



E+I F2F REPORT PRISHTINA 20 – 23 SEPTEMBER 2016

Introduction

This year's Face-to-Face (F2F) for the e+i professionals of the Western Balkan (WBA) Region was organised in Prishtina, Kosovo from 20 – 23 September 2016 by the Regional Adviser supporting this domain. 25 participants actively participated in this event; please refer to **Annex 1: F2F Participants**. It is also worthwhile to mention that apart from the WBA Region two participants came from the Bulgarian EU Enlargement side showcasing the dual VET there and five participants originate from other "Eastern" Swiss representative offices. Participants were mainly National Programme Officers (NPO) but also four colleagues from the headoffice, one ambassador and two deputy directors resulting in a good mix of participants and different viewpoints.

Objective

The content and consequently the objectives were developed in a participatory way together with the participants from the field and from the headoffice.

The following **Overall Objective** was formulated: We would like to learn about SDC's VSD direction and get concrete ideas how VSD projects could reach out more to the private sector and excluded target groups with appropriate, efficient and effective models of collaboration and delivery mechanism.

This was then structured into four distinguished blocks: 1) Social Entrepreneurship, 2) Social Inclusion, 3) VSD and the Private Sector and 4) One day to visit the field with two supported project interventions. Please refer to **Annex 2: F2F Programme**.

Block 1: Social Entrepreneurship

Social Entrepreneurship (SE) is a fairly new topic in the WBA though some activities took place without naming it SE per se and it was also addressed during the e+i network seminar in Thun in 2015. To further clarify and to deepen it also in view of the WBA programme, we found it prudent to engage Mrs. Jessica Graf of Hystra Consulting to take stock what we have done already and to provide an input and guidance for the future. This was done in a **process that started before the F2F** and consisted of three steps: 1) Monkey survey, 2) Individual interviews with National Programme Officers (NPO) in the region and 3) Facilitate the SE topic in the F2F. The first two steps gave valuable insights and were setting the frame for the topical discussion during the F2F.

★ *Definition: An individual with an innovative solution and a vision for solving society's most pressing social problems.*

Rather than leaving societal needs to the government or business sectors, they find what is not working and solve the problem by finding an alternative approach, spreading the solution, and persuading others to take new leaps.

During the **F2F the SE block was structured** in three parts: 1) Input by Jessica Graf, 2) Presentations of SE type of activities in Albania, Bosnia and Herzegovina, Macedonia and Serbia and 3) Group work and final discussion. The Kosovo example of Bonevet was not presented since it was visited and explained during the field day.

It was important to get a **SE input with definitions and best practices** from Mrs. Jessica Graf since the understanding of the SE topic varied quite a little bit.

Following that, four examples were presented. In **Albania the Croissant and Bagel** case the target group are ex-victims of trafficking. The lessons learned from this case are that only goodwill is not enough and strong ownership from the beneficiaries is a must from the beginning. It is important to have a good

methodology and model, strike a balance between social and economic goals, ensure the competitiveness of the products, consider the beneficiaries' potential such as eligibility, skills, talents, goals and education level, achieving a certain financial volume and of course do PR. In the other case the **Coaching for Employment (C4E)** approach was applied. The methodology consists of a coaching cycle for 8 to 15 people to increase creativity and participants' skills. They work through NGOs, the private sector and the National Employment Service (NES). So far 2000 participants went through the C4E cycle with a success rate of 65%.

In **Bosnia and Herzegovina under the SDC project Youth Employment Project (YEP)** the intention was to support the Public Employment Services (PES) to improve its cooperation with NGOs in the local community. This was piloted with the Youth NGO Most to establish the **Funky Guerrilla** social enterprise. It resulted in the training of seven young unemployed youth of which four are now employed in the Funky Gorilla cloth-manufacturing workshop. SDC and the YEP project got interested in the topic of SE and fell in love with Funky Gorilla and intend to scale up the approach with the YEP project in its last phase. To support this Mrs. Jessica Graf was hired for a consultation to review it and develop a way forward incl. the important financial mechanism.

In **Macedonia** two ventures were showcased. In **Our Good Earth** it started as an informal group of 20 families that were registered in 2014 as a cooperative with the support of SDC. It organises the distribution and sales of seasonal locally produces organic food in market place in Skopje. It is based on a socially responsible business model, on food sovereignty and a community supported agriculture approach. As a result 50 farmers have guaranteed sales while selling their products as certified organic products thus increasing the sales by 30 – 40%, and created three jobs with the potential to add two more jobs in the following 1 – 2 years and as a side effect lowering the ecological footprint.

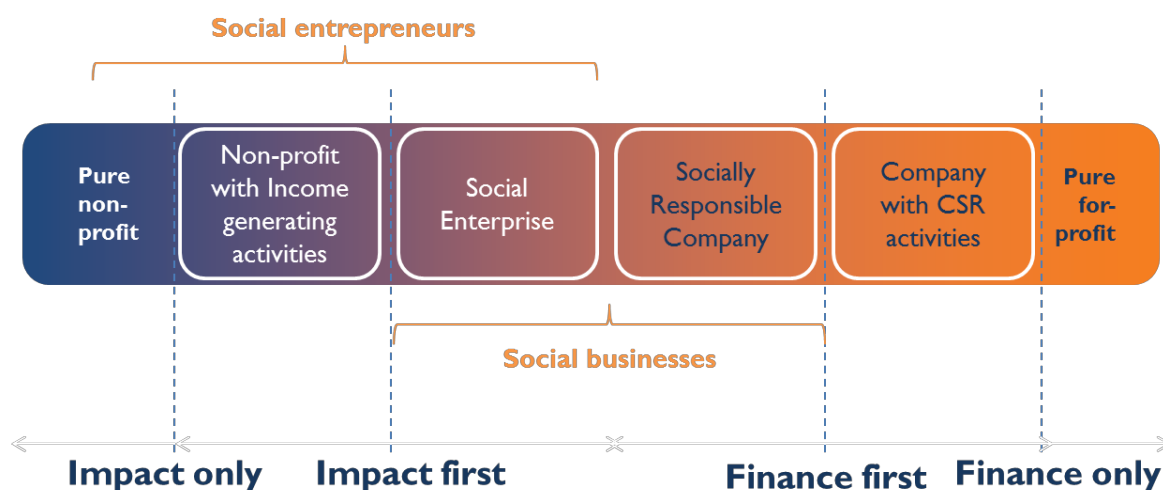
In the **Therapeutic Community Pokrov** case the CSO Izbor in 2009 was established with the support of SDC and supported by the Municipality of Strumica, the Orthodox Church and other donations. It aims at the rehabilitation, re-socialization and re-integration of drug, alcohol and hazard addicts. It is done



through organic production as a part of the work therapy and re-integration leading to the employment for the successfully treated addicts. So far six successfully treated addicts are employed.

In **Serbia** the **Bagel Bejrл** social enterprise was formed employing young unemployed women producing and selling hot bagels in Belgrade. From a humble start they are now diversifying the range of products to serve their products to a wider audience and are also thinking of distribution and catering services.

The graph below shows the whole spectrum from the pure non-profit NGO type of organisation to the pure for profit business sector.



Considering overleaf graph, SDC's current SE activities embedded in VSD and PSD projects or supported through small actions are more in the field of social entrepreneurs dominantly working through NGOs.

After that **four working groups** were formed to work in the sequence from brainstorming ideas to identifying hurdles and obstacles and finally to develop some steps and the way forward. Below we just highlighted the major comments. Further details in the form of "raw material" can be found in **Annex 3: Idea Collection and Group Work Outcome**.

❑ **Regional approach to support VSD and SE offering opportunities for youth?**

- Include entrepreneurship into curriculum (awareness and trial) and convince governments while showing experiences and impact
- Select talents locally and identify and give seed financing to talents
- Bring the "bulldogs" to an impact (regional) and groom the "super entrepreneur" to bring to scale

❑ **Integrating SE into MSD sectorial efforts (e.g. agro, IT)?**

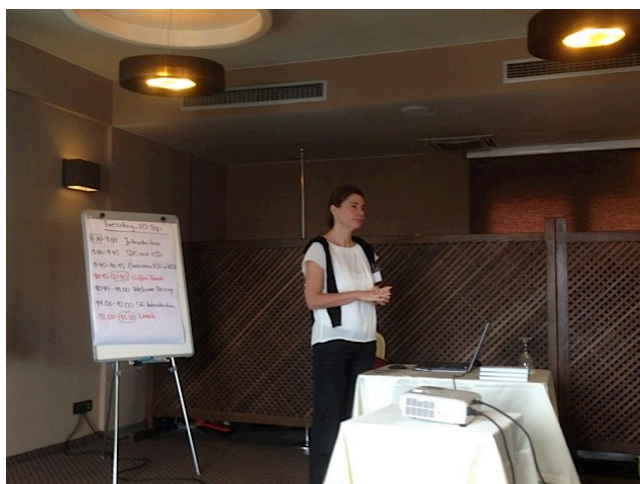
- Scaling-up existing co-operations and replicate geographically and by sectors
- Difficult to find potential partners for SE so mapping of potential partners and establish contacts with them seems to be essential

❑ **Developing incubators and accelerators for SE (possibly with SECO)?**

- Develop mentors specialised for SE ship, linking with C4EE (Swisscontact Albania) and Learning Group Approach (LGA) in S4RE (Helvetas Kosovo)
- Develop approaches and have a debate and discussion about inclusive growth and SE between SDC and SECO and other involved implementers to facilitate within incubator project part
- Build on the idealism of the young generation. The region has potential: Talents, energy, and creativity. Catch them!

❑ **Developing PPDP with local enterprises that could develop inclusive programs for youth?**

- CSR – social business, e.g., Nestlé Youth Alliance, Telener and Petrol Company(ies)
- Profit seeking and lack of incentives, vision of benefits and ownership and of appropriate legislation
- Identify mentors in companies, awareness creation and information and look at companies in growing sectors



Unfortunately the discussion was so intense that we did not manage to draw conclusions and develop the first next steps.

But Mrs. Jessica Graf will provide us with a **short paper on her conclusions and will also propose some steps for the way forward** that will be circulated for discussions to all once available.

Block 2: Social Inclusion

Social inclusion is called the process of improving the ability, opportunity and dignity of people disadvantaged on the basis of their identity to take part in society.

To understand the excluding features beyond the symptoms seen on the surface is essential for every further step. Only an exact and deep analysis helps to design a proper approach with sustainable outcomes. The methodology while designing social inclusive projects requires the following features:

★ *Switzerland supports the transition to systems governed by democracy and social market economy; such systems must allow members of all population groups, regardless of gender, ethnicity and other discrimination factors, to live in security, to participate on equal terms in political decisions and to have equal access to resources and benefits (inclusion).*

- Identify and name the target groups
- Regularly improve understanding of exclusion and reflect properly on the intervention design
- Monitor based on reliable data, set clear and relevant indicators
- Develop special complementary measures in order to mainstream the approach
- Accompany the intervention with a pro-inclusion policy dialogue

The **SDC Approach to Social Inclusion (SI)** was presented that is based on the Federal Bill 2017 – 2020, specifically under the Objectives of Swiss support to transition (§5.5.1): Switzerland supports the transition to systems governed by democracy and social market economy; such systems must allow members of all population groups, regardless of gender, ethnicity and other discrimination factors, to live in security, to participate on equal terms in political decisions and to have equal access to resources and benefits (inclusion). In addition the approach taken in Kosovo's new Cooperation Strategy 2017 – 2020 was highlighted.

Following that two cases were presented:

Helvetas Swiss Intercooperation (HIS) presented their project called **Skills for Rural Employment (S4RE)** applying the methodology of the **Learning Group Approach (LGA)**¹. In order to empower the young population and households in remote rural areas and in order to integrate them into income generating activities, the target group is counselled to identify their own problems or immediate needs as the starting point of that approach. The process of learning in a group bonds and motivates the members and they encourage each other mutually. Various group exercises and events are organised such as team building, developing self-awareness, self-confidence, communication skills, problem solving skills and developing a common vision resulting then in a personal development plan. The result of the learning process has an immediate impact on the lives of group members. At the same time the group members are obliged to find ways to finance their own activities. In the case of the S4RE project 945 young people out of 1508 trained have become economically active, mostly choosing self-employment.

In the case of the SDC project on the **Social inclusion of Roma, Ashkali and Egyptians**, the combination of the targeted and mainstreamed approach has been introduced. The complex and multiple dimensions of their exclusion and the intended impact of the interventions have justified the decision for this blended approach. The blended approach is built on three-pronged interventions and includes

¹ History of the Learning Group Approach (LGA): Based on the first experiences in the SDC funded AlbVET project and the Coaching for Employment (C4E) approach, in 2013 the Counselling Cycle Approach was developed and successfully applied in Sri Lanka for the SDC funded Development and Peace – Sri Lanka (DPSL) project. Swisscontact that in 2011 then brought it to East Africa implemented both projects. The approach was further developed and rebranded as the Learning Group Approach (LGA) and consequently implemented the U-Learn project with MasterCard Foundation funds of 5.6 USD from 2011 – 2016 in Tanzania and Uganda; currently in a new phase until 2020. Eventually a former staff member of Swisscontact joined Helvetas and designed the S4RE in Kosovo also mainly funded by the Medicor Foundation. Meanwhile the C4E approach was further developed in Albania while adding Entrepreneurship and is now called C4EE. Success rate varies between 60% and 75% of participants after the cycle to become economically active. Both approaches LGA and C4EE are somewhat similar and are very powerful in various situations such as post-conflict areas, bringing together disadvantages and disillusioned youth, targeting far remote areas, in bringing together different ethnicities and also in view of social inclusion.

income generation, housing and education. The targeted and mainstreamed approach yielded positive results and impact at grassroots level; however, there are still pertaining issues concerning the sustainability of the interventions. Therefore, efforts to engage in the policy dialogue more intensively will enable a stronger ownership at institutional level.

After these two cases the well-known **SDC's Guidelines of Women Economic Empowerment (WEE) and Vocational Skills Development (VSD)** were presented.

The **Inclusion of Women** in to the labour market and economic performance remains a key aspect in all SDC projects. Currently in most partner countries, women are trained and perform in traditional jobs. Consequently, they lack the access to new technologies and skills to be able to compete in the fast developing labour market. Based on these facts, it is crucial to focus on them in an innovative inclusive way. The following steps might help to design an appropriate project on inclusion of women:

- Analyse the labour market from a gender point of view
- Integrate career counselling and guidance services
- Advocate through female role models and male champions

During the training, in order to achieve successful results bear in mind

- Appropriate infrastructure
- Location of training centre accessible to women (ideally having child care facilities)
- Set up gender-sensitive training materials
- Hire female trainers
- Include life skills

After the training placement services should on one hand help the women to find an appropriate job and on the other hand sensitise the potential employers to the female labour force potential. It is also advisable to accompany the women with mentoring or other services during the first stage of their new employment.

Based on the presentations, **four groups using the World Café methodology** focused on the following topics:

Policy dialogue

- o Basically, several participants have raised the question whether SDC is entitled to represent a minority. For legal reasons, it is necessary to strengthen the civil society, which unfortunately takes in most cases years. Nevertheless, such a broad inclusive approach already during the inception phase is important to empower the groups in need at all stages and levels.
- o Fundamentally, social inclusion should be the subject in all policy dialogues. Beside the effort to convince the public system, the donors should coordinate their activities closer and harmonise their strategic approach.



□ Monitoring

- It was commonly agreed, that reliable statistic and data as well as well trained research personnel are lacking in most cases. Without those, it is very difficult to set the right targets and goals and report on the results properly. Longer and deeper analyses during the inception phase might help to address this shortcoming.
- As a possible response to these challenges, sustainable data collection by official institutions should be introduced or alternative sources for data might be used after a previous proper analysis. At the same time, more quantitative indicators should be used, as they deliver evidence in a similar way as the quantitative ones. In line with that, the need for more field presence has been articulated by most of the national project officers.

□ Complementary measures

- As one of the core challenges that has been mentioned is the fact that the target groups don't benefit without multiple extra efforts. This shortcoming is believed to be caused by the deeply rooted traditional beliefs and attitudes in the respective countries. For that reason, it would be advisable to focus more on pre-primary and primary education and work on shifting the mentality and values. As a side effect, the parents of the benefiting children might be reached additionally by such an intervention.
- A higher accountability on inclusiveness should be introduced. At the same time, everybody has to keep in mind the principles of Do no Harm and reflect on them before undertaking further steps.

□ Mainstreaming

- There is a clear dilemma between scale of social inclusion in projects and their effective outcomes. Accordingly, clear doubts have been articulated about the question, how can it be ensured that the adequate know-how for the group in need is being provided.
- It is also questionable, how the social inclusion may be mainstreamed in on-going projects. At the same time, the policy dialogue on social inclusion might contribute crucially to the sustainability of the current projects.

Block 3: VSD and Private Sector

The Swiss Vocational and Education and Training (VET) system must be understood as a part of the existing labour market, the value creation chain, education, and at the same time supported by compensating social mechanisms. For the field of international cooperation the Swiss VET system does not only presents an instrument with the help of which one can address the challenges in the transition countries. The promotion of the Swiss VET system on an international scale represents also a part of the official policy. From this point of view, the development specialists face a difficult double task. On the one hand they have to know very well the existing system and promote it abroad, on the other hand they have to adapt it in order to address it to the local needs, possibilities and capacities. To be able to adapt some elements of the Swiss VET system, it is important to look at it in a systemic and in some extend also in an academic perspective.

★ *Successful vocational education and training relies on close cooperation between a number of partners. Developing these partnerships is a priority for the SDC, with the Swiss dual vocational education system serving as a model. But this system cannot be replicated one to one. Instead, what is needed is an adaptation of the core elements of the Swiss model to the context in the partner countries and include them into the SDC's programmes.*

The core principle of the Swiss VET system, relating to the concept of public private partnership, is the collective governance. The Confederation, the Cantons and various professional organisations (trade

associations) are commonly responsible for the management, financing, steering and further development of the Swiss VET system.

The rough financing scheme is presented below:

Public partners pay for	Host companies pay for	Learners pay for
<ul style="list-style-type: none"> - Strategic management and development - Promotion of innovation - Specific activities - Quality assurance - Supervision of apprenticeship - VET schools - Issuing permits for host companies - Training to trainers - Vocational, educational and career guidance services - Apprenticeship marketing 	<ul style="list-style-type: none"> - Establishing the training content - Establishing national qualification procedures - Train the learners - Creation of apprenticeship positions - Developing new training courses - Examination - Additional short term technical trainings in the trade - VPET funds 	<ul style="list-style-type: none"> - Books and school material - Personal hand tools - Public transport - Health insurance

The dual track system with integrated apprenticeships represents only one of several different possibilities how VET can be organised. For the dual track system, as a possible element, which might be adopted by projects of international cooperation, special attention should be paid to the following issues:

- Transition of the learners into the labour market via apprenticeship should be well accompanied
- Sufficient general education during the VET period should be offered
- Real permeability via vocational baccalaureates and development of respective continuous VET programmes should be assured
- Occupations should be constantly developed on an eye-to-eye principle among all partners
- Training of trainers/instructors/mentors must be assured on a high level
- Good cooperation between all learning places must be established
- Tertiary VET might bear potential in countries with high amount of graduates of general schools

In Bulgaria the **Dual education for the modern requirements and needs of the society (DOMINO)** project has been introduced on the Swiss dual track principles. In 2015 two professions and in 2016 three professions have been launched on the dual track basis. The qualification profiles were developed on the basis of the so-called **Competence Description** system. Students in the dual track VET are treated equally as the students in the general education schools. Generally speaking, the students spent over four years 45% in general education, 35% in companies and 20% in professional education. All the students graduate with vocational baccalaureate and are therefore allowed to continue further studies. To achieve such positive results, which produce sustainable systemic changes, it is necessary to overcome the concerns of parents, students and teachers as well. Strong political commitment and intention of the private sector to involve are also needed.

Another more sector-focused and how elements of the Swiss VET can be introduced, has been presented with the South-Serbian project **Private sector responsive education (PSD South-Serbia)**. Driven by the demand for skilled workers and based on a **pilot project introducing off and on the job trainings (non-formal)** in one furniture factory, subsequently seven companies from Uzice and Zlatibor region formed a **Wood and Furniture Board**. Having been motivated by the results from the pilot, the board partners together with the Technical School in Uzice developed a private sector responsive curricula, which was subsequently **approved by the Ministry of Education (formal and part of the NQF)**. The dual track element consists of practical work in those seven companies during the three to four years programmes of vocational education whereas the theoretical sector knowledge and general education part will be imparted as before by the technical schools. Inspired by this bottom-up initiative from the furniture sector, other relevant schools and sectors in Serbia have shown interest in this model of dual education. This comes at the right moment since the Serbian VET system is undergoing some substantial reforms also supported by SDC. The lessons learned is the importance to gain trust of the relevant authorities, to cooperate on the principle of partnership, the need to take over ownership by the affected will certainly serve for those who try to replicate it. Nevertheless, a deep sector and regional analysis is a must before entering into any concrete project replication since occupational profiles vary from sector to sector in different geographical regions.

Rounding up the day the **panel discussion** provided an insight of the private sector's thinking, about their experiences and expectations of the vocational skills development approach. The panellist were Mrs. Antonela Dukovska, Umani in Kosovo Restaurant Marketing and Event Manager from Macedonia, Jakob Modéer, Swisscontact SECO Entrepreneurship Programme Manager with over 20 years private sector experience in Eastern Europe, Goran Kostic, Project Manager PSD South-Serbia and Driton Hapciu, Founder, CEO of Cattcus IT and Education and a successful "serial entrepreneur".



The following statements should illustrate the lively dialogue and also challenging comments by the private sector:

- It is difficult to promote the vocational skills development as there are nor public sector nor value creation chains which would absorb the graduates.
- On the government level in Kosovo, strategy for development of the private sector is completely missing. Experiences from other countries are only partially replicable, as every country faces its own challenges and addresses them differently. Basically, the state structure should shrink and the money saved should be invested in order to create the best conditions possible for the companies.
- For the development projects, it is necessary to build on those sectors, which are able to push or trigger other sectors and sub-sectors. Strong companies should become even stronger in order to accelerate the development of the surrounding companies. The donors have to collaborate with the winners and create an added value to the remaining economic system.
- Strategy papers and bureaucratic approach are commonly considered as being too slow to follow the development in the world of the real existing economy.

- ❑ Very often, businesses in the transition countries have to start from scratch. It needs a lot of entrepreneurial spirit, courage and management know-how. Companies combining these key elements are desperately lacking in Kosovo. One possibility to address this shortcoming is to start training entrepreneurial skills to children already at the primary school level.
- ❑ It was also opined that the region needs jobs, a lot of jobs, any jobs to combat the high unemployment rate. It became clear – and without saying it – that SDC’s principles of social inclusion and ILO’s decent job agenda does not seem to be on the top of their agenda.
- ❑ To create a massive number of jobs big local and foreign companies are required since small enterprises will never absorb the available workforce. However smaller companies could be supported to become members of the supply chain for the big timer.
- ❑ The private sector relies on real data, which is money invested. The return of investment has to be achieved; the benefit is the goal of every company. For development project, it is important to integrate this logic into the planned intervention and win the companies for the project goals.

Block 4: Field Visits

Bonevet Gjakovë

Bonevet is a non-profit community centre founded by a private initiative and financed mostly from private funds. SDC in Kosovo contributed with procurement of some required equipment, with the aim to support and disseminate the principles of this initiative to other regions in Kosovo. The aim of the centre is to provide people with the opportunity to gather, to share resources and knowledge, to work on projects, to network, and to experiment. It is an informal combination of labs, a workshops and a conference room, which encourages “hands-on” exploration by providing resources that are usually unavailable to individuals working alone. The set-up and philosophy is based on the concept of makerspace².



The Bonovet makerspace centre offers

- ❑ A fully equipped and professionally maintained manufacturing facility
- ❑ A fully equipped and professionally maintained space dedicated only for kids
- ❑ A variety of affordable, engineering-oriented pursuits
- ❑ Expert advisors/mentors who are available to support the members
- ❑ Monthly and daily membership plans for interested individuals.

² What’s a makerspace: To describe them simply, makerspaces are community centres with tools. Makerspaces combine manufacturing equipment, community, and education for the purposes of enabling community members to design, prototype and create manufactured works that wouldn’t be possible to create with the resources available to individuals working alone. These spaces can take the form of loosely-organised individuals sharing space and tools, for-profit companies, non-profit corporations, organisations affiliated with or hosted within schools, universities or libraries, and more. All are united in the purpose of providing access to equipment, community, and education, and all are unique in exactly how they are arranged to fit the purposes of the community they serve. Makerspaces represent the democratisation of design, engineering, fabrication and education. They are a fairly new phenomenon, but are beginning to produce projects with significant national impacts. <http://spaces.makerspace.com>

Bonevet is dedicated to gender balance and opens only courses when there are half girls and half boys. On these promises and in order to attract the representative of the respective sex, Bonevet provides scholarships. In mixed groups, the children learn project and problem based technical, management, analytical, social, communication and other soft skills. Most of the actions are incorporated into international programmes or collaborate with respective national programmes of another country.

Development of caving tourism in Radavci cave, Peja region

With SDC support through its **Promotion of Private Sector Employment (PPSE)** project, this so-called Opportunity Fund (OF) intervention has the main purpose to commercialise the Radavci cave as a touristic attraction through improved access, safer and cleaner environment. The benefit of this project should be multiplied in the whole tourism industry sector. In line with marketing activities, brochures have been designed, printed and distributed locally and nationally to promote the Radavci cave.

The project facilitates the **Argonit Spaleo Association (ASA)** to further expand its business capacity by offering professional services in the field of Spaleo tourism. ASA aims to become a strong speleological business leader, what would enable it to operate independently after completion of the project. Finally, the project will strengthens the cooperation between ASA, Peja Municipality, and the Ministry of Environment and Spatial Planning. In the first year of the project, all the goals were achieved. Already 15'000 tourists visited the caves, more people than projected were employed. Small local businesses, laterally accompanying the visit of the caves, are running and thus benefitting as well during the summer season.



Socialising or is it **social enterprising** of course was also part of the F2F throughout the evenings!



Block 5: PPDP

Public Private Development Partnership (PPDP) has been applied to some extent within SDC since some time but discussions are still going on. Therefore, this input was timely! It is understood that the **Sustainable Development Goals (SDGs)** cannot be achieved only with Overseas Development Activities (ODA) but needs to engage with the private sector.

In the e+I domain it concerns Private Sector Development (PSD), Vocational Skills Development (VSD) and Financial Services (FS).

The presentation outlined the business vis-à-vis the SDGs, PPDP key elements, the SDC rationale behind it and how to engage with the private sector. It became clear any PPDP ventures would be **directly between SDC and the private sector**, being a big local, foreign or Swiss company working in one of SDC's countries. Cooperation agreements between projects through the implementing partners together with the private sector do not count.

Among the participating countries only the project in the **Ukraine** between SDC and the Swiss sanitary equipment producer Geberit would qualify as a real PPDP. Recently SDC's PPDP efforts were externally reviewed and can be seen under <https://www.news.admin.ch/news/NSBExterneStudien/337/attachment/en/1247.pdf>

★ **Our rationale is:**

Impact reasons: Additional value/ increased development impact through pooling of interests, competencies and resources.

Political reasons: Doubling the number of SDC's partnership arrangements with the private sector during 2017 – 2020.

Administrative reasons: Increasing formalization of partnership arrangements due to growing governance and transparency requirements in EU and Switzerland.

Financial reasons: Increasing total investment (public and private) for development cooperation to achieve ambitious SDG.

Parking Lot

The participants have raised the following questions with the demand for further information or clarification:

- In order to be able to work on vocational skills development, practical skills should be introduced already in the curricula on basic education level. What is the position of the SDC? Does a strategy replying to this request already exist?
- How are SDC and SECO going to collaborate on the VET issues in the following years?
- Innovation has to be stronger emphasised in design of new projects. Inspiring ideas might be found also within the context of the Swiss VET, as e.g. speed recruiting for new learners.
- It is crucial to work on traditional beliefs in order to impact the social inclusion in a sustainable way. New, innovative approaches should be developed and introduced as facilitating tools.
- Social inclusion must be mainstreamed in all on going projects. Correspondingly, the social inclusion must be introduced to the policy dialogue at all levels in order to strengthen ownership and ensure sustainability.
- To set the right targets and goals represents the half way towards positive results. At the same time, their aggregation in order to set a focus is also very important and remains a substantial challenge.

Due to lack of time we did not discuss all questions raised and put on the parking lot. Therefore, they are just recorded here for future reference. However, a number of questions were addressed during the respective sessions.

Next Steps

Finally some next steps were discussed but the Regional Adviser (RA) took the liberty to complement them with some other topics and unfinished business:

- ❑ More information on **dualVET** is required incl. the role the dualVET Secretariat will play and if the supporting donors in future may plan joint initiatives?
 - It was decided to first start a WBA internal discussion via e-mail and Lync before starting an e+i discussion group. The RA in the coming weeks will circulate relevant documents and initiate the discussion.
 - Based on the outcome and if there is a need an e+i discussion group could be launched.
- ❑ Next steps with regards to **Social Entrepreneurship (SE)**?
 - We have not yet decided on any next steps?
 - It is recommended to wait for Mrs. Jessica Graf's report with conclusions and possible next steps. Once it is received it will be circulated and then a discussion can be launched.
 - As a general advice it is recommended before starting major SE interventions to work out a strategy along the line of MSD projects where explicit sector strategies are worked out beforehand.
- ❑ Next steps with regards to **Social Inclusion (SI)**?
 - This topic has become clearer and is already incorporated in the new CS in Bosnia and Herzegovina, Kosovo and Macedonia. So Albania and Serbia can benefit from that next year.
 - However also here it is advisable before starting major SI interventions to work out a strategy along the line of MSD projects where explicit sector strategies are worked out beforehand. We shall do this in the coming month in the new phase of the Kosovo EYE project.
 - With Laurent Ruedin, the WBA Division has a designated person in Berne for this important topic. Therefore it is prudent to involve him beyond just receiving comments to the AR etc.
- ❑ Next steps with regards to **PPDP**?
 - A simple starting point would be to get to know the possible companies incl. the Swiss ones and present our PPDP approach.
 - It is also advisable to get the Ambassadors involved since they quite often meet such representatives but urging them not to make any promises.
- ❑ Next **F2F**?
 - Brigitte Corlate-Dürri informed us that in 2017 no e+i seminar would take place in Thun.
 - Petya Evtimova from Bulgaria revealed that there is a plan to have a regional conference about dualVET in the region.
 - The RA is open to any suggestions. However it doesn't have to be always a F2F or conference considering the time and costs required. It could also be a common field visit let's say to a country where dualVET is being implemented, i.e., Serbia and/or Bulgaria. This could involve also our implementing partners and could end with a day of exchange and way forward discussion. Just an idea!

Evaluation

An evaluation sheet was distributed at the end of the F2F. Unfortunately only 19 persons filled in the forms and some questions remained empty. Despite these shortcomings overall the F2F was well appreciated in terms of organisation, content and facilitation; see summary in **Annex 4: Evaluation**.

Annexes

Annex 1: F2F Participants

No.	Name	Company	Email Address
1	Alexander Widmer	SDC WBA Division Berne	alexander.widmer@eda.admin.ch
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Annex 2: F2F Programme

Time	Activity	Who	Remarks
Monday, 19 September			
	Individual arrival of participants	Participants	Some travel on 20.9
19:00 – 20:30	Welcome Cocktail	Participants	Hotel Sirius at Hera Restaurant on 8 th Floor No dinner organised
Tuesday, 20 September		Block 1: SDC Outlook and Social Entrepreneurship (SE)	
08.30 – 09.00	Introduction and presentation of programme and organisational matters	Stefan Butscher, Klara Sokol and Burbuqe Ruhani-Islami	Incl. short round of introduction
09.00 – 09.45	SDC's VSD direction in line with Bill to the Parliament 2017 - 2020	Alexander Widmer and Brigitte Colarte-Dürr	Discussions during topics afterwards
09.45 – 10.15	Overview of VSD models and experiences in the WBA Region	Stefan Butscher involving colleagues from all countries	Reflection of the last years
10.15 – 10.45	COFFEE BREAK		Welcome of additional guests from projects
10.45 – 11.00	Welcome Message	Ambassador Jean-Hubert Lebet and Patrick Etienne	Castor Conference Room on 8 th Floor
11.00 – 12.00	Introduction and overview about social enterprises and social entrepreneurship	Jessica Graf Hystra Consulting	Interactive also based on monkey survey
12.00 – 13.30	LUNCH		
13.30 – 15.00	Sharing and discussing experiences, insights and thoughts from ALB, BiH, MAZ and SRB (in alphabetic order)	Jessica Graf and country representatives with four examples	Jessica will send guidelines to presenters
15.00 – 15.30	COFFEE BREAK		
15.30 – 16.45	Contd. with break-up sessions in working groups on selected issues around SE/VSD/SI	Jessica Graf, Stefan Butscher, Alexander Widmer and Brigitte Colarte-Dürr	
16.45 – 17.15	Formulation of a few preliminary hypotheses and wrapping up session	Jessica Graf	Also some next steps could be planned
17.15 – 17.30	Wrapping-up the day and outlook and organisational matters	Klara Sokol and Burbuqe Ruhani-Islami	
19.00 –	Joint dinner at Liburnia Restaurant and continue discussion on SE/VSD/SI.....	Participants	Within walking distance
Time	Activity	Who	Remarks
Wednesday, 21 September		Block 2 and 3: Social Inclusion (SI) and Private Sector	
08.30 – 08.45	Recap of the last day (what did we learn and how do we feel about it)	2 volunteers	Should be entertaining, sketch or role play
08.45 – 09.30	Social Inclusion as seen and prescribed by	Alexander Widmer and	From the bill to the

09.30 – 10.30	Short presentations of three approaches: Mainstreaming and targeted (integrated) WEE and Gender in VSD Learning Group Approach (LGA)	Arjan Shabani Chantal Felder Luan Hoti (S4R from HIS)	
10.30 – 11.00	COFFEE BREAK		
11.00 – 12.30	Social Inclusion Café discussion or group work on identified issues	4 tables moderated by Alex, Arjan, Luan and Stefan	Similar to World or LED Café methodology
12.00 – 13.30	LUNCH		Welcome of guests
13.30 – 14.10	Reflection on the Swiss dual system incl. PPP, financing and challenges	Klara Sokol	Exposure and basic knowledge does exist
14.10 – 14.50	Evolution of non-formal training at the start into dual training incl. NQF setting	Goran Kostic VEEDA PSD South Serbia	Wood furniture sector in Serbia
14.50 – 15.30	Process and experiences of the Bulgarian dual-track principles in the VET system	Petya Evtimova PMU Sofia, Bulgaria	Mergim Jahiu of SFIVET may assist
15.30 – 15.45	COFFEE BREAK		
15.45 – 16.30	“Hard Talk” panel discussion about VSD and private sector moderated by Stefan	Antonela Dukovska, Jakob Modéer, Goran Kostic and Driton Hapciu	Topic and points will be developed beforehand
16.30 – 17.00	Wrapping-up the day and outlook incl. introduction to field visits	Klara Sokol and Arjeta Byci-Lleshi	Also topics for Friday morning “open space”
19.00 –	No dinner organised yet	Participants	Room for bilateral dinner discussions

Thursday, 22 September

Block 4: Field Visits

08.30 – 10.00	Travel to Gjakova	Burbuqe Ruhani-Islami	From Hotel Sirius
10.00 – 12.00	Experience Bonevet Makerspace	Arjeta Lleshi	
12.00 – 13.30	LUNCH at Qarshija E Jupave Gjakova		
13.30 – 14.30	Travel from Gjakova to Peja and Rugova	Burbuqe Ruhani-Islami	
14.30 – 16.30	Visit DMO Peja and tourist attraction	Arjeta Lleshi, PPSE Project	Visit to the cave
16.30 – 18.00	Travel back to Prishtina		
20.00 –	Joint dinner and entertainment at Soma	Participants	Within walking distance

Friday, 23 September

Block 5: Left-overs and Open Space

08.30 – 08.45	Recap of the last two days (what did we learn and how do we feel about it)	2 volunteers	Should be entertaining, sketch or role play
08.45 – 09.30	Public Private Development Partnership (PPDP) update and as seen by SDC HQ	Alexander Widmer	Trying to sort out different opinions and understanding between

09.30 – 10.30	Open Space Discussion about SE, SI, VSD		
10.30 – 11.00	COFFEE BREAK		
11.00 – 11.45	Review of topics, do we have unfinished business, regional cooperation, are there next steps, do we need working groups	Alex Widmer, Brigitte Colarte-Dürr and Chantal Felber	
11.45– 12.30	Wrapping-up, feedback round and seminar evaluation	Stefan Butscher and Klara Sokol	
12.30 –	LUNCH AND/OR DEPARTUE		

Annex 3: SE Idea Collection and Group Work Outcome

During the whole day three pin boards were put up allowing participants to put down their own **thoughts and ideas about the topic of Social Entrepreneurship (SE)**. They had to list their thoughts according to different colours below.

What could you do?



▪ What could you do with existing resources and process?



▪ What would you like to try longer-term?



▪ A question, if any?



19

The **Group Work** in the afternoon concentrated on four topics: 1) Regional approach to support VSD and SE offering opportunities for youth, 2) Integrating SE into MSD sectorial efforts (e.g. agro, IT), 3) Developing incubators and accelerators for SE (possibly with SECO) and 4) Developing PPDP with local enterprises that could develop inclusive programs for youth. It followed the sequence of **Ideas, Hurdles and Way Forward**.

All valuable inputs were collected but unfortunately there wasn't sufficient time to verify, discuss, cluster and further develop it. Therefore we consider it as **Good Raw Material** that requires further digestion!

What could we do now.....	We could we do long-term.....	Questions.....
<ul style="list-style-type: none"> ▪ Include in existing projects but research it first ▪ Under the agenda of SI actually we can start on 26.9.16 ▪ Analyse all similar projects in the country and then find a way to synchronise them and attract strong supporters from state institutions ▪ Within existing projects scale up existing cases and identify new ones ▪ Replicate in other geographic regions and sectors ▪ Transform an existing migration project into a SE ▪ Continuously follow-up on the SE development in the countries ▪ Combine with MSD and entrepreneurship project ▪ Share experiences with supporting SEs in SDC and find examples on VSD SE ▪ Reach out and fund more small actions out of Global Credit that contribute to job creation and skills development ▪ Inform colleagues about the possibilities of SE in Kosovo and the region ▪ I would do an organic cooperative but? 	<ul style="list-style-type: none"> ▪ Link it with long-term education/ social inclusion core program (as a model) ▪ Finding capable people and organisations ▪ Invest in to businesses who have a vision to employ more people ▪ DualVET? ▪ Evidence for SE support leading to systemic change ▪ Scaling up some promising initiatives ▪ Use more entrepreneurial solutions for NGOs and public sector ▪ Collect funds from large corporations to expand ▪ Test social entrepreneurship models with a job matching programme ▪ Include more SE logic in VET/academic curricula ▪ From the C4EE explore better the entrepreneurial dimension of the approach ▪ Establish a SE that involves women of different ethnicities to strengthen inter-ethnic relations while boosting employment 	<ul style="list-style-type: none"> ▪ What does SE mean for SDC and how do we go for it? ▪ Are there examples of donor support to SE outside of SDC? ▪ What is the/our strategic rationale behind (job creation versus social goal)? ▪ How to ensure sustainability of SEs? ▪ Ownership of social enterprises? ▪ What is the difference between SE and start-ups? ▪ What is the probability of such success stories if a “golden egg” is one in 100! Can we risk it? ▪ Can a SE movement also influence politics? ▪ Can it work in countries in transition? ▪ What is the difference between SE and working with companies along the value chain in a MSD/M4P project while encouraging them to work with the poor and excluded? ▪ It would have been interesting to hear from the WBA experience how much funds SDC invested. ▪ Have we not speaking prose so far?

1) Regional Approach

Is there a possibility of a **Regional approach to support VSD and SE offering opportunities for youth?**

Step 1	Step 2	Step 3
<ul style="list-style-type: none"> ▪ Planting entrepreneurship seeds in a few countries ▪ Include entrepreneurship into curriculum (awareness and trial) ▪ Convince governments while showing experiences and impact 	<ul style="list-style-type: none"> ▪ Select talents locally ▪ Identify and give seed financing to talents ▪ Find right implementing partners (ask around, check a few) 	<ul style="list-style-type: none"> ▪ Bring the “bulldogs” to an impact (regional) ▪ Groom the “super entrepreneur” to bring to scale ▪ Resources? ▪ Crunch and demonstrate impact

2) Integration into MSD

What about **Integrating SE into MSD sectorial efforts (e.g. agro, IT)?**

Ideas	Hurdles	Way Forward
<ul style="list-style-type: none"> ▪ Scaling-up existing co-operations ▪ Replicate geographically ▪ Replicate by sectors ▪ Identify potential SE and trigger more SE ship ▪ Linking different SE along value chains ▪ Facilitate BDS ▪ Improvement of legal framework 	<ul style="list-style-type: none"> ▪ Ensure quality and quantity (applicable to all ideas) ▪ Difficult to find potential partners for SE 	<ul style="list-style-type: none"> ▪ Clever use of ICT ▪ Mapping potential partners and establish contacts with them ▪ Support building trust ▪ Public private dialogue

3) Incubator and SECO Entrepreneurship Programme

Is there an opportunity for **Developing Incubators and Accelerators for SE (possibly with SECO)?**

Ideas	Hurdles	Way Forward
<ul style="list-style-type: none"> ▪ Awareness rising towards who is doing it, has a demand and is socially oriented? ▪ Profiled/sectorial incubators and what part can include the SE aspect ▪ Job matching approaches and link with SE ▪ Promoting existing models from other countries ▪ Mentors specialised for SE ship, linking with C4EE (Swisscontact Albania) and Learning Group Approach (LGA) in S4RE (Helvetas), both approaches are similar and have a common history ▪ Swiss awards for innovative solutions and trials ▪ Build capacity of SE focussed incubators ▪ Build on the idealism of the young generation 	<ul style="list-style-type: none"> ▪ Incubator through SECO Entrepreneurship Programme not providing right partners ▪ Incubator’s readiness and demand to work with SE ▪ Matching = Challenge, can we help to create entrepreneurial models for SE? ▪ Costs and sustainability? ▪ SE and SECO and SDC projects? 	<ul style="list-style-type: none"> ▪ Develop approaches and have a debate and discussion about inclusive growth and SE between SDC and SECO and other involved implementer and to facilitate within incubator project part ▪ Develop opportunity driven pilots ▪ Support existing social entrepreneurs to grow, also in management (not only start-ups) ▪ The region has potential: Talents, energy, and creativity. Catch them!

4) PPDP

What about **Developing PPDP with local enterprises** that could develop inclusive programs for youth?

Ideas	Hurdles	Way Forward
<ul style="list-style-type: none"> ▪ CSR – social business, e.g., Nestlé Youth Alliance, Telener and Petrol Company ▪ Image ▪ Next generation, target youth at large and disadvantaged ▪ Target existing social businesses to grow, become champions and scaling-up ▪ Value chain development (sourcing) ▪ Expanding the market (customers and clients) ▪ PPDP on skills with VET schools ▪ Utilise favourable legislation and incentives 	<ul style="list-style-type: none"> ▪ Profit seeking ▪ Lack of incentives ▪ Lack of vision of benefits and ownership ▪ Lack of legislation ▪ SDC and SECO Swiss image ▪ Lack of critical mass of “good” companies ▪ Size of company ▪ Sectors ▪ Level of education and skills 	<ul style="list-style-type: none"> ▪ Develop partnership model between SDC and companies ▪ Negotiation skills for building partnership with PS ▪ Conditions for PS (legislation) ▪ Identify mentors in companies ▪ Awareness and information ▪ Look at companies in growing sectors

Annex 4: Evaluation

Social Entrepreneurship

The contents were well and clearly presented.

I strongly disagree	I disagree	I mostly agree	I fully agree
	4	10	6

The presented contents are relevant for the field of my activity/my work.

I strongly disagree	I disagree	I mostly agree	I fully agree
		15	4

Based on the presentations and discussions, I intend to deepen my knowledge of the discussed topics.

I strongly disagree	I disagree	I mostly agree	I fully agree
	2	12	5

I will be able to include the new insight in my current and future work.

I strongly disagree	I disagree	I mostly agree	I fully agree
	4	12	3

Further comments or impulses:

- Inputs good for me, too unstructured discussion in the afternoon. Table continuum very useful
- Not embedded in SDS view/role/definition were lacking.
- The topic was very relevant for me, and it will surely integrate it in my future work. However, the discussion was very poorly managed. We could have learned much more.
- I am not specialised in the topic, with overall responsibility.
- Whereas the presentation of SE was very interesting and inspiring, the rest was organised rather chaotically
- The examples presented were probably not the best. Explanations on business model behind would have been more interesting.
- It was very interesting and inspiring, but sometimes a bit far from reality. Some clearer definition/framework would have helped.

Social Inclusion

The contents were well and clearly presented.

I strongly disagree	I disagree	I mostly agree	I fully agree
<input type="checkbox"/>	<input type="checkbox"/>	8	11

The presented contents are relevant for the field of my activity/my work.

I strongly disagree	I disagree	I mostly agree	I fully agree
		7	12

Based on the presentations and discussions, I intend to deepen my knowledge of the discussed topics.

I strongly disagree	I disagree	I mostly agree	I fully agree
		7	11

I will be able to include the new insight in my current and future work.

I strongly disagree	I disagree	I mostly agree	I fully agree
		9	9

Further comments or impulses:

N/a

Vocational skills development and private sector

The contents were well and clearly presented.

I strongly disagree	I disagree	I mostly agree	I fully agree
<input type="checkbox"/>	2	8	10

The presented contents are relevant for the field of my activity/my work.

I strongly disagree	I disagree	I mostly agree	I fully agree
<input type="checkbox"/>	1	4	14

Based on the presentations and discussions, I intend to deepen my knowledge of the discussed topics.

I strongly disagree	I disagree	I mostly agree	I fully agree
<input type="checkbox"/>	1	5	11

I will be able to include the new insight in my current and future work.

I strongly disagree	I disagree	I mostly agree	I fully agree
<input type="checkbox"/>	1	6	10

Further comments or impulses:

- Hard talk was an excellent session.
- Presentation required already quite some knowledge on the Swiss dual system (KS: this linked to the negative crosses in the evaluation)
- The discussion with the panel from the private sector was very interesting. I think that it is very important to include more private sector voices when it comes to VSD, as there is an interest/need for then that could help to better understand and reduce the skills mismatch

Overall impression of the conference

I had enough time and opportunities to clarify my questions.

I strongly disagree	I disagree	I mostly agree	I fully agree
<input type="checkbox"/>	1	10	7

The time for formal and informal discussions was sufficient

I strongly disagree	I disagree	I mostly agree	I fully agree
<input type="checkbox"/>	2	6	10

The conference was well organised.

I strongly disagree	I disagree	I mostly agree	I fully agree
<input type="checkbox"/>	<input type="checkbox"/>	3	15

The excursion was instructive.

I strongly disagree	I disagree	I mostly agree	I fully agree
<input type="checkbox"/>	<input type="checkbox"/>	2	12

Further comments and impulses:

- The first two days left me a little unsatisfied: ‚So what‘. Last day gave some more ‚Klarier‘ to discussions. Thanks to all.
- Thanks very much for the opportunity. Lots of experiences and knowledge to be further considered in my work back home.
- Considering the length of the day, may be more partners/experiences could have been visited.
- Many inspirations
- Enriching external experts
- Practical samples appreciated
- Clever and more concrete guidance wishful for group work
- Many thanks. I was a very useful training for me and I learned a lot. Also very well thought through and organized.
- I would have welcomed a bigger focus ‚only‘ on VSD
- Loved (sic!) the market makers.
- Thank you very much for the organization. The focus was very interesting and very diverse.