students: +300,235 SEK and the delays in the Bologna reform: Curriculum Development +206,827 SEK.

The research programme also exhibit a major surplus with 297,205 SEK remaining at the end of the year. Postponing the remuneration for some of the research until 2009 and spending less on data collection saved 197,876 SEK. While efficiency gains from combining the research on the farm business plan and master thesis of one of the students with the activities on the advisory system contributed with another 99,330 SEK or almost all money allocated to this activity.

Most activities show a positive balance with a few exceptions. The project administration has been more costly than anticipated; this is partly due to the insurance costs of students' family members which was not considered in the budget and was put here as well as a couple of extra management meetings (in Skopje and Uppsala) to discuss BICA and the new activities at FAF. The fees for the study visit show a small deficit because a heavier workload in supervising the students' reflections, while the discrepancy for the computer lab originates from the exchange rate received in the money transfers.

The financial crisis at the end of the summer, with the weakening Swedish krona, had a negative effect on the result increasing the costs of the project compared to the exchange rate used when the budget was drafted. The large surplus will be used to expand the project to general services at FAF.

## Financial report for 2008, SEK

The exchange rate used to report the Macedonian costs is the weighted average from the money transfers in 2008: 6.2305 MKD/SEK.

Activity	TOTAL BUDGET			OUTCOME			BALANCE
	2008			2008			
Education Programme	Mac + Sw	Macedonia	Sweden	Mac + Sw	Macedonia	Sweden	
<b>BSc</b>							
<b>Curriculum Development</b>							
Fees	244 000	38 800	205 200	128 705	34 510	94 196	115 295
Reimbursable costs	193 500	88 800	104 700	101 967	34 320	67 647	91 533
<i>Sum Curriculum Development</i>	437 500	127 600	309 900	230 673	68 829	161 843	206 827
<b>MSc</b>							
<b>Study Visit</b>							
Fees	25 700	0	25 700	34 003	0	34 003	-8 303
Reimbursable costs	68 400	39 300	29 100	55 875	25 987	29 888	12 525
<i>Sum Study Visit</i>	94 100	39 300	54 800	89 878	25 987	63 891	4 222
<b>Language Courses</b>	108 476	108 476		107 294	107 294	0	1 182
<b>MSc</b>							
Fees	316 200	20 900	295 300	191 385	18 908	172 476	124 815
Reimbursable costs	264 300	71 600	192 700	177 101	36 084	141 017	87 199
<i>Sum MSc</i>	580 500	92 500	488 000	368 486	54 992	313 494	212 014
<b>Centre</b>							
Fees	490 900	100 000	390 900	153 346	86 612	66 733	337 554
Reimbursable costs	96 100	56 400	39 700	44 155	28 513	15 641	51 945
<i>Sum Centre</i>	587 000	156 400	430 600	197 500	115 126	82 374	389 500
<b>PhD</b>							
Fees	954 400	222 200	732 200	748 290	242 630	505 660	206 110
Reimbursable costs	294 100	63 200	230 900	199 975	10 712	189 263	94 125
<i>Sum PhD</i>	1 248 500	285 400	963 100	948 265	253 342	694 923	300 235
<b>Sum Education Programme</b>	<b>3 056 076</b>	<b>809 676</b>	<b>2 246 400</b>	<b>1 942 096</b>	<b>625 570</b>	<b>1 316 526</b>	<b>1 113 980</b>
<b>Research Programme</b>							
<b>Research</b>							
Fees	433 700	215 100	218 600	335 694	153 403	182 291	98 006
Reimbursable costs	279 900	201 600	78 300	180 031	129 857	50 174	99 869
<i>Sum Research</i>	713 600	416 700	296 900	515 724	283 260	232 465	197 876

Activity	TOTAL BUDGET 2008			OUTCOME 2008			BALANCE
	Mac + Sw	Macedonia	Sweden	Mac + Sw	Macedonia	Sweden	
<b>Advisory System</b>							
Fees	106 200	44 400	61 800	6 870	6 870	0	99 330
Reimbursable costs	0	0	0	0	0	0	0
<i>Sum Advisory System</i>	106 200	44 400	61 800	6 870	6 870	0	99 330
<b>Sum Research Programme</b>	<b>819 800</b>	<b>461 100</b>	<b>358 700</b>	<b>522 595</b>	<b>290 130</b>	<b>232 465</b>	<b>297 205</b>
<b>Staff Development</b>							
Fees	0	0	0	0	0	0	0
Reimbursable costs	46 600	46 600	0	0	0	0	46 600
<b>Sum Staff Development</b>	<b>46 600</b>	<b>46 600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46 600</b>
<b>Facility Upgrading</b>							
<b>Computer Lab</b>							
Fees	50 300	50 300	0	54 524	54 524	0	-4 224
Reimbursable costs	135 600	135 600	0	21 682	12 148	9 533	113 918
<i>Sum Computer Lab</i>	185 900	185 900	0	76 205	66 672	9 533	109 695
<b>Literature &amp; Journals</b>							
Reimbursable costs	68 400	68 400	0	56 507	56 507	0	11 893
<i>Sum Literature &amp; Journals</i>	68 400	68 400	0	56 507	56 507	0	11 893
<b>Sum Facility Upgrading</b>	<b>254 300</b>	<b>254 300</b>		<b>132 712</b>	<b>123 179</b>	<b>9 533</b>	<b>121 588</b>
<b>Project Administration, reviews etc</b>							
Fees	573 400	180 400	393 000	633 096	192 149	440 947	-59 696
Reimbursable costs	249 900	220 800	29 100	86 806	24 507	62 299	163 094
Macedonian overhead on all activities	142 800	142 800	0	88 822	88 822	0	53 978
<i>Sum Project Administration, reviews etc</i>	<b>966 100</b>	<b>544 000</b>	<b>422 100</b>	<b>808 723</b>	<b>305 478</b>	<b>503 246</b>	<b>157 377</b>
Unforeseen costs	51 500						51 500
<b>TOTAL FOR THE PROJECT</b>	<b>5 194 376</b>	<b>2 115 676</b>	<b>3 027 200</b>	<b>3 444 652</b>	<b>1 382 882</b>	<b>2 061 770</b>	<b>1 749 724</b>
of which				2 285 913			
Fees:				88 822			
Administration (OH):				962 624			
Reimbursable costs:							

## Activity plan for 2009

Two factors are expected to distinguish 2009 from previous project years. First, the new centre for international master studies and possibly also research in agricultural economics (BICA) will open its doors for students on October 1, 2009 and will be one of few to offer an English spoken master program in economics. Second, the inclusion of key functions of FAF as a whole in the project will enrich and broaden the capacity in agricultural analysis that this project seeks to develop.

### 1. Education Programme

#### a. BSc Programme

##### i. Curriculum Development

- *Teacher Exchange:* In 2009, the Bologna principles will be introduced at DAEO and FAF. This will require special attention but the ongoing curriculum development through the teacher exchange will also be of help in this process. Therefore, three Macedonian teachers, and three Swedish teachers will participate in this activity during 2009.
- *Advisory Board:* Besides the teacher exchange, an advisory board will be established to assist FAF in the Bologna preparations. A first meeting is scheduled for May 2009.
- *Survey on Educational Demands:* Within the Bologna preparations, the Labour Market Study conducted earlier will be followed by a Survey of Educational Demands. The DE will assist in conducting the survey by the FAF.
- *Competence Analysis:* As part of the Bologna reform preparations, a competence analysis will also be conducted. Two persons from DAEO, and one from DE will be engaged in the analysis of competence areas.
- *New PhD Programme:* The project will assist DAEO in the process of creating a new PhD programme at DAEO. The aim is to have a new PhD programme ready by the autumn of 2010. A working group with representatives from both departments will be established. They will

gather on several occasions to discuss the organization of the programme.

- *BSc and MSc Programme (I and II cycle)*: As part of the Bologna reform, DAEO will also develop a new BSc programme. The project will assist with a working group organized at DE, which that will give comments and suggestions on the proposed study programmes.
- *Compendiums*: Teaching material for three undergraduate courses at DAEO will be prepared during 2009. These compendiums will when relevant draw on material used at DE but the aim is to develop a teaching material based on the latest available research, which to the largest extent possible draws on the reality in the region.
- *Review of the Teacher Exchange*: An important part of the curriculum development have for several years now been the teacher exchange. An external review of the obtained results relative to the objectives is therefore scheduled for the first half of 2009. Parallel to this process, a workshop will be organised for the staff at each department in separate, in which to discuss possible improvements and share experiences.
- *Promotion of the FAF*: As part of the support to some key general services of FAF planned for 2009, the project will support the promotion of FAF through its advertising and other activities. The aim is to increase FAF's ability to attract students and thus increase the enrolment in both undergraduate and master studies at FAF.

## **b. MSc Programme**

### **i. Study Visit**

- *Swedish Day at DAEO*: The study trip for undergraduate students to Sweden organized in previous years will be replaced by a Swedish Day at DAEO this year. The activity is scheduled for May 2009 and the Director of studies at DE will inform the students regarding the master programmes at DE. Some of the former Macedonian master students at DE will also

share their experiences from living and studying in Sweden.

**ii. Language Courses**

- The language courses will continue as laid out in the project document, *i.e.* approximately thirty students will participate in the regular courses provided by the School for foreign languages.

**iii. Master students at SLU**

- The two Macedonian students already at DE will continue with their courses during 2009, and the one who has finished his course work will write his MSc-thesis in Macedonia during the spring semester 2009. He is expected to provide his defence seminar and to be awarded a master degree at SLU in the autumn at the latest. Two new students will start in August 2009.

**iv. Balkan International Centre for Agricultural Economics (BICA):** On October 1, 2009 the Centre will officially open its master studies to the first generation of students. Before the commencement, two/three offices and two classrooms will be renovated. The recruitment of students will take place during the spring. To that end a separate web page for the centre will be launched. In the meanwhile, the course plan will be revised and finalised. The Swedish and Macedonian teaching staff will make a detailed plan for each course and divide responsibilities. In order to accomplish the aforementioned, the Liaison Officer will visit DAEO in February 2009 to, among other things, meet the Advisory Board of the centre.

**c. PhD Programme**

- The two Macedonian PhD students already in Uppsala will continue with their PhD studies, and so will the Swedish PhD student. For August 2009, the recruitment of a third PhD-student from Macedonia is scheduled. A research proposal, a study plan, and an appropriate recruitment procedure will be prepared and agreed upon in the first quarter of 2009.

## **2. Research Programme**

### **a. Research**

- i.** *Sector Analysis Study:* The sector analysis study is set to be finished and published in 2009. Once accomplished a revised study will be prepared on the basis of data from 2005 to 2007.
- ii.** *Farm Business Planning:* A paper will be published in the faculty yearbook 2008. A sheep enterprise budget will be added to the model. The translated Agriwise Macedonia and its manual will be available for teaching and education purposes.
- iii.** *Analysis of Macedonian Agriculture using FADN data:* The FADN methodology will be used to calculate indicators of farm income in order to ensure comparability of results. This will provide an overview of the economic situation of Macedonian farms, based on the sample of ca 320 farms in six regions (Bitola, Tetovo, Stip, Skopje, Kumanovo and Strumica). Beside the aforementioned, the background for a research paper analyzing the economic and technical performance of Macedonian farms using FADN type data will be prepared.
- iv.** *Regional Foods:* The research on regional food will continue during 2009.
- v.** *FP7 application preparation:* In order to assist the DAEO staff to obtain research funding after the project ends the process of applying for money from EU's research programme will be discussed and a suitable call searched for in 2009. The application will not be prepared this year.
- vi.** *Mini Conference:* The research results will be discussed on a mini conference in Ohrid in June 2009. About ten Swedish participants and the DAEO staff are expected to participate. The conference will also be used to plan the courses that will be offered at BICA.
- vii.** *Review of the Research Activities:* An external review of the obtained research results relative to the objectives is scheduled for the first half of 2009.

### **b. Advisory System**

The advisory system activities will continue to be connected to the farm business planning research.

The Agriwise Macedonia model translated to Macedonian and adapted to Macedonian conditions will be used together with a comprehensive manual.

- A workshop will be organised in Macedonia in April together with DE. The target group will be the regional agricultural financial coordinators from the National Extension Agency (NEA). MAASP will also be invited to the workshop given their work with NEA. The model will be promoted during the workshop and cooperation with NEA will hopefully be established.

### **3. Staff Development**

- a. The individual language courses will continue as previously for the DAEO staff, but the language courses will during 2009 also be offered to younger staff at FAF.
- b. A course in academic writing will be organised for the FAF staff. This course is complemented by a course organised by the Biotechnical Faculty in Ljubljana, Slovenia, on how to become published in peer-reviewed journals.
- c. The courses in the use of the statistical packages, STATA and GAMS will continue during 2009, and will also be offered to the younger DAEO staff.
- d. The faculty librarians will participate in specially designed computer courses in the use of the electronic library catalogue system and advanced information retrieval.

### **4. Facility Upgrading:**

#### **a. Computers and networks:**

- i. The project will finance the necessary investments to make FAF's computer network operational. This includes an analysis of the current problems to identify necessary improvements, an upgrade of the website with a content management system and providing a computerized accountancy system for the faculty accounts. The first two investments will assure a stable internet connection and a functional website which is necessary for BICA's operations, while the latter will increase efficiency in the project administration.

- ii. A few licenses more will be purchased for STATA and GAMS.
- iii. The project webpage and BICA's webpage will be hosted on the faculty server once it is operational again. In the mean time it will be hosted elsewhere.

**b. Literature and Journals:**

- i. The project will continue with the subscription on the following online and print *journals*:
  - Rural Europe
  - European Review of Agricultural Economics
  - Agricultural Economics by IAAE
  - Agricultural Economics by the Czech Academy of Agricultural Sciences
  - Journal in Business Management
  - JSTOR access to be provided
  - All free subscriptions will be kept.
- ii. *Text Books*: The project will consider the possibility to purchase additional textbooks for the DAEO needs (five text books).
- iii. *FAF Library*: As mentioned earlier, the project will expand its activities in 2009 and include some general services at the FAF. The work done in DAEO's library as part of the Literature and Journals activity will be expanded to the faculty library at FAF. A plan for how to develop the faculty library into a modern, user friendly and open library/Learning Resource Centre has been prepared by Ultuna Library at SLU and the FAF Library. An electronic library will be developed parallel to the spatial library. The plan consists of two phases. During the first phase:
  - the library staff will summon a reference group with representatives from the students, the teachers, and the project members. The task for this group is to make an informed needs-assessment and to plan a remodelling of the library.
  - This phase will also include weeding, which is necessary both from a spatial point of view, as space will be needed for new activities, and from a user-friendly point of view. Once the library is cleared from old literature that no one asks for, the remaining literature will be reclassified.

- In addition, phase one include capacity building for the library staff.
- Parallel to this work, the FAF library will assist BICA with the set up of an electronic library for the centre. The library staff will later draw on this work when they continue with the FAF electronic library.

During the second phase, probably in 2010, the renovation of the library will take place.

#### **5. Project Administration, Reviews.**

- a. The project management team will continue with the management meetings organised twice a year, and will organize an external review of the different project activities in preparation of the planning for the final phase of the project.
- b. The annual review meeting with Sida will take place in March/April 2009.

## APPENDIX 1: Report from the 2008 study visit

### **Introduction**

Educational institutions everywhere competes to make students chose their study program; this is certainly true also for the departments in Skopje and Uppsala.

Since the Macedonian department has had some problems with students quitting before graduating with BSc-degrees, the project aims at inviting several students per year for a seven day study visit to Sweden and the Department of Economics in Uppsala to show the possibilities awaiting them once they have graduated.

The Department at SLU in Uppsala provides the planning of the entire visit, give access to lectures, teachers, students, and library and Internet facilities; as well as act as guides.

### **Study Visit 2008**

The study visit took place during the period May 13-18, 2008. It was organized as last study visit during the second phase of the project. The project management decided to replace it with organizing a Swedish day at DAEO in the future in order the future MSc students to become familiar with the way of studying and living in Sweden. Considering that it was the last study visit, the students from third and fourth year of studies were enabled to apply for participation in the visit.

The students were equally divided, three from third and three students from fourth year of studies.

The following were the selection criteria:

- Average grade of all passed exams;
- Number of passed exams;
- Computer skills;
- Language skills;
- Participation in lectures provided by Swedish teachers;
- Gender equality.

According to the above mentioned criteria, the group was formed and during the visit led by the Project Coordinator.

The accommodation was organized in a youth hostel in the Centre of the city. The both accommodation and transportation were organized by DE. The group was also accompanied by the Macedonian PhD students at SLU as representatives from DE.

## **Study Visit Activities**

The study visit itinerary could be divided in several sections, such as:

1. Educational system in Sweden and the Department of Economics at SLU;
2. Visit of the Swedish institutions dealing in the agricultural sector;
3. Farm visit;
4. Students' life at the campus.

All of the sections will be more thoroughly elaborated below.

## **Educational system in Sweden and DE**

The educational system at the Department of Economics at SLU was presented through close discussions with some of the teachers at SLU. Firstly, all of the students were introduced with the essay writing principles as very important tool for their future thesis writing. The essay introduction was presented by Cecilia Mark Herbert. Considering that in the academic communication the way of discussing is very important, the rhetoric and its significance in the academic world were also presented.

The students, participants in the study visit are all potential master students at SLU. In order to make the comparison between the study program at DAEO and at SLU, as well as to decide for their future education, they were introduced with the master programme provided at the DE. There are two master programmes at SLU, one in Agricultural Economics and Management and one in Environmental Economics and Management. The both programmes are consisted of two disciplines, economics and business administration. During

the presentation provided by Class Erikson, the students could discuss for each course and its content, to compare it with the courses provided at DAEO, as well as to discuss regarding the selection of the programme and the discipline itself.

The educational system at SLU was also introduced with the possibilities for permanently using of Computer Lab. All of the students were given their own accounts in order to use the computer lab for their paper work during the study visit.

Beside the computer lab, as one very important aspect was the library orientation. Britt Marie Bergkvist introduced them with the way of browsing different type of literature available as hard copy and online by using the SLU web site.

The students were also enabled to participate in a seminar organized at DE. The seminar was on the topic "Economic models and competitive law", and was provided by Erik Fahlbeck. The students took interactive participation in the seminar and discussed through comparisons with the situation in Macedonia. The seminar was very positive evaluated by the students.

## **Visit of the Swedish Institutions**

Considering the purpose of the study visit, the students to become familiar with the way of studying and the operation of the institutions in Sweden, a visit of the Federation of Swedish Farmers was organized. The LRF was represented by Kennert Hallberg who presented the way of functioning of the federation, its vision and mission, the possibilities for the farmers, members of the LRF, as well as the LRF support to the farmers. A discussion was opened regarding the way of becoming a member, and the differences between the Macedonian Federation of Farmers and LRF.

## **Farm Visit**

The farm visit was organized as a visit of the dairy farm, Västerby Gård. The group was headed by Hans Anderson from DE. It was a family farm run by four members. There were 140 cows, and an area of 100 acres land and 100 acres of forest. The students were introduced with the farm itself, the way of milking and feeding the cows, as well as with the way

of selling the milk to the buyers. In that direction they could make the comparisons between the farm life in Sweden and in Macedonia.

## **Students' Life at the Campus**

All of the foreign students studying at SLU should be members of the Student Union. Therefore a visit to the Student Union was organized. The vision and mission of the Student Union, as well as its activities were presented. The students discussed the ways of becoming a member, and the advantages of being a Student Union member.

The life at the campus was also presented by visit of the student housing. Thus the students were introduced with the accommodation at the campus, and all facilities dedicated for the students living there.

Finally to live in Uppsala was very big challenge for the students. Through the tour of Uppsala organized by Abbot, and the water park visit, the students became familiar with the life in Uppsala itself.

All of the students were obliged to write a seven to ten pages report to reflect their views on the whole visit. The reports were sent to Cecilia Mark Herbert and Helena Hansson who provided comments on the reports.

What can be concluded at the very end is that the students are very satisfied with the whole study visit organization, motivated to finish with their BSc studies as planned and to become a master students at SLU.



SLU-UKIM Cooperation  
[www.ekon.slu.se/macedonia](http://www.ekon.slu.se/macedonia)

