



ANNUAL PROJECT REPORT

15 of March 2017

Project Name: Skills for Rural Employment (S4RE)

Reporting period: January – December 2016

Author: S4RE

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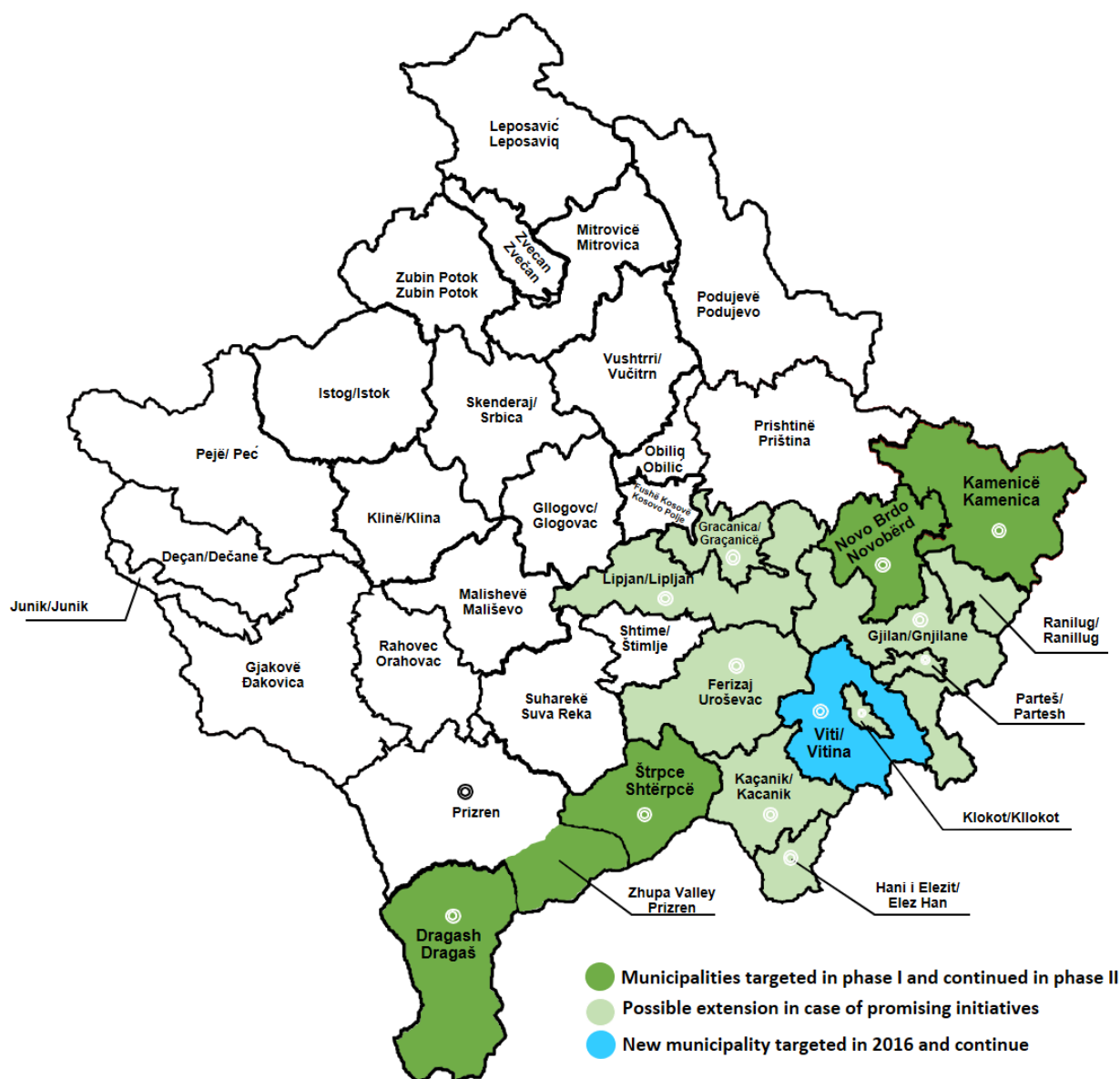
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List of Abbreviations

MLSW	Ministry of Labour and Social Welfare
MCYS	Ministry of Culture, Youth and Sport
MAFRD	Ministry of Agriculture, Forestry and Rural Development
EO	Employment Office
RDN	Rural Development Network
CYAC	Central Youth Action Council
LYAC	Local Youth Action Council
LAG	Local Action Group
Caritas	Caritas Switzerland
EU	The European Union
GIZ	German Association for International Cooperation
LG	Learning Group
OG	Opportunity Group
MoU	Memorandum of Understanding
NTFP	Non Timber Forest Products
S4RE	Skills for Rural Employment
ToT	Training of Trainers
USAID	U.S. Agency for international Development
UNDP	United Nations Development Programme
VETC	Vocational Education Training Centre
EYE	Enhancing Youth Employment
MRM	Monitoring and Result Measurement
GSE	Gender and Social Equity
MSD	Market System Development
M&E	Monitoring and Evaluation
PES	Public Employment Service
TPs	Training Providers

LH	Luan Hoti
BP	Basri Pulaj
MM	Mimoza Mirashi
VK	Vlora Kastrati
FKV	Flutura Kërnya – Vidishiqi

Map with Project Intervention Area



Basic Information

Country: Kosovo	
Domain: Skills and Employment	Name of project: Skills for Rural Employment - S4RE
Goal	Improving income and employment opportunities for youth, in particular women and minorities, and rural households in the municipalities of the Sharr Mountains and the Southeast of Kosovo.
Outcomes (OC) (Project Objective, Purpose)	OC 1: Youth have access to and use of adequate employment-related information and skills OC 2: Producers improve their skills and are better linked to the markets in selected value chains OC 3: Businesses increase their competitiveness through tailored, quality and affordable trainings
Project phase duration: 01.01.2016 – 31.12.2018	Reporting period: 01.01.2016 – 31.12.2016
Budget in phase (CHF): 1,400,250	Budget in 2016 (CHF): 386,183 Spent in 2016 (CHF): 366,680 Spent in 2016 - 2017 (CHF): 366,680
Implementing organisations:	
Main national partners: MLSW ¹ , MCYS ² , MAFRD ³ , EO ⁴ , RDN ⁵ , CYAC ⁶ , LYAC ⁷ 's, LAG's ⁸ , VETs ⁹ , Municipalities, Department of Youth, Culture and Sport, Department of Economic Development, Youth Centres, BMO ¹⁰ 's, Private Sector, Local Training providers	Main international partners: Caritas Switzerland, UNDP, EYE
Project manager: Luan Hoti	Number project staff: 5 Expat: 0 National: 5

¹ Ministry of Labor and Social Welfare

² Ministry of Culture, Youth and Sport

³ Ministry of Agriculture, Forestry, and Rural Development

⁴ Employment office

⁵ Rural Development Network

⁶ Central Youth Action Council

⁷ Local Youth Action Council

⁸ Local Action Group

⁹ Vocational education training centers

¹⁰ Business Member Organisation

1. Executive Summary

2016, was the first year of the second phase of the project implementation. While phase I of S4RE has allowed the introduction and testing of new and innovative solutions towards skills development and private sector promotion at the local level, phase II is therefore designed as taking forward lessons learnt from phase I towards a deeper integration of training solutions and capacities into the local economic and institutional framework.

During 2016, the project was focused on its facilitative approach and capacity building of Rural Development Network (RDN), Local Action Groups (LAGs), Central Youth Action Council (CYAC), Local Youth Action Council (LYAC) and Local Business Member Organizations (BMOs) identified as main strategic project partners. Partnership with strategic partners has been concluded only after the project has entered into agreement with Municipalities, Mayors, ensuring they contribute with their resources to the trainings. Further, the project has secured support in project implementation from Ministry of Labour and Social Welfare, Ministry of Agriculture, Ministry of Culture, Youth and Sport through Memorandum of Understandings.

The project continued its focus on the 4 existing municipalities of phase I: “Dragash, Strpce, Novobrdó and Kamenica”, with expansion to Viti municipality.

The project facilitated creation of 28 OGs with LYAC’s in five target municipalities with total 314 trainees against 400 targeted. Out of the total trainees, 165 were female participants or 53% and 127 were minorities or 40%. By the end of 2016, 191 trainees completed training cycle and 123 trainees are expected to complete by late spring 2017. The project will measure the training impact six months after training completion, as per projections it is expected that around 60% of total trainees after training completion will move into economic activity.

The project successfully facilitated linkage of municipality of Kamenica, specifically the Women Group with private training provider improving access of rural youth to skills development program. A training centre has been established providing a quality training program tailored to the needs of youth, women and minorities to make them job ready or ready for self-employment.

LAG’s achieved to enrol 614 or 102% producers in the selected value chains in the skills development programs and investment opportunities leading to more incomes. On the other hand, 614 smallholder producers, spread in 52 formal and informal groups (target 40) have completed training cycle and have gained technical skills mainly related to quality and quantity of production, marketing and promotion skills that enables them to better respond to domestic and national market demand.

LAG’s encouraged women and minority groups to participate in skills development programs using different business models. As a result, out of 614 participants, women inclusion in agriculture was 124 (target 300) or 41% and minority involvement was 75 (target 150) or 50%.

Furthermore, 51 private training providers were identified by LAG’s, 10 of them were engaged to provide skills development programs for rural smallholder producers in selected value chains.

The project planned to facilitate through existing BMO’s training of 250 employees from local businesses. However, the overall achievement was only 75 or 30 % of the total. The women participation represents only 10 % of the total project planned.

In addition, new monitoring system was developed. Besides the new system, S4RE continues reporting results through the monitoring system used during project’s phase I that covers log frame indicators and fact & figures providing information for each outcome of the project.

In 2016 the project has produced brochure, factsheet, newsletter and in joint with Public Relations and Knowledge Management Officer of HSI-EEU has finalized the document - capitalization of experiences from S4RE's first phase.

The project staff attended a number of trainings and study trips aiming to increase their knowledge and competences.

S4RE project was supported by several international advisors mainly on skills development, planning and finalizing YPO for 2016 and 2017. The project got specific advisory support and established right-sized monitoring and result measurement system.

The total project expenditures in 2016, including the international staff and PIU & APF were at 95% of the total initial planned budget.

2. Context and introduction

The overall vision of the S4RE project is that the rural population, in particular young women and men, of the Sharr Mountains and the Southeast of Kosovo have access to income and employment opportunities within the local economic context, and are able to fulfil their own idea of a purposeful life. The vision is also one where men and women, Albanians and minorities have equal access and discrimination boundaries for active labour market and economic participation are overcome.

The overall goal of S4RE is “improved income and employment opportunities for youth, in particular women and minorities, and rural households in the municipalities of the Sharr Mountains and the Southeast of Kosovo.”

The project strategy largely requires a stronger facilitative approach of the project. Rural Development Network (RDN) and Central Youth Action Council (CYAC) at national level, Local Action Groups (LAGs), Local Youth Action Councils (LYACs) and Local Business Member Associations (BMOs) at local level were identified as main project partners and project interventions are focused on their capacity development in order to strengthen local ownership of innovative models for skills development and private sector promotion.

The project continues to focus in the 4 municipalities of phase I “Dragash, Sterpce, Novobrd and Kamenica”, and has extended to Viti municipality responding to their initiative and interest for collaboration in context of local economic development with main focus in youth, women and minority employment.

The Republic of Kosovo continues to show fragility on the socio-economic and political context. Unemployment, in particular youth unemployment, remains the main constraint of the society. The political tensions remain very high. The clashes between the parties in power and the opposition endure.

Economic growth of Kosovo has had positive trends in recent years. The current economic growth is not sufficient to reduce the high rates of unemployment; provide formal jobs, particularly for women and youth and to prevent the migration of the youth into western European countries. The current growth relies heavily on remittances received from Kosovo's diaspora and aid received from different countries.

The trade deficit is reflecting in lack of competitiveness in the international markets. The current situation with informal economy negatively impacts also in the employment incentives, resulting in low labour force participation.

3. Project Progress

3.1. Project Progress along Outputs and Outcomes

Outcome 1	<i>Youth have access to and use of adequate employment – related information and skills</i>	<i>Rating*:</i>
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Indicator	Baseline (2013-2015)	Target for 2016	Achievements 2016	Target End of Phase
# of opportunity groups organized by Local Youth Action Council (LYAC)	150	20	28	300
# of young unemployed trained	1,508	400	314	2,000
# of graduates engaged in economic activity after training	945	240	0	1,200
# of graduates who increased their incomes	0	192	0	960
# of Full time employment (FTE)	0	48	0	240
# of curricula's developed	11	10	0	40

Analysis of Trends and Deviations of most significant Indicators and Deviations

Outcome one interventions are organized around three outputs aiming to improve the access and use of adequate employment-related information and skills for rural youth.

Local Institutions capable to provide adequate employment-related information

S4RE Project continued the efforts to enter into agreement with Ministry of Labour and Social Welfare (MLSW), to enable the collaboration with Employment Offices in target municipalities. The agreement has been reached on November 29th 2016. MLSW, specifically the Division of Labour and Employment has participated in the planning workshop held in December with project partners and confirmed the willingness of MLSW to work with S4RE in improving the access of rural youth to the employment-related services provided by Employment Offices. In January the project will develop a joint plan with Employment Offices and other local actors to get involved in the OG creation and better outreach jobseekers with employment-related information, the latter is first major goal of MLSW Sectorial Strategy and Action Plan 2014-2020. It is expected that in 2017 the Employment Agency will start functioning

Training providers are capable to offer relevant skills development programs for youth

For most opportunity groups, the training provider were identified through a call for expression of interest by project partner LAG and using S4RE's first phase database. Some of the training providers and opportunities for skills building were identified by OGs themselves.

In 2016 S4RE has successfully facilitated linkage of municipality of Kamenica, specifically the Women Group, with private training provider improving access of rural youth to skills development program. A training centre has been established providing a quality training program tailored to the needs of youth, women and minorities to make them job ready or ready for self-employment. For more information, please refer to case study annex 11.

Youth Action Councils organize skills development programs for youth

As reported during first half, in May 2016 the project held a workshop with LYACs, Youth Centres, Municipal Youth Officers and CYAC to better understand and raise awareness on the opportunity group approach as an effective tool to address skills gap and unemployment.

Following the workshop, the project and the partners CYAC and LYAC held a number of awareness meetings with youth to brainstorm ideas and opportunities in their communities and initiate opportunity group creation. In addition, these meetings served as on-job training on OG approach for the project partners.

In September 2016 S4RE has signed the partnership agreement with CYAC with the main objective to have LYACs re-oriented toward economic well-being of youth using non-formal education and OG approach, in addition to social, cultural and environmental. Partnership with CYAC is expected to ensure transfer of the OG approach ownership at national level and achieve scale.

Further, CYAC as per capacity building process agreement has organized three-day workshop with LYACs providing them technical assistance to increase their competence as facilitator of youth involvement in local governance and decision-making. During this workshop LYACs developed strategies and action plan following successful role model of LYAC in the municipality of Gjilan. The strategies and action plan were presented to Mayors of each of the five target municipalities and are pending for review and approval by municipal authorities. Approval of these documents would enable LYAC to secure core funding and sustainability.

In joint with LYAC, S4RE project has created 28 OGs in five target municipalities with total 314 trainees against 400 targeted. Out of the total trainees, 165 were female participants or 53% and 127 were minorities or 40%. By the end of 2016, 191 trainees completed training cycle and 123 trainees are expected to complete by late spring 2017. Annex 4 and 5 provides additional information for opportunity groups. The reason why the training cycle is extended to 2017 is because the project shifted to new implementation approach involving local actors causing late start with the trainings, and seasonality of the occupation. The project will measure the training impact six months after training completion, as per projections it is expected that around 60% of total trainees after training completion will move into economic activity. A case study has been prepared in annex 11 to illustrate the training activity.

Outcome 1 – General Assessment of Progress and Adaptation for next Period

As indicated in the semi-annual report the situation with the Local Youth Action Councils in the five municipalities has not changed much. They continue to function low, with exception of Viti municipality, mainly due to low i) technical and administrative competence, ii) capacity to make alliances and iii) infrastructure. However, their mission and goals converge with the vision of S4RE project and as organizations comprised of youth they have the willingness and capacity to influence and make changes. In this sense, to ensure that target group is benefitting and system level outputs are achieved in a sustainable manner more and considerable efforts are needed. Hence, in addition to building their technical and administrative competences through CYAC the project will focus on building and strengthening partnership of LYACs with more experienced and knowledgeable organizations at local level such as LAG, to ensure LYACs learn from them, and trainings using OG approach are implemented jointly. The partnership should then extent to other actors including Employment Offices and private sector in order for youth to get career orientation and understand better the requirements of labour market.

S4RE in joint with CYAC and LYACs have initiated development of OG approach manual which is expected to be finalized by April 2017. The manual will serve as a guidance to those interested to train youth and as an orientation tool for institutions who inform and advice jobseekers.

The overall 2016 target achievement for trainees completed training or in-training is satisfactory compared to the effective period the project could facilitate training activities, only second half. Improvement and higher achievements are expected in 2017 and 2018 as project partners also progress in their competencies.

Outcome 2	<i>Producers improve their skills and are better linked to the market into selected value chains</i>	<i>Rating*:</i>
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Indicator	Baseline (2013-2015)	Target for 2016	Achievements 2016	Target End of Phase
# of producers, improved their skills	2,539	600	614	3,000
# of beneficiaries (producers) increased their incomes	0	300	0	1,500
# of market linkages established by producers with local and regional companies	6	10	7	50
# of LAGs organized successfully	0	3	2	12
# of training providers engaged by the Project	88	10	10	50
# of training providers engaged in other then S4RE	9	2	0	10

Analysis of Trends and Deviations of most significant Indicators and Deviations

During phase II, the S4RE project is shifting from a direct approach to more facilitative role aiming to deepen and broaden its approach. The overall aim of the approach is to improve skills and linkages of smallholder producers involved in selected value chains leading to more income generation and job opportunities. To strength the collaboration with national and local partners, S4RE entered in formal agreement with five targeted municipalities (Kamenica, Viti, Novobrd, Sterpce and Dragash), Ministry of Agriculture, Forestry and Rural Development (MAFRD) and Rural Development Network (RDN), enabling S4RE to work officially and to cooperate with respective departments and other potential actors at the municipal and national level. As a result of these agreements, during 2016, the Project carried out a bundle of interventions with national and local partners with ultimate aim to establish partnership agreement, where the final beneficiary is rural smallholder producers.

Rural Development Network (RDN)

Rural Development Network is a non-governmental organization initiated and created in 2009 by MAFRD and 30 Local Action Groups. The sole purpose of RDN is gathering existing public and private institutions to enforce development of local economy. The RDN serves as umbrella of LAGs, the main tasks are to support LAGs to identify and implement favourable, accurate and coherent rural politics. Therefore, RDN has the task to support established and new LAGs, strengthen networking between Ministries and LAGs, and establish effective connections within local and international actors. S4RE has conducted a bundle of interventions under the partnership agreement with RDN with aim to i) identify and assess current capacities of targeted LAGs, ii) to support LAGs for development and updating LDS, iii) to strengthen and make LAGs functional and operational through providing skills development programs, iv) to capacitate LAGs to implement activities as per LDS and producer's needs, and v) to improve connections between LAGs and financial institutions.

Local Action Groups (LAGs)

S4RE jointly with RDN invested in capacity building of the LAGs aiming to increase their performance. S4RE facilitated LAG's and other partners from the public and private sectors by bringing all expertise in one place to develop a working plan, a plan which can serve as tool to increase the capacities for LAGs. Due to the capacity programs provided to LAGs, we immediately started collecting some achievements as result of few LAGs performance. However not all LAGs perform successfully, according to observations by S4RE and our

partners, out of five targeted LAGs, two of them are performing their activities based on the producer's needs.

Expansion of businesses requires access to finance, to do so LAG in Viti and Kamenica organized information sessions with aim to disseminate proper information for more than 100 smallholder producers in terms of market and financial access, mainly related to the grant scheme announced by MAFRD.

Agribusiness, specifically the most promising value chains such as dairy, fruits and honey show progress as result of support provided by local, national and international organisations. However, smallholder producers continue to have difficulties to harvest better income and to have job secured. To improve it, LAGs are capacitated to identify and address producer's needs. Members of LAGs tested a model which aimed to identify and address needs of producers interested in skills development programs, which leads to income generation and better employment opportunity.

During 2016 out of target 600, the partners (LAGs) achieved to enrol 614 or 102% producers in the selected value chains in the skills development programs and investment opportunity leading to more incomes. 614 smallholder producers, spread in 52 formal and informal groups (target 40) have completed training cycle and have gained technical skills mainly related to quality and quantity of production, marketing and promotion skills enabling them to better respond to domestic and national market demand.

LAGs as the main partners of the project, initiated different business models to encourage women and minority groups to participate in skills development programs. As result of it, out of 614 participants, women inclusion in agriculture was 124 (target 300) or 41% and 75 (target 150) or 50%.

In target municipalities where the project operates, honey & beekeeping value chain is the main source of income and employment opportunity and represents 38% of the total participants, followed with dairy 33%, fruits with 18% and the rest with less than 10%. Annex 4 and 6 provides information for the groups and value chains.

To cope with the challenge of low women (124 vs 300 targeted) and minority (75 vs 150 targeted) participation, LAG and the Project designed a specific model/intervention to encourage women participation. Most women do choose gender specific occupation in agriculture such as harvesting, processing and homemade products such as ayvar, pickles etc. All above activities have been implemented in close cooperation with partners and co-financed from producers, LAGs and municipality departments.

Training Providers (TPs)

S4RE and RDN increased capacity of targeted LAGs to identify potential training providers in local and regional level. LAGs developed a network of local and regional training providers in selected value chains, which can be used as potential training providers to provide skills trainings for beneficiaries (youth, producers and businesses). During 2016, targeted LAGs identified 51 training providers, out of 51 TPs identified, LAGs and the Project engaged and contracted 10 of them to provide skills development programs for rural smallholder producers in selected value chains.

In order to improve promotion, linkages and communication of TPs with producers, youth and businesses, the S4RE contracted a platform developer (DYGUR) who will be in charge to develop, maintain and promote TPs platform. Platform will serve as a tool to promote services of training providers and link them with beneficiaries (youth, producers and businesses). In order to make TP platform sustainable, DyGur jointly with S4RE will cooperate to design an intervention package which has to do with capacity development of LAGs and other partners on using the platform.

Outcome 2 – General Assessment of Progress and Adaptation for next Period

Impact achieved during 2016 shows that the approach working with local partners works in Kosovo context aiming to improve income and employment opportunity for smallholder producers. In general, Local Action Group in target municipalities are not fully operating due to lack of capacities to fulfil their mandate as per Local Development Strategy. However, they show high willingness to increase and improve their performance. S4RE jointly with RDN and MAFRD will focus its intervention on empowering LAGs so they better understand their role and function, communication and relationship with local and national institutions.

S4RE considers highly important to have all LAGs certified and accredited by respective national institutions, that means each LAGs will be financially secured in terms of operation. In next year, S4RE jointly with RDN will focus their intervention to capacitate LAGs, to develop and update LDS in order that helps them to get certified.

S4RE and local and national partners will remain flexible for any opportunities that may lead to income generation, women and minority inclusion. That means, partners will further explore business models that will increase participation of different groups in agriculture sectors.

Promotion of training providers requires further attention and involvement of all local and national partners. S4RE will work with private training providers and public institution such as Rural Development Department within MAFRD to facilitate the certification process of training providers and to capacitate them to offer demand training needs.

Outcome 3	<i>Businesses increase their competitiveness through tailored, quality and affordable trainings</i>	<i>Rating*:</i>
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Indicator	Baseline (2013-2015)	Target for 2016	Achievements 2016	Target End of Phase
# of the local businesses identified and received trainings	36	20	28	80
# of employees trained	849	250	75	900
# new jobs created	237	75	1	270
# of companies increasing turnover	1	7	0	25

Analysis of Trends and Deviations of most significant Indicators and Deviations

During the phase II, project intervention under the outcome 3 is to encourage private local businesses in targeted municipalities to invest into development of their skills through the investment into non formal training for existing and future employees.

The project S4RE will facilitate tailor made training for small and medium enterprises (SMEs) aiming to improve skills for existing employees and create job opportunities for unemployed people by undertaking on-job training. During the first six months of project implementation, the project took several activities in targeted municipalities with the focus on:

- Identifying of the local businesses;
- Assessment of training needs assessment for identified businesses, TNA;
- Strengthening of partnership with local partners (e.g. Business Member Organizations BMOs).

Of the highest priority during this time was Training Needs Assessment, TNA conducted with businesses in Dragash, Kamenica, Novobrd and Viti. Based on general findings from TNA reports conducted in 4 municipalities the total number of businesses identified in these municipalities is 158. Most of the current businesses identified are more oriented into services

and trading. However, there is a tendency in the increase of agriculture activities due to the natural resources as well as geographical position that these municipalities have.

Meanwhile, the project worked parallel on focusing its intervention on enhancing the partnership with local actors such as respective departments for economic development and relevant businesses in increasing awareness for skills trainings programs as well the opportunities they can get by being represented from any business member organization, BMO. Further, it is inevitable to point out that late project implementation affected also the general results of the targets for outcome 3. Out of 250 employees trained for 2016, the project reached only 75 or 30 % of the total. Out of 50 % of the total 10 % were female beneficiaries (annex 4 and 7). In addition, moving from a direct intervention towards a more facilitative approach had its challenges mainly in reaching the targets. These challenges are mainly related to working through local partners respectively BMOs (business associations, or any other organization that represents business community). Further elaboration of these challenges are described below.

Identification/establishment and functionalization of BMOs

During 2016, the project continued to tighten the partnership with local businesses and other partners (e.g. Local Action Groups, Youth Centres, Business Associations etc.) that were initially identified in the first phase of the project.

Nevertheless, during the 2nd phase the project S4RE faced several challenges in regard to working with local businesses through BMOs for several reasons which are listed below:

- a) BMOs in three out of five targeted municipalities are inexistent (Kamenica, Novobrd, Strpce);
- b) Business Association of Dragash is almost inactive/out of function;
- c) Only Municipal Investment Office in Viti is functional and operational yet building capacities within the office is very important.

The abovementioned points in regard to BMOs show a clear picture of the challenges a project faced in switching from direct intervention into more facilitative role considering that majority of business member organizations are not even in place.

However, the project during 2016 with the focus on the second semester focused its intervention that in joint activity with local partners e.g. Departments for Economic Development and relevant businesses to seek the possibilities for establishment of local BMOs and empower those which are already in place.

Based on the awareness meetings that S4RE had with private businesses in respective municipalities, it was recognized the need from businesses to be represented by any business member organization which will be entitled to address their needs in regard to skills training programs and other donor programs which would enable them to increase their competitiveness and capacities.

Considering the relevance for establishment of BMOs in municipalities where there are no business member organizations (Kamenica, Novobrd, Strpce), as well empowering those which are already in place (Dragash and Viti) the S4RE project engaged a service provider to facilitate the project with evaluation of the BMOs in each municipality and provide a proposal if the business model of Investment Office in Viti can be replicated in other municipalities.

The project refers to business model of Investment Office of Viti since this model turned to be the most functional one, able to respond to business needs in terms of skills training programs as well is the one that promotes opportunities for investment in Municipality of Viti and enable easy access to different grant programs for local businesses.

S4RE considers that establishment of local BMOs as well full functionalization will positively impact the business community in targeted municipalities. In one hand businesses can have a door where to address their needs not only in terms of easily accessing skills training programs, but as well having opportunities in different grant programs. On the other hand, functional BMOs can serve as a one stop shop to facilitate business needs and respond to their requests.

Outcome 3 – General Assessment of Progress and Adaptation for next Period

S4RE's primary focus during 2016 was to respond to business requests on accessing skills training programs and at the same time work on establishing/functionalization of BMOs. The overall achievements of the outcome 3 in 2016 are behind the expected results in terms of targets mainly related to shifting from direct intervention towards facilitative role as well limited capacities of BMOs to transfer ownership. However, some fundamental grounds are in place for the project to continue its operation. For example: Municipal Investment Office of Vitia is one step ahead of other BMOs, meaning that they are more experienced and can play a crucial role to promote skills programs and identify business ready to invest into skills training programs. At the same time, Municipal Investment of Vitia can play a crucial role towards other BMOs in terms of capacity building as well exchange of experiences.

During the next period, the project will research the possibilities of cooperation with National institutions such as Chamber of Commerce and/or Kosovo Investment and Enterprise Support Agency-KIESA. With this cooperation the S4RE project seeks that with them and through them to empower the local BMOs in targeted municipalities as well jointly see the possibilities of designing intervention packages to capacitate local BMOs.

The change that is expected to occur in the future is that BMOs can independently facilitate meetings, organize trainings, share information, promote their products and services and increase the employment opportunities.

3.2. Project Progress regarding Project Objectives

The project has intervened in four areas; I) stimulating more and better employment – related information and skills for unemployed youth in rural areas, particularly women and minorities II) Better integration of small producers and businesses into selected supply chains, with improvement in productivity and quality leading to more and higher income opportunities in the local economic context. III) Stimulate improved performance and growth of local business through the investment into non-formal education and training of existing and future employees; IV) Training providers (public and private) are capable to offer different skills trainings to youth, supply chain actors and tailor made trainings to SMEs.

In the following chapter some factors which make the project sustainable and some of the elements which could be scaled up in the future are further explained:

Stimulating more and better employment – related information

Outcome one interventions target unemployed rural youth, in particular women and minorities. The project started with activities to mobilize target group and create OGs in the second half of 2016 and at the same time implemented capacity building on OG approach for the strategic partners CYAC and LYACs. Therefore, the indicator of total trained or in-training is lower than targeted. However, the project is confident to achieve the target by the end of the phase as local actors also progress in taking ownership of the approach and understand better the process. Another factor is the agreement with MLSW concluded in November 2016 and the influence of Employment Offices will have in OGs creation during 2017. Last, the project will also focus in building and strengthening partnership among partners at local and central level aiming to stimulate better information flow on the training opportunities available for the target group support them with better orientation on the OG idea and improved linkages with private sector to achieve the objective of improved income and employment opportunities.

Better integration of small producers and businesses into selected supply chains,

Second outcome of the Project targets rural smallholder producers in selected value chains (dairy, honey, fruits and NTFP) in five municipalities. S4RE initially identified local and national partners to team up and reach systemic changes. RDN and LAGs as national and local partners express high interest to work with and through us to mobilize smallholder producers, to identify and address their needs which leads to more income generation and employment opportunity. RDN

and LAGs were capacitated through skills development programs. However, they still need further support in order to get full operational.

Work with private sector: The municipalities where the project is operating have only a few large employers, but a larger number of small enterprises. The aim of the project was to provide non formal skills development for two types of the businesses. Majority of the businesses have accepted the project approach and expressed the interest to co-finance different non formal skills trainings.

3.3. Transversal Themes

Gender and social inclusion: During 2016 the S4RE project has ensured involvement of women in rural areas henceforth made sure that gender mainstreaming is taking place in all project outcomes. The project has ensured that concerns of women and minorities as disadvantaged groups are addressed and considered into the project. Women consider mainly service-related sectors as profitable for them such as hairdresser, tailoring, and handicraft. However, there is an increase of interest for agricultural sector, e.g. beekeeping and fruit cultivation.

During 2016, the total number of women beneficiaries from all outcomes reached 289 out of 625. Since the inclusion of Roma, Ashkali and Egyptian (RAE) community is still low in terms of accessing skills training programs, the project S4RE established the contacts with Roma and Ashkali Documentation Center (RADC) a local NGO representing RAE community.

During the next period the project will closely work with RADC to make sure the inclusion of Roma, Ashkali and Egyptian community have access to skills training programs, empower them to integrate into labour market that will result into income generation.

On the other hand, the project established contacts with national NGO Women for Women Kosova, an NGO experienced in tackling issues of women especially from rural areas. W4W Kosova continuously promotes women inclusion, empowering them through different training programs to easily access labour market and income generation.

During the next period, the S4RE project will find ways to synergies activities with W4W in regard of higher inclusion of women as project beneficiaries and at the same time empower local actors e.g. Local Action Groups, BMOs, Local Youth Action Councils to promote and find incentives for higher and effective women inclusion.

3.4. Advocacy

Also during the second semester S4RE continued to promote the project strategy increasing interaction and collaboration among the local actors e.g.: municipalities, Local action groups (LAG), Local Youth Councils (LYAC), Employment offices (EO) and other local actors. The project through its interventions is continuously showing that the unemployment is not only the national issue but is an issue which has a local character and has to be locally addressed too. S4RE also advocates for young people, women and minorities' skills development and employment issues at local municipalities. The project was working hard to promote also good governance principle during the different project activities.

4. Partnerships

S4RE established partnership with different stakeholders: Public and private institutions, local and international NGO's, the overall objective of the partnership is bringing the changes within the economic and institutional framework within the areas of the project intervention. S4RE interventions were focused on strengthening the capacity of the strategic partners to deliver essential training and services and developing a sustainable business model.

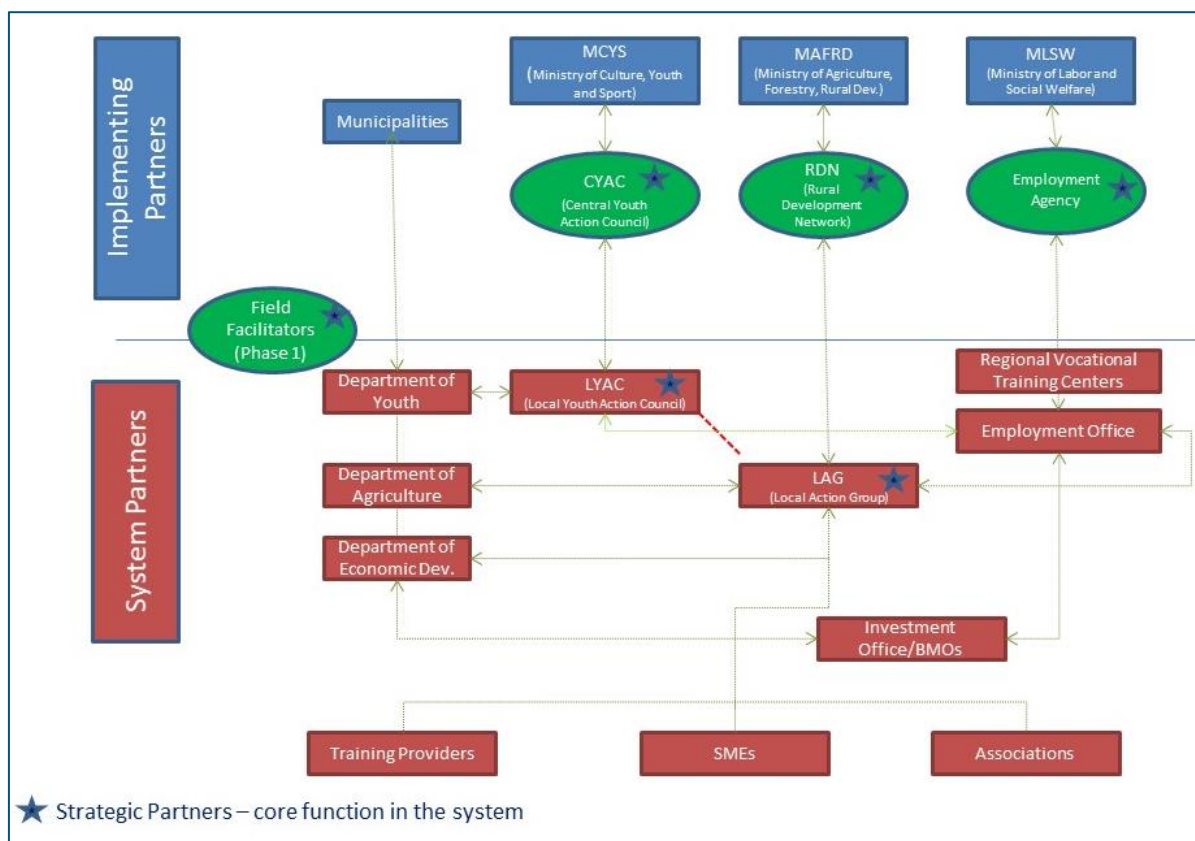
The strategic partners of the project are as follow:

- Rural Development Network (RDN) and Local Action Groups (LAGs) to reach smallholder producers,

- Central Youth Action Council (CYAC) and Local Youth Action Council (LYAC) to reach youth,
- Local Business Member Associations (BMOs) to reach businesses

The partnership between two parties was formalised with the project document called “Project Partnership Agreement –(PPA).

The partnership model is presented in the graph below:



5. Project Management

5.1 Monitoring and Evaluation

S4RE’s results will be measured through a new monitoring system which have been developed in December 2016 and is fully operational now. Besides the new system, S4RE continues reporting results through the monitoring system used during project’s phase I that covers logframe indicators and fact & figures providing information for each outcome of the project.

The developed system will ensure that project activities are on track to achieve systemic changes. The monitoring and evaluation system is crucial for learning from interventions, for steering the project to achieve the desired impact and for reporting credibly on results achieved through the results chains. There are three interventions developed, one for each project outcome and the fourth one will be developed in 2017 for the training providers.

Intervention is a Microsoft Excel file consisting of sheets described below where the relevant intervention information is stored:

1. Observation logbook– reflects all the changes made in intervention;
2. Result chain – results chain shows the logic and the process of achieving desired goals and results in all levels from activities to income and employment;
3. Measurement Plan – shows what, how, when and who will measure defined indicators in every level of results chains;

4. Fact & figures – presents outcome targets and their achievements.

The M&E system of S4RE follows rules and recommendations of an international standard for monitoring and evaluation of market development projects, the DCED standard¹¹.

The DCED standard provides a practical framework for programmes to monitor their progress towards their objectives, enabling them to better measure, manage and demonstrate results.

Monitoring system at S4RE project is used for producing data and information for planning and decision making. The data received through the measurement plan serve the management and Outcome Managers for making decisions on future interventions and adjusting if necessary the existing ones.

S4RE Project through team meetings and quarterly intervention reviews will define key moments of reflection and will use results for decision-making.

5.2 Justification of target achievements

2016, was a very hard and challenging year for the project. It was a year where the fund approval by the main donor was very late. Introduction of the new facilitative approach of the project and interaction with existing and new partners was very challenging as well.

The aim of the project strategy was that during the first half of the year, the project is focused in identification of the project partners and through introductory meetings in five municipalities introduce the new project role within the market system and identification and planning potential activities with project partners. The project objective was keeping project expenditures very low due to budget uncertainty and trying as much as possible to identify potential activities, which could be implemented during the second semester.

By the late June the final confirmation received by the main donor, the project started immediately with implementation of the activities which already were identified with project partners during the first semester. The project became fully operational in September because July and August are two months where the activities of the partners are very low.

Having in mind short period until the end of the year which is also end of the budget year (no possibility for budget transfer to the following year) the project objective was twofold; achieving desired project targets and showing efficiency with budget expenditures.

Majority of the skills trainings started with implementation from September onwards. Usually the skills training last from three to six months. The results from the skills training in agriculture especially in beekeeping and raspberry production is required more than six months in order to have a tangible result. This is the main reason why the project is not able to report achievement on employment and income generation increase. The project is expecting that during the next reporting period (Half yearly report 2017) to present the data measuring results from the previous year.

5.3 Communication

As indicated in the semi-annual report, S4RE is following the communication plan developed beginning of the year to facilitate an effective and efficient communication with project audience.

In 2016 the project has produced brochure, factsheet, newsletter and in joint with Public Relations and Knowledge Management Officer of HSI-EEU has finalized the document - capitalization of experiences from S4RE's first phase.

The project continues to use online communication instrument such as country website <http://helvetas-ks.org/s4re/> maintained in three languages to reach the local and international, mainly professional audience. In addition to website, the project uses Facebook as well to communicate with the local beneficiaries such as youth, women and minorities, due to high usage

¹¹ Donor Committee for Enterprise Development (<http://enterprise-development.org/>). The DCED Standard was developed in 2008 in collaboration with many programmes in the field.

by the target audience. S4RE's Facebook page is being regularly updated with short news and pictures covering activities implemented mainly by project partners.

S4RE is now member of Helvetas working group on communication aiming to develop a common country's communication strategy. Based on this strategy, the project will develop its own strategy.

5.4 Capacity Development of Staff

The project staff attended a number of trainings and study trips with overall aim to increase knowledge and competences.

S4RE staff members participated to the MRM right sizing and peer exchange workshop in Belgrade, Serbia from 11 till 15 of April. This event was organised by Helvetas Eastern European Unit (EEU). A study trip to Bosnia and Herzegovina was organised by the end of May. The objective of the study trip was sharing experiences with the youth employment project "Market Makers" implemented by Helvetas and their local partners. Two staff members Basri Pulaj and Flutura Vidishiqi attended the training course on "Measuring results for sustainable private sector development" training organised in Ede, The Netherlands from 15 – 19 of August.

From 1st until 7th of October a study trip to Nepal was organized. The team of S4RE project composed by: Luan Hoti, Mimoza Mirashi and Vlora Kastrati had a great chance to visit the Employment Fund Project, a project working with the Nepali youth, building their technical capacities and job placement through private sector training and employment service providers.

Vlora Kastrati and a project partner head of CYAC Vesa Ibrahim attended MSD training organised by EEU team 23 - 29 of October in Tirana.

Luan Hoti attended one-week training in story telling organised from communication department of HQ in Tirana from 6 until 11 November.

4 days' (13-19 November) strategic project workshop was organised in Bern/Switzerland. All staff members attended the workshop which was organised and moderated by members of EEU team in Bern.

5.5 Support missions

In 2016, S4RE project was supported by several international advisors. In January the Co-head of the Eastern European Unit, Matthias Herr, provided support to the project team on understanding the MSD approach and changes of the project from phase I to the phase II. In addition, short introduction on understanding of the MRM system as the tool for measuring the project impact was conducted.

Peter Porten continued to support the project with advice on skills development as well on reviewing the Yearly plan of operation for 2016. Annick Vollmar advisor from HQ supported project establishing the simple monitoring and result measurement system.

In September HQ adviser Katharina Walker organised one-week progress review workshop where S4RE team received strategic project support for planning activities until the end of the year.

In December, Katharina Walker facilitated the planning workshop with local partners organised by S4RE project as well supported the project for preparation of the project YPO 2017.

6. Financial Management

6.1 Expenditures

The total budget of the project for 2016 was CHF 386,183. The total budget includes the overall cost for the project implementation. The budget related to the international staff (consultants) is managed by HQ and is paid in CHF, while the local cost which includes the cost for project

implementation unit (PIU) and Administrated Project Funds (APF) are managed in Euro. The overall budget for the local costs (PIU & APF) was €270,865.11, the overall expenditures are at €268,352.12 or 99% of the planned budget.

The total project expenditures in 2016, including the international staff and PIU & APF were at 95% of the total initial planned budget (annex 8).

7. Lessons Learned and Conclusions

New project approach – introduction and promotion of the new project approach for existing project partners remains one of the biggest challenges for the project staff members. It is very difficult for the project partners to accept the shifting project approach as well as understand their roles within the system. Acceptance of the new approach by the project partners takes time and this has a great impact also in successful project implementation of the new phase.

Partnering with local institutions – Although the local partners identified during the first semester, such as Local Youth Action Council (LYAC) and Local Action Group (LAG) have the will to take the ownership and lead the initiatives there are some issues that are currently affecting the effectiveness of partnership with this specific volunteer based institutions such as time poverty, responsiveness and changing expectations. Leadership and members of LYAC and LAG have been used to engage in short term activities, impressions are that they feel time pressure in committing to engage in long-term activities such as organizing skills development programs for youth or smallholder producers. However, our challenge as partners is to find ways to change what we ask and design more flexible options considering always shared responsibility and promote benefits of working for youth and community.

Youth usually have changing expectations of what they want. LYAC is comprised of young generation which is more entrepreneurial and less likely to be attracted by bureaucratic system. They would like to have freedom to try new things in new ways. Thus, we must spend time to understand the unique needs and styles of our partners in each municipality.

Businesses welcome the idea of having on-the-job training for their employees as it turned successful approach in the initial phase of the project. On the other hand, employer's welcome day to day training which not only increases their skills on the specific field, but also tightens their relationship with the employees. One of the challenges identified for the phase II of S4RE is that some of the businesses are searching for direct investment e.g. equipment in order to increase their capacities in human resources.

Importance of using the negotiation/bargaining power – it is important to have a project strategy and utilize the projects negotiation power with municipalities as main financial training contributors when facilitating empowerment of less recognized youth organizations such as LYAC.

Collaboration among strategic partners - the project will put more efforts to strengthen partnership among project partners, especially at local level, to ensure coordination of activities and combination of resources in achieving the objectives.

8. Planning of Next Phase

The project will continue its partnership with strategic partners e.g. Rural Development Network (RDN), Local Action Group (LAG), Central Youth Action Council (CYAC) and Local Youth Action Council (LYAC). Despite the willingness of partners to take the ownership and lead the initiatives, there are some issues that are currently affecting the effectiveness of partnership since their work is mainly on the voluntary bases. The challenge of the project is finding the right business model where the partners will benefit working with youth and community. The project will facilitate the project partners to identify the business model where the services could be commercialized.

With the establishment of the Employment Agency by MLSW, the project is expecting that collaboration will be strengthened through joint promotion of the non-formal trainings and private service provision apart to the trainings which are offered currently by VTC's.

The project will make all the efforts to facilitate LAG in municipalities to become fully operational and facilitation of the accreditation process. The project intervention will be toward creation of LAG's as main body where different actors will be able to meet their demand needs and the supply.

Local businesses welcome the idea of having on-job training for their employees. Project will continue to identify and facilitate the establishment of the BMOs in the different municipalities. The project is expecting that BMO's will be capable to identify training needs for the business and link them with the training providers.

The project will continue with its efforts to ensure changes initiated through proper use of the monitoring and evaluation system. S4RE results will be measured through a new monitoring system which is setup. Besides the new MRM system, the project will continue to report the results through monitoring system used during the project phase I, which covers log frame indicators and fact and figures providing information for each outcome of the project.

9. Appendices

Annex 1:	Project Synopsis
Annex 2:	Log Frame
Annex 3:	YPO 2017 – Main activities
Annex 4:	Monitoring sheet
Annex 5:	Facts and figures OC 1
Annex 6:	Facts and figures OC 2
Annex 7:	Facts and figures OC 3
Annex 8:	Financial Statement
Annex 9:	Events and Missions
Annex 10:	Case study
Annex 11:	Photos

Annex 1: Project Synopsis

The Synopsis stands at the beginning of the Project Document. The information will be integrated into Sangama and the document is saved in Sangama Programme 311 in the section Dossier/Project Overview. Usually the information remains the same throughout the whole phase, but there is the option to update it if necessary annually.

A) Project Synopsis Sheet

Phase Details

Name of Project	Skills for Rural Employment S4RE 12-18	Country	Kosovo
Project Number and Name	Donor Name	Contract Start (year/month)	Contract End (year/month)
1403.05.1.0 Skills for Rural Employment S4RE 12-18 H	HELVETAS	2012/09	2018/12
Working Area	4 - SDE - Education & Skills Development		
Working Field	41 - VSD - Vocational Skills Development		
DAC Category	113 - Secondary Education		

Project Funding

Project Phases	Phase I	Phase II	Phase III	Phase IV
Start (year/month)	2012/09			
End (year/month)	2018/12			
Phase Budget in CHF	1,400,205	0	0	0
Contribution per donor(s)				
HELVETAS	1,400,205			

Project Profile

Short description of project, primary stakeholders and project logic (Impact Hypothesis/Results Chain)	S4RE II will increase income and employment of youth, woman, minorities and households in targeted rural areas of Kosovo. The project's integrated approach focuses on skills development, private sector development and other dimensions of local economic development to create economic opportunities for the beneficiaries. S4RE II builds on the lessons learnt in Phase 1 by deepening and widening its approach and institutionalizes it with local actors by changing its role from provider to facilitator.
Development Goal (Overall Goal)	The overall goal of S4RE is "improved income and employment opportunities for youth, in particular women and minorities, and rural households in the municipalities of the Sharr Mountains and the Southeast of Kosovo."

	Narrative Description	Main Indicators (including important Performance Indicators)
Specific Project Objective (Purpose)	The overall income and employment goal is achieved through three intermediate objectives (outcomes in the logical framework) which form S4RE's integrated approach to local economic development (LED), and address different forms of skills development and dimensions of economic exclusion.	6,000 population leaves in the area of the project implementation: i) unemployed youth, women and minorities, ii) supply chain actors: small producers and business owners, and iii) employees of local businesses. The total target of beneficiaries finding employment or increasing income is 3,030.
Outcome 1	Youth have access to and use of adequate employment related information and skills. Stimulating more and better employment-related information, services and skills provided to unemployed youth in rural areas, particularly women and minorities.	At least 2,000 (15-35 years old) benefiting from better skills through opportunity groups. 50 training providers engaged by the project.
Outcome 2	Producers improve their skills and are better linked to the markets in selected value chains. The aim facilitation of the better integration of small producers and businesses into selected supply chains, improvements in productivity and quality leading to higher income opportunity.	3,000 producers in selected value chains improved their skills. 50 training providers engaged by the project.
Outcome 3	Businesses increase their competitiveness through tailored, quality and affordable trainings. S4RE will stimulate improved performance and growth of local businesses through the investment into non-formal education and training of existing and future employees.	900 existing employees of SME's increase their professional skills.
Primary Stakeholders, Target Group(s) and System Partners	The total beneficiaries are 6,000 persons: i) unemployed youth, women and minorities Rural households as ii) producers in supply chain and iii) employees of local businesses, and iv) training providers.	
Project area, main location	Continues on the existing municipalities “Sharr Mountains and Southeast of Kosovo”, Kamenica, Dragash, Strpce and Novobrd, expanding its outreach to eight additional municipalities in these regions.	
Project Implementation		
Main implementing partners	Ministry of Labor and Social Welfare, Ministry of Agriculture and Rural development, Ministry of Youth, Municipalities, Rural Development Network, Central Youth Action Council, Public Employment Service, Local Youth Action Councils, Local Action Groups, Business Member Organizations.	
Project Set-up	S4RE II is implemented by local staff of Helvetas Swiss Intercooperation Kosovo. The overall strategic steering, supervision and quality assurance of the project is done by the team leaders of Eastern European Unit (EEU) together with Country Director (CD) for Kosovo.	
Project staff	In total 5 project staff. Luan Hoti - project manager, 3 project officers, 1 Administrative Assistant and country director.	
Donors	Name of organization, contact person, address, phone, e-mail	
HELVETAS	Helvetas Swiss Intercooperation, Medicor foundation Liechtenstein	

B) Progress Sheet 2016							
Project Details							
Project Name	Skills for Rural Employment S4RE 12-18						
Country	Kosovo			Phase Duration	2012/09	-	2018/12
Project Number	1403.05.1			Reporting Period	2016/01	-	2016/12
Financial Progress							
Project duration	Contract Start (year/month)	Contract End (year/month)	Duration to date 30.06. 2016	Budget	Actual use to date 31.12. 2016	Expenditures to date	Rating*
1403.05.1.0 / HELVETAS	2012/09	2018/12	60.53%	1,400,205	366,680	95.00%	Please select from drop-down menu
Progress per Outcomes and Transversal Themes							
	Main Indicators			Realized		Rating*	
Project Objective	6,000 population leaves in the area of the project implementation: i) unemployed youth, women and minorities, ii) supply chain actors: small producers and business owners, and iii) employees of local businesses. The total target of beneficiaries finding employment or increasing income is 3,030.			1,003 project beneficiaries are within the training cycle. The data about employment and increasing income will be published during the second semester 2017.		Please select from drop-down menu	
Outcome 1	At least 2,000 (15-35 years old) benefiting from better skills through opportunity groups. 50 training providers engaged by the project.			314 youth are within the training cycle (completed and ongoing) in 28 opportunity groups. Data on economic activity are missing, they will be published by mid of 2017. Out of total 83% were women, while target of minorities was 130%.		2 = Not all targeted results achieved, but clear progress towards outcome	
Outcome 2	3,000 producers in selected value chains improved their skills. 50 training providers engaged by the project.			614 beneficiaries are within training cycle in 4 value chains (NTFP, Dairy, Fruits and Honey). Data on increasing income of beneficiaries are missing they will be published by mid of 2017. Out of total 41% were women, while target of minorities was 50%.		2 = Not all targeted results achieved, but clear progress towards outcome	
Outcome 3	900 existing employees of SME's increase their professional skills.			75 new and existing employees were trained. One new person was employed. Out of total 10% were women, while the target of minorities was 2%.		3 = Outcome will probably not be reached due to weak implementation/partners/approach	
Transversal Themes	Plan/Target per Phase			Realized			
Gender & Social Equity	50% of the total project beneficiaries are women and 25% are minorities.			48% women and 66% minorities.			

Capacity Development	Each staff project member has opportunity for the capacity development as per project needs.	2 staff members (Basri Pulaj and Flutura Vidishiqi) attended the MRM/DCED training in MDF/The Netherlands, Vlora Kastrati attended MSD training organized in Tirana/Albania. Luan Hoti attended story telling training organized by HSI. Two study trips to Bosnia and Herzegovina and Nepal were organized with overall objective of exchange of experiences in MSD approach and MRM.		
Advocacy				
Country-specific Transversal Theme				
Analysis, Conclusions and Outlook				
Key Issues, Conclusions and Lessons Learned	The fund approval by the main donor was very late, which impacted the overall project targets achievements. Introduction of the new facilitative approach with existing and new project partners was very challenging as well. Although the willingness of the local partners taking ownership of the project approach and methodology is obvious, the project is facing challenges due to the lack of their capacities (human and financial). The overall project targets were achieved at 70%, while data on economic activity engagement of the trainees will be published by mid of 2017. The women participation in the skills trainings is at 48% (target 50%), while participation of minorities is 66% (target 25%). • Introduction and promotion of new project approach for existing project partners remains the biggest challenges for the project. Accepting and shifting project approach as well as understand their roles within the system remain difficult. • Local partners identified seems to have the will to take the ownership and lead, but the challenge is identifying a sustainable business models where the main beneficiaries could benefit in long term. • Local Businesses welcome the idea of having on-the-job training for their employees, but a challenge was identified is that some of the businesses are searching for direct investment • Application of MRM/DCED in a small project (lack of human and financial resources) is very challenging. Right sizing is very important.			
Contributions (1-2) towards goals of country strategy	Testing and applying new approach creating income and employment in rural areas, promotion of new methodology Learning Groups Methodology. Objective - 3 Improving effectiveness of the programmes-aiming to achieve sustainability and impact on the rural economy; Objective - 5 Investing into capacities of the human resources and Objective - 6; capitalizing on learning experiences and innovations.			
AS Support for coming Year	Annick Vollmar Mendoza, 240 hrs / Katharina Walker, 204 hrs			
Other Support for coming Year	S4RE project is going to be supported/backstopped by team leader of EEU unit Matthias Herr			
Approval and Filing				
Overall assessment of the Project Progress by the Country Director		Flag Project for Special Attention	Date of Approval by the Country Director:	XX.XX.XX
*The Rating is done by PM and/or CD and gives an indication whether the project is on track as planned or whether major changes and/or delays are expected. The rating is done against the objectives and indicators defined in the logical framework and the Impact Hypothesis. There are four categories for rating the level of progress				

Annex 2: Logical Framework

Hierarchy of objectives Strategy of Intervention	Key Indicators	Data Sources Means of Verification	
Impact (Overall Goal)	Impact Indicators		
Increased income and employment of youth, women and minorities in targeted rural areas of Kosovo	510 jobs (FTE) created, 50% beneficiaries are women and 25% are ethnic minorities 2,520 beneficiaries increased their income ¹² , 50% beneficiaries are women and 25% are ethnic minorities.		
Outcomes	Outcome Indicators		External Factors (Assumptions & Risks)
Outcome 1: Youth have access to and use of adequate employment related information and skills	<ul style="list-style-type: none"> Number of youth (15-35) that benefit from better skills through opportunity groups. (baseline: 0 – target: 100% = 2,000 in 2018) Number of women participants in opportunity groups (baseline: 0 – target: 50% = 1,000 in 2018) Number of ethnic minorities participants in opportunity groups (baseline: 0 – target: 25% = 500 in 2018) Satisfaction of participants of the OG with information received (satisfaction rate 75%) 	Training provider reports, Pre tracers survey, Monitoring sheet, Satisfaction survey	Labour market can improve the accessibility for rural youth in terms of employment related information and jobs Employment opportunities can be found in the target areas
Outcome 2: Producers improve their skills and are better linked to market in selected value chains	<ul style="list-style-type: none"> Number of producers, that improved their skills (baseline 0-target 3,000 in 2018) Number of beneficiaries (producers) that increase their incomes (baseline: 0 – target: 50% = 1,500 in 2018) Number of market linkages with companies (users of supplier's product) (baseline: 0 – target: 50 in 2018) Satisfaction of producers with the skills training received (satisfaction rate 75%) 	Training provider reports, Business survey, Monitoring sheet LAG reports Satisfaction survey	Quality skills provided can improve the productivity, increase income generation and create opportunity for employment of producers in remote area.

¹² At least an additional income of € 1'000 per year

Hierarchy of objectives Strategy of Intervention		Key Indicators	Data Sources Means of Verification	
Impact (Overall Goal)		Impact Indicators		
Outcome 3: Businesses increase their competitiveness through tailored, quality and affordable trainings		<ul style="list-style-type: none"> Number of employees of SME's that increase their professional skills (baseline: 0, target: 900 in 2018) Number of employees that get a job (baseline: 0, target: 30% = 270 in 2018) % of SME's that report high satisfaction on training services received by providers (baseline: 0, target: 75% in 2018) 	Training provider reports, Business survey, Monitoring sheet Satisfaction survey	Local Businesses can highly increase the productivity and employment through affordable and quality trainings. Limited investment opportunity can hinder the businesses competitiveness
Outputs (per outcome) and costs		Output Indicators		
For outcome1: Youth have access to and use of adequate employment related information and skills				
Output 1.1	Local institution capable to provide adequate employment related information	Number of youth receiving adequate employment information (baseline 0, target 2,000) 60% of OG graduates registered will municipal PES office	PES Report	PES is willing to improve performance and provide employment related information The Government has introduced the performance measurement program for Employment Offices
Output 1.2	Training providers are capable to offer skills development programmes for youth	Number of training providers (baseline 0 - target 60) Number of curricula developed (baseline 0 - target 40). Number of RMA's done (baseline 0 - target 20). Number of curricula certified and (baseline 0 - target 25). Number of OG graduate receiving certificates (baseline 0 - target 500).	Surveys with training providers and youth	TP are willing to provide trainings and improve their approach Unemployed youth, women and minorities are willing to participate in the skill building program
Output 1.3	Youth Action Councils organise skills development programmes for youth	Number of OG's organized (baseline 0- Target 300)	Reports from YAC	YAC are committed and willing to take leadership in addressing the youth needs
Costs of outputs for outcome 1: CHF 276,500				
For outcome 2: Producers improve their skills and are better linked to market in selected value chains				

Hierarchy of objectives Strategy of Intervention		Key Indicators	Data Sources Means of Verification	
Impact (Overall Goal)		Impact Indicators		
Output 2.1	Local Action Groups foster market linkages	Number of LAG's organized successfully. (baseline 0 - target 12)	LAGs Report	LAG is willing to improve performance, take leadership, implements project approach and provide linkages among value chain actors
Output 2.2	Businesses provide market information to producers	Number of financial agreements concluded between producers and companies (baseline 0 - target 50)	Business survey Contracts and business survey	Businesses are willing to improve performance and provide market related information
Output 2.3	Training providers are capable to offer training in selected value chains/subsectors	Number of trainings provided to farmers (baseline 0 - target 50) Number of additional mandates delivered (baseline 0 - target 10).	Surveys with training providers and producers	Training providers are willing to provide trainings and improve their approach Producers are willing to participate in the skill building program in selected value chains
Costs of outputs for outcome 2: CHF 215,000				
For outcome 3: Businesses increase their competitiveness through tailored, quality and affordable trainings				
Output 3.1	Businesses are capable to identify their skills needs and are willing to organise/receive trainings	Number of businesses investing into skills development identifies (baseline 0 - target 80)	MOU, contracts, business survey	Businesses are committed and willing to take leadership in identifying and addressing skills needs
Output 3.2	Tailored, quality and affordable services for businesses are available	Number of trainings (baseline 0 - target 50) Number of employees from large businesses are trained (Baseline 0 - target 200). Number of employees from small business are trained (Baseline 0 - target 700).	MOU, contracts, business survey	Businesses are willing to contribute in quality and affordable skills can improve the productivity, increase income generation and create opportunity for employment for new employees.
Costs of outputs for outcome 3: CHF110,000				

Annex 3: Yearly Plan of Operation 2017

Yearly Plan of Operation of S4RE for 2017, Outcomes & Outputs and Activities	
Overall Project Goal	Increased income and employment of youth, women and minorities in targeted rural areas of Kosovo
ACTIVITIES	
Outcome 1	Youth have access to and use of adequate employment - related information and skills
Output 1.1	Local institutions are capable to provide adequate employment-related information
Activity 1.1.1	Conduct a workshop with employment offices (EO) and Ministry of Labour and Social Welfare (MLSW).
Activity 1.1.2	Develop an action plan in cooperation with EOs and MLSW regarding access to employment related-information and partnerships with private & public sector
Activity 1.1.3	Facilitate implementation of activities as per action plan
Activity 1.1.4	Facilitate activities of EO to elaborate and use a mechanism to disseminate employment relevant information for youth.
Output 1.2	Training providers are capable to offer relevant skills development programs for youth
Activity 1.2.1	Support CYAC jointly with LYACs and municipalities to identify potential private training providers and create linkages
Activity 1.2.2	Support LYACs and municipalities to develop and implement business models with private training providers
Activity 1.2.3	Support LYACs and municipalities to promote outcome based payment with training providers, to promote mentoring and supervise the quality of the trainings
Activity 1.2.4	Facilitate collaboration of LYACs, municipalities and VTCs to ensure quality control of the trainings and include certification by VTCs in certain trades
Output 1.3	Youth Action Councils organize skills development programs for youth
Activity 1.3.1	Adjust Partnership agreement with CYAC
Activity 1.3.2	Develop partnership agreements with LYACs in five targeted municipalities
Activity 1.3.3	Develop a strategy jointly with CYAC to provide technical and management assistance to LYACs
Activity 1.3.4	Develop the OG manual with the support of the international advisor
Activity 1.3.5	Provide on-the-job training on OG methodology to LYACs and CYAC
Activity 1.3.6	Strengthen the partnership of LYACs with other local actors (LAG among others)
Activity 1.3.7	Support LYAC and LAG to develop a business model for training provision to youth
Activity 1.3.8	Support LYAC and CYAC for training provision to youth
Outcome 2	Producers improve their skills and are better linked to the markets in selected value chains
Output 2.1	Local Action Groups foster improved market linkages
Activity 2.1.1	Support RDN to identify and assess current capacities of LAGs related to Local Development Strategy (LDS) (RCh Box 3,4&7)
Activity 2.1.2	Support RDN to develop and update LDS for targeted LAGs (RCh Box 7)
Activity 2.1.3	Support RDN to strengthen and make targeted LAGs functional as per implementation of LDS (RCh Box 7)
Activity 2.1.4	Support LAGs to implement activities as per LDS while focusing mainly in most promising Value Chains (RCh Box 5&7)
Activity 2.1.5	S4RE facilitate LAGs to create linkages with private sector representatives such as national producers' associations
Activity 2.1.6	Support RDN to increase information and knowledge sharing among LAGs incl. visits (RCh 3&5)

Output 2.2	Businesses provide market information to producers
Activity 2.2.1	Support LAGs to improve their interaction with local businesses and promote their membership
Activity 2.2.2	Support RDN to establish a business database with all LAGs covering businesses within and outside of municipalities
Activity 2.2.3	Facilitate RDN, LAGs and municipalities to develop contract farming models which will be used as incentive to encourage businesses and producers for collaboration
Activity 2.2.4	Support RDN and LAGs to communicate business models through national outreach
Output 2.3	Training providers are capable to offer training in selected supply chains
Activity 2.3.1	Mandate a provider to develop an online platform (set criteria's, increase capacities) to promote TPs and link them with partners/beneficiaries
Activity 2.3.2	Support MAFRD - extension service to develop business models based on cost sharing and fee based models
Activity 2.3.3	Facilitate effective communications between training providers with local partners and training platform/company
Activity 2.3.4	Support public and private training providers to develop training packages and provide advance training courses based on effective demand
Activity 2.3.5	Support training providers to market their training courses through different channels (LAGs or platform)
Outcome 3	Businesses increase their competitiveness through tailored, quality and affordable trainings
Output 3.1	Businesses are capable to identify their skills needs and willing to organize/receive trainings
Activity 3.1.1	Jointly with Co-facilitator identify existing BMOs and their bottlenecks
Activity 3.1.2	Jointly with Co-facilitator decide whether to provide support to new established BMOs
Activity 3.1.3	Conclude agreements with BMOs
Activity 3.1.4	Capacitate BMOs to identify, mobilize and assess business needs
Activity 3.1.5	Facilitate BMOs to support existing businesses to identify skills gaps and need for skills development of its employees
Activity 3.1.6	BMOs and businesses conclude training agreements
Activity 3.1.7	Facilitate BMOs to organize regular business events with the purpose to promote the importance of the skills trainings
Activity 3.1.8	Support BMOs to improve communication with Eos
Output 3.2	Tailored, quality and affordable services for businesses are available
Activity 3.2.1	Facilitate local BMO's for awareness meetings of business community to improve access to non-formal trainings
Activity 3.2.2	Support BMOs to improve access of businesses to existing financial services
Activity 3.2.3	Facilitate BMO's to link with training providers and offer tailor made trainings (e.g.training platform)
Outcome 4	Project management assures efficient implementation of activities, enhance capacity development of staff and capitalization
Output 4.1	Regular reporting is done, results are communicated
Activity 4.1.1	Plan backstopping support (skills development, MSD, MRM)
Activity 4.1.2	Regular internal planning& reporting against YPO outputs and monthly action plans
Activity 4.1.3	Elaborate and share reports (half yearly and annual report) with donor
Output 4.2	Regular monitoring and reporting is done, results are communicated
Activity 4.2.1	Finalize outcome interventions (results chains, measurement plans and tools)
Activity 4.2.2	Develop new outcome intervention for training providers
Activity 4.2.5	Organize a MRM workshop with partners
Activity 4.2.6	Supervise contracts with co-facilitators and partners including monitoring part
Activity 4.2.7	Provide capacity building of co-facilitators and partners in terms of monitoring
Activity 4.2.8	Plan and carry out tracer study for phase I with support of international advisor
Activity 4.2.9	Carry out mid-term review

Output 4.3	Communication - Capitalization of experiences
Activity 4.3.1	Develop/Update and share project fact sheet
Activity 4.3.2	Develop and share project newsletter every semester
Activity 4.3.3	Develop and share project case study
Activity 4.3.4	Develop and share profiles
Activity 4.3.5	Publish and share CAPEX study
Activity 4.3.6	Share findings of mid-term review
Activity 4.3.7	Regularly upload documents on Pamoja and participate in discussions going on on Pamoja
Output 4.4	HRD - Knowledge sharing enhance teams' competence through knowledge sharing and relevant trainings
Activity 4.4.1	Training of the staff in MSD and MRM and any other relevant trainings
Activity 4.4.2	Exchange experiences with other Helvetas youth employment project
Activity 4.4.3	Strategic review workshop with partners, EE Unit and international advisors about future of S4RE (might be combined with MTR)
Output 4.5	GSE-Gender Equality and Social Equity
Activity 4.5.1	Identify a co-facilitator and jointly prepare a GSI concept
Activity 4.5.2	Jointly with partners implement activities based on the findings
Activity 4.5.3	Synergies activities with other local NGOs (e.g. Women for Women Network)

Annex 4: Monitoring sheet for S4RE

HELVETAS Swiss Intercooperation Skills For Rural Employment (S4RE) - Monitoring Sheet															
LogFrame Indicator	Indicator	2016				Justification	2017				2018				Total 2016-2018
		Target 2016	1st Half Year	2nd Half Year	Annual Total		Target 2017	1st Half Year	2nd Half Year	Annual Total	Target 2018	1st Half Year	2nd Half Year	Annual Total	Total
1.1	# of opportunity groups organized by LYAC	20	0	28	28		100				180				300
1.1	# of young unemployed trained	400	0	314	314		900				700				2,000
1.1	# of women of young unemployed trained	200	0	165	165		450				350				1,000
1.1	% of women of young unemployed trained	(50% of 400)	0%	83%	83%		(50% of 900)				(50% of 700)				(50 % of 2000)
1.1	# of minorities of young unemployed trained	100	0	127	127		225				175				500
1.1	% of minorities of young unemployed trained	(25% of 400)	0%	127%	127%		(25% of 900)				(25% of 700)				(25 % of 2,000)
1.1	# satisfaction of OG participants with information received	300	0	0	0	Data collection 6 months after the training completion. Use graduate questionnaire	675				525				1,500
1.1	% satisfaction of OG participants with information received	(75% of 400)	0%	0%	0%		(75% of 900)				(75% of 700)				(75 % of 2,000)

1.1	# OG graduate receiving certificate	100	0	0%	0%	Data after training completion	150				250				500
1.1	# of graduates engaged in economic activity after training	240	0	0	0	Data collection 6 months after the training completion. Use graduate questionnaire. Economic activity/increasing income take in consideration 1000EUR net income and shall be monitored after they start working. Wage and self-employed according to 1000 EUR, even if employment is not within the area of training	540				420				1,200
1.1	% of graduates engaged in economic activity after training	(60% of 400)	0%	0%	0%		(60% of 900)				(60% of 700)				(60% of 2,000)
1.1	# increasing incomes	192	0	0	0		432				336				960
1.1	% increasing incomes	(80% of 240)	0%	0%	0%		(80% of 540)				(80% of 420)				(80% of 1,200)
1.1	# of FTE	48	0	0	0		108				84				240
1.1	% of FTE	(20% of 240)	0%	0%	0%		(20% of 540)				(20% of 420)				(20% of 1,200)
1.2	# of training providers engaged by the Project	10	0	14	14		20				30				60
1.3	# of curricula's developed	10	0	0	0	There was no need for new curricula/RMA, S4RE use the existing ones developed in phase I	10				20				40
1.3	# of curricula's certified	2	0	0	0		10				13				25
1.3	# of RMA's done	4	0	0	0		6				10				20
2.1	# of LAGs and Project Partners operating successfully	3	2	0	2		4				5				12
2.1	# of producer groups created	40	0	52	52		80				80				200

2.1	# of producers improved skills	600	0	614	614		1200				1200				3,000
2.1	# of beneficiaries increasing incomes	300	0%	0%	0%	Data collection 6 months after the training completion. Use questionnaire, interview and company records. Producers increase income up to 10%	600				600				1,500
2.1	# satisfaction of producers with skills training received	450	0	0	0	Data collection 6 months after the training completion. Use questionnaire and field observation	900				900				2,250
2.1	% satisfaction of producers with information received	(75% of 600)	0%	0%	0%		(75% of 1200)				(75% of 1200)				(75 % of 3,000)
2.1	# of women improved skills	300	0	124	124		600				600				1,500
2.1	% of women improved skills	(50% of 600)	0%	41%	41%		(50% of 1200)				(50% of 1200)				(50% of 3,000)
2.1	# of minorities improved skills	150	0	75	75		300				300				750
2.1	% of minorities improved skills	(25% of 600)	0%	50%	50%		(25% of 1200)				(25% of 1200)				(25% of 3,000)
2.2	# number of market linkages with companies	10	0	7	7		20				20				50
2.3	# of training providers engaged by the Project	10	2	8	10		20				20				50
2.3	# of training providers engaged in other then S4RE	2	0	0	0	Data collection in June '17, through questionnaire and interview	4				4				10

3.1	# of the local businesses identifies and received trainings	20	0	28	28		30				30				80
3.2	# of existing employees of SMEs increase skills	250	0	75	75		350				300				900
3.2	# of women trained	125	0	12	12		175				150				450
3.2	% of women trained	(50% of 250)	0%	10%	10%		(50% of 350)				(50% of 300)				(50% of 900)
3.2	# of minorities trained	63	0	1	1		88				75				225
3.2	% of minorities trained	(25% of 250)	0%	2%	2%		(25% of 350)				(25% of 300)				(25% of 900)
3.2	# of employees from Medium businesses trained	50	0	20	20		80				70				200
3.2	# of employees from Small businesses trained	200	0	55	55		270				230				700
3.2	# of new job created	75	0	1	1		105				90				270
3.2	# of women in new jobs	38	0	0	0	Data collection in June '17, through questionnaire and contract agreement	53				45				135
3.2	% of women in new jobs	(50% of 75)	0%	0%	0%		(50% of 105)				(50% of 90)				(50% of 270)
3.2	# of minorities in new jobs	19	0	0	0		26				23				68
3.2	% of minorities in new jobs	(25% of 75)	0%	0%	0%		(25% of 105)				(25% of 90)				(25% of 270)

3.2	# of companies increasing turnover	7	0	0	0	Data collection 6 months after training completion. Use interview & company records. 5% increase turnover	10				8				25
3.2	# of SMEs satisfaction with training received	15	0	0	0%	Data collection 6 months after the training completion. Use questionnaire and interview	23				23				60
3.2	% satisfaction of SMEs with information received	(75% of 20)	0%	0%	0%		(75% of 30)				(75% of 30)				(75 % of 80)

Annex 5: Fact and Figures for Outcome 1

Fact and Figures - Monitoring Information for Outcome 1															
Yearly, 2016															
Municipality	Occupation	Opportunity Groups		Group Training Cycle		Ethnicity (Groups)			Gender		Employment			Disadvantaged	
		Number	Participants	Ongoing	Complete	Alb.	Serb.	Other	Male	Female	FTE	Increase income	Economic activity	Male	Female
Kamenica	Hairdressing	1	33	33	0	32	1	0	0	33	0	0	0	0	33
	Beekeeping	6	42	42	0	37	5	0	31	11	0	0	0	31	11
NovoBrdo	Raspberry cultivation	6	44	0	44	24	20	0	31	13	0	0	0	31	13
	Beekeeping	1	10	10	0	5	5	0	10	0	0	0	0	10	0
	Make-up	2	20	20	0	13	7	0	0	20	0	0	0	0	20
Shtpce	Handmade decorative trees & flowers	1	10	0	10	0	10	0	0	10	0	0	0	0	10
	Hairdressing	1	10	0	10	0	10	0	0	10	0	0	0	0	10
	Tailoring	1	10	0	10	0	10	0	40	10	0	0	0	40	10
	Raspberry cultivation	3	57	0	57	23	34	0	5	17	0	0	0	5	17
	Beekeeping	1	8	8	0	0	8	0	0	3	0	0	0	0	3
Dragash	Hairdressing	2	38	0	38	21	0	17	15	38	0	0	0	15	38
	Central Heating Installation	1	15	0	15	15	0	0	7	0	0	0	0	7	0
	Carpentry	1	7	0	7	7	0	0	0	0	0	0	0	0	0
	Beekeeping	1	10	10	0	10	0	0	10	0	0	0	0	10	0
Total (achievements)		28	314	123	191	187	110	17	149	165	0	0	0	149	165

Annex 6: Fact and Figures for Outcome 2

Fact and Figures - Monitoring Information for Outcome 2																	
Yearly, 2016																	
Municipality	Value Chain (VCh)	Groups trained		Farmers trained		Training Cycle		Increase incomes		Ethnicity (Participants)			Gender (Participants)		Employment (Individuals)		
		Number	Participants	New	Existing	Ongoing	Complete	Male	Female	Alb.	Serb.	Other	Male	Female	Full Time	Part Time	Self
Kamenica	Dairy&Livestock	6	68	0	68	68	0	0	0	56	12	0	67	1	0	0	0
	Berries&Fruits	7	71	0	71	61	10	0	0	71	0	0	56	15	0	0	0
	Homemade procc.	2	18	0	18	0	18	0	0	18	0	0	0	18	0	0	0
	NTFP	4	48	0	48	0	48	0	0	45	3	0	24	24	0	0	0
	Honey&beekeeping	12	126	0	126	126	0	0	0	116	10	0	87	39	0	0	0
Novoberdo	Dairy&Livestock	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Berries&Fruits	1	17	0	17	0	17	0	0	12	5	0	17	0	0	0	0
	NTFP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Honey&beekeeping	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sterpce	Dairy&Livestock	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Berries&Fruits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NTFP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Honey&beekeeping	3	43	0	43	0	43	0	0	1	42	0	36	7	0	0	0
Dragash	Dairy&Livestock	4	57	0	57	0	57	0	0	57	0	0	57	0	0	0	0
	Berries&Fruits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NTFP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Honey&beekeeping	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Viti	Dairy&Livestock	6	77	0	77	0	77	0	0	77	0	0	69	8	0	0	0
	Berries&Fruits	2	25	0	25	0	25	0	0	25	0	0	20	5	0	0	0
	NTFP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Honey&beekeeping	5	64	0	64	0	64	0	0	61	3	0	57	7	0	0	0
Total (achievements)		52	614	0	614	255	359	0	0	539	75	0	490	124	0	0	0

Annex 7: Fact and Figures for Outcome 3

Fact and Figures - Monitoring Information for Outcome 3														
Yearly, 2016														
Municipality	Companies	Training field	Employees trained		# of employees Medium businesses	# of employees Small businesses	New job created			Ethnicity (Participants)			Gender (Participants)	
			New	Existing			Minority	Male	Female	Alb.	Serb	Other	Male	Female
Kamenica	DPT Pastiqeria Tradita	Training provision for preparation of pickles	12	0	12	0	0	0	0	12	0	0	0	12
	Nevzad Morina B.I.	Training provision for metal processing	1	4	0	5	0	1	0	5	0	0	5	0
	Ismajl Canaj	Construction painting	5	6	0	11	0	0	0	10	1	0	11	0
Dragash	Small businesses	Business Mangement	0	23	0	23	0	0	0	23	0	0	23	0
	Small businesses	Central Heating	0	16	0	16	0	0	0	16	0	0	16	0
	N.N.P.Pro Ing	Training provision for hydro installation	8	0	8	0	0	0	0	8	0	0	8	0
Total (achievements)			26	49	20	55	0	1	0	74	1	0	63	12

Annex 8: Financial statement

HELVETAS Swiss Intercooperation, Kosovo				
Budget and Expenditure comparison Statement for Project No. 1403.05.1.0 Skills for Rural Employment (S4RE) Program				
For the period January 01, 2016 to Dec 31, 2016				
Part name description	Budget 2016 (CHF)	Expenditures 2016 (CHF)	Difference (CHF)	%
Local office staff of contractor (approved function in project)				
Backstopping / Management / Local office staff of contractor	12,265	6,033	6,233	49%
Short-term experts (Consultants)				
International and national short-term experts and Reimbursable costs	34,800	24,932	9,868	72%
Personnel Costs National Staff and Operating Project Costs				
Remuneration National Staff	123,073	117,492	5,581	95%
Other Personnel Costs National Staff	6,125	5,082	1,043	83%
Office Equipment	2,500	2,393	107	96%
Office Costs	36,650	46,919	(10,269)	128%
Direct Project Costs				
Outcome 1.	57,500	55,646	1,854	97%
Outcome 2.	50,000	46,912	3,088	94%
Outcome 3.	25,000	24,935	65	100%
Total Project costs	347,913	330,342	17,570	95%
Overhead costs Zurich (11%)	38,270	36,338	-	-
Grand Total	386,183	366,680	-	-

Annex 9: Events and Missions

List of S4RE Project Events, Missions and Workshops with International Advisors, 2016				
Event/Mission/Workshop	Who	Where	When	Comments
Events, Missions and Workshops with International Advisors				
MSD and MRM Workshop	Matthias Herr All staff	Pristina, Kosovo	January 2016	Two day's workshop on MSD and MRM
MRM Workshop	Wafa Hafiz All staff	Pristina, Kosovo	February 2016	One day workshop on MRM
MRM/DCED Workshop	Luan Hoti Flutura Vidishiqi	Belgrade, Serbia	April 2016	Two and a half days workshop on MRM/DCED (Development of the concrete recommendation in order to implement effective and “right-sized” MRM system)
Peer exchange workshop	All staff	Belgrade, Serbia	April 2016	Two and a half days Peer exchange workshop (Strengthen collaboration between the projects, getting to know the projects and colleagues in the region and further develop staff capacities in different project-management related areas)
Internal Workshop	Peter Porten All staff	Pristina, Kosovo	April 2016	Two day's workshop/Support project for planning of new project activities for 2016
MRM Workshop	Annick Vollmar All staff	Pristina, Kosovo	May 2016	One week workshop /Support project in establishing MRM System
Study trip to BiH	All staff	BiH	May-June 2016	Visit of Market Makers Project in Bosnia and Herzegovina (Role of the co-facilitators/Partnerships with local actors/Interventions on skills development, selected value chain and work with training providers/Sharing experience on MRM – concrete interventions)
Internal Workshop	Katharina Walker All staff	Pristina, Kosovo	September 2016	One week workshop/Review of project activities for first semester of 2016 & Support project for planning the activities for the second semester of 2016
Study trip to Nepal	Luan Hoti Mimoza Mirashi Vlora Kastrati	Nepal	October 2016	Visit Employment Fund Project which aims to empower the Nepali youth into gainful employment by carrying technical and vocational skills through private sector training and employment service providers.
MRM and strategic review Workshops	Matthias Herr Annick Vollmar Katharina Walker All staff	Bern, Switzerland	Nov-16	Two days MRM workshop for finalization of MRM System and two days project review workshop
YPO 2017	Katharina Walker All staff Project Partners	Pristina, Kosovo	Dec-16	One day workshop on preparation of YPO 2017

Project staff trainings				
Results Measurements for Sustainable Private Sector Development Course	Basri Pulaj Flutura Vidishiqi	Ede , Netherlands	August 2016	Five days training
MSD Training	Vlora Kastrati Project partner	Tirana, Albania	October 2016	Five days training
Story telling Training	Luan Hoti	Tirana, Albania	November 2016	Five days training

Annex 10: Case Study

Improving access to trainings for rural youth, women and minorities

Young women, more than men, lack access to financial capital and have very limited opportunities to gain education, skills and knowledge that can lead to their social and economic advancement in life. In Kamenice, within the municipal assembly a Women Group is putting much effort to ensure vulnerable women improve access to education, social and economic opportunities. However, the limited annual budget available and approach they chose have enabled them to serve a small number of women with financial assistance to attend secondary school, assistance in food, clothing and school material for children.

Following the OG approach with the initiative of the Women Group in joint with LAG (ex-facilitator) awareness meetings were held with women in various villages of Kamenice to understand what is their immediate need. It resulted with a high demand from homemaker women to attend skills training programs to bring them into the workforce. Hairdressing and tailoring were among most wanted training programs because of the demand in the market and the possibility to start the activity with less capital, even working from home.



Women Group of the Kamenica assembly asked for S4RE support to help them identify quality training programs for women to build these women's technical and soft skills to pursue hairdressing as a profession in their career. S4RE facilitated linkage of municipality of Kamenica and a private training provider KAS offering accredited training programs with an opportunity to get certification and access to equipment for start-up at low-cost and possibility to pay in instalments, who was interest to extend services in municipality of Kamenica and open the training centre.

In December 2016, two groups of total 33 women from different villages of Kamenica, created by LYAC and Women Group, started training to acquire skills for hair and make-up. Municipality of



Kamenica is covering full training fee of five most vulnerable women, 15 other women will pay fifty percent, three women are being supported with full training fee by the training centre. The other ten women have signed-up at their own cost and are happy that such opportunity has opened up for them closer to their homes eliminating social barriers they face as homemakers.

These groups of 33 women until end of April will attend a five-month training program which apart from technical skills targets their business skills and confidence building. It is expected that the skills training program will make these women job ready or ready for self-employment by mid-spring when the demand for beauty services is high.

Annex 11: Photos



Training in Tailoring



Training in hairdressing



Training in beekeeping



Training in carpentry



Training in homemade processing



Training in NTFP collection