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Photo: Japanese tour operators discovering sites for their packages.

Promoting Private Sector Employment

PPSE - Kosovo

Annual Report 2018

16 November 2017 – 31 December 2018

Prishtinë/Priština

In cooperation with:



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List of Abbreviations

BEAM	Building Effective and Accessible Markets
BMO	Business Membership Organisation
CHF	Swiss Franc
DCED	The Donor Committee for Enterprise Development
DMO	Destination Management Organization
ENE	Economy and Employment
EYE	Enhancing Youth Employment
FAMtrip	Familiarisation Trip
FGD	Focus Group Discussion
FTE	Full Time Employment
FNI	Food and Natural Ingredients
GAP	Good Agricultural Practices
HO	Head Office
KIESA	Kosovo Investment and Enterprise Support Agency
KMC	Kosovo Manufacturers Club
MAP	Medicinal Aromatic Plants
MESP	Ministry of Environment and Spatial Planning
MFA	Ministry of Foreign Affairs
MRM	Monitoring and Results Measurement
MSD	Market System Development
MTI	Ministry of Trade and Industry
OC	Outcome
OF	Opportunity Fund
PPSE	Promoting Private Sector Employment
RAE	Roma, Ashkali and Egyptian
SC	Steering Committee
SDC	Swiss Agency for Development and Cooperation
SEC	Senior Experts Corps
SGDM	Saint Gallen Destination Management Methodology
SHKF	Association of Fruit Producers in Kosovo
SHTIB	Association of Input Dealers in Kosovo
SIF	Social Inclusion Fund
SME	Small and Medium Enterprise

SRP	Strategic Review Panel
ToR	Terms of References
YPO	Yearly Plan of Operations

1. Basic Information

Country: Kosovo	Name of project: Promoting Private Sector Employment (PPSE)
SDC No SAP:	
Domain of Cooperation Strategy: ENE	

Goal	SMEs that operate in well-organized and inclusive economic sectors, provide increased sustainable gainful employment for young women and men in Kosovo.
Outcomes (OC)	Outcome 1: SMEs of the selected sectors increase their productivity and generate additional income and employment. Outcome 2: SMEs improve their offer, efficiency and competitiveness in improved and better organized inclusive market systems

Project phase duration: 16.11.2017-15.11.2021	Reporting period: 16.11.2017-31.12.2018
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Budget in phase (CHF)	7,276,126,50	Budget from 16.11.2017 to 31.12.2018 – 2,126,200
Budget spent in phase (CHF)	2,127,377	
Information on contributions of partners and/or other donors (calculated in CHF) 100% SDC		

Implementing organisations:	Swisscontact and Riinvest Institute	
Main national partners:	Ministry of Trade and Industry, Chambers of Commerce, lead firms	Main international partners: n/a

Project Coordinator	Argjentina Grazhdani	Number project staff	National: 16
International Consultants (planned days): ¹	9	Consultancy days under Inter-ventions budget:	139.5
National consultants (planned days):	41	National:	93
Riinvest (planned days):	57	International:	46.5
Swisscontact (planned days)	57	Riinvest (executed days):	57

¹ Additional international and local consultancies are planned through the Part 4 budget related to the assessments and interventions under three PPSE Outcomes (See Annex III).

2. Executive Summary

During the first year of PPSE Phase II, the supported and implemented interventions had their focus on scale and expansion potential. Attributable results for the first year of implementation have met and exceeded (in some indicators) the PPSE employment targets for the first year. Altogether, supported interventions have generated around 475 additional FTEs, with over 1,700 women and men who have benefited over CHF 1.75 million from work opportunities. Positive, but with a lower magnitude, have been the results with regards to the outreach and amount of income generated by benefiting SMEs. This, logically, is due to time lag that is required for new support services and SME level changes to take place. Around 106 SMEs have benefited from PPSE interventions, recording a net additional income of over CHF 570,000.

For the FNI sector, major effort was given to the interventions related to contract farming, trade facilitation and product development. Contract farming and trade facilitation interventions have produced a significant portion of PPSE attributable results. PPSE supported contract farming in 6 new regions with 9 partners with an outreach of 335 farmers. As a result of trade facilitation support, Kosovo SMEs have been able to access new export markets, sign long-term international contracts and achieve additional exports of almost CHF 900,000. PPSE has supported around 17 SMEs to improve their existing products and launch new ones, resulting in over 22 new final products are on the market, while others are to be introduced soon.

In 2018, PPSE supported the tourism sector with activities around attracting international tourists, with development of new tourism products, training for demanded tourism and hospitality occupations and supporting the Municipalities of Prishtinë/Priština and Prizren to improve their tourism offer and with sector coordination activities. The Opportunity Fund was further integrated within sector interventions, supporting co-investment projects aiming to promote sustainable and value chain growth. The Social Inclusion Fund is a new mechanism for PPSE, introduced in Phase II to promote equity and inclusion of socially excluded minority communities and women.

3. Results Reporting per Outcome

3.1. Impact

IMPACT: SMEs that operate in well-organized and inclusive economic sectors, provide increased sustainable gainful employment for young women and men in Kosovo	Impact Indicator	Baseline ² 2017	2018 ³ (T=Target, A=Achieved)	Incremental % reached in 2018	End of Phase 2021	Cumulative % Reached in Phase
	Impact: Net additional employment FTEs	850 FTEs	T= 500 FTEs A= 475 FTEs	95%	2,000 FTEs	24%
	Net additional employment (women) FTEs	270 FTEs	T= 150 FTEs A=188 FTEs	125%	600 FTEs	31%
	Net additional employment (minority) FTEs	75 FTEs	T= 50 FTEs A=72 FTEs	144%	150 FTEs	36%

The PPSE 2018 interventions have generated some **475 full-time equivalent jobs**. The interventions in the FNI sector contribute to almost 75% of this result compared to 19% of the tourism sector, and 6% from other interventions (recycling) through SIF. Results presented in the report are validated by means of impact assessments and direct interviews with the benefiting partners. Results generated in the reporting year confirm that PPSE has reached its annual targets.

The main interventions in the FNI sector for 2018 were: **‘Strengthening Contract Farming System’**; **‘Supporting Linkages for Trade’**; **‘Improved Information Services’**; **‘Introducing Specialized Seedling Producers’**; **‘Coaching for Growth’**; and **‘Facilitating Certification Programs’**. The team has conducted impact assessments for all interventions. Altogether, FNI interventions have generated around **357 additional FTEs** in 2018, where **45% were female** and **9% minority** representation. The majority of employment has been generated at the primary production level. This has been enabled by increasing the demand (both exports and domestic) and capacities of partnering processors, collection centres and exporters as well as by attracting new farmers and increasing primary production.

In the FNI sector, as the demand for vegetable and MAP products in increasing both locally and internationally, this has created an opportunity for expansion of contract farming. On the other hand, several SMEs have started to grow, thereby establishing local and export contracts, creating a necessity for securing primary production. Contract farming brings an element of market security to farmers. This has motivated them to expand agriculture production and accommodate the needs for contracted production. As this demand continues to grow, the main challenge in the agriculture production will be shortage in labour.

In 2018, the tourism sector focused on implementing the following interventions: **‘Development of Tourism Products’**; **‘Tourism Attractions’**; **‘Specialized Tourism Occupations’**; **‘International Promotion** and topics around **sector coordination**. These interventions have generated **92 additional FTEs**, with **28% female** and **16% minority** representation. The country wide tourism trends show that the number of tourism businesses is increasing, thus resulting in more accommodation units, restau-

² Based on the achievements of Phase I.

³ The column represents the results measured within the reporting report.

rants, tour operators and guides. Results from tourism supply side survey and Kosovo Agency of statistics show increasing (over 10%) employment trends in accommodations and restaurants during the past three years. Simultaneously, more initiatives and engagement were observed from the private, the NGO and public sector.

Due to international promotion activities, the number of tourists visiting Kosovo is increasing significantly. This translates into demand for more accommodation, food, transport, new professions, activities and tourism attractions. According to official data, the sector of hospitality has recorded growth of at least 8% in 2018. 3.2 Outcome 1: Competitiveness of Selected Sectors

Outcome 1: Young people women and minorities benefit from gainful and inclusive employment, created in the dynamic SMEs in the growing sectors	Outcome Indicator	Baseline 2017	2018 (T=Target, A=Achieved)	Incremental % reached in 2018	End of Phase 2021	Cumulative % Reached in Phase
	OC 1.1 Number of women and men gainfully employed	0	T= 1,250 A= 1,730	138%	5,000	35%
	Number of women and men gainfully employed (women)	0	T= 375 A=674	180%	1,500	45%
	Number of women and men gainfully employed (minority)	0	T= 125 A=130	104%	500	26%
	OC 1.2 Income increase of 5,000 benefitting men and women through salary/wage	0	T= CHF 2,400,000 A=CHF 1,756,016	73%	CHF 9,600,000	18%

PPSE has attributed around **1,580 additional gainfully employed** women and men as a result of **FNI** interventions in 2018. The gender structure of these employees is **42% female** and **58% male**, while **minority** representation is stands at **6%**. **Earnings** (through wages or salaries) of the additionally engaged men and women in 2018 amount to **€1,141,357⁴**.

The **tourism** sector interventions have produced **employment** opportunities for around **125 women and men**, with a gender structure of **76% men** and **24% women**, and a **minority** representation of **13%**. The overall earnings of the newly attributable employed people amount to **€312,000**. The team has observed that tourism businesses are continuously growing, engaging and increasing number of guides every year, due to higher income and tourists' turnover that can be attributed to PPSE interventions. Details of interventions and activities that will lead to results are presented in detail under respective outputs.

Output 1.1 SMEs have improved the quality and diversification of products and services.

⁴ This amount includes earnings through wages and salaries as well as the net income of farm households. Members of household farms are not paid through wages or salaries, therefore the income of the farm household is considered as income of household members involved in farming.

Output 1.1: SMEs have improved the quality and diversification of products and services.	Output Indicator	Baseline 2017	2018 (T=Target, A=Achieved)	Incremental % reached in 2018	End of Phase 2021	Cumulative % Reached in Phase
	OP 1.1.1. Number of new and improved products and services promoted through the SMEs	0	T= 38 A=35	92%	150	23%
	OP 1.1.2 Additional investment value for new products and services	0	T= CHF 1,250,000 A=CHF 1,047,256	84%	CHF 5,000,000	21%
	OP 1.1.3 Number of SMEs offering new and improved products and services	0	T= 25 A=16	64%	100	16%

PPSE has supported SMEs in the **FNI sector** to improve the quality of and diversify final products through its interventions and the OF. This support was facilitated through mechanisms such as: business platform ‘Coaching for Growth’ – facilitated by CEED, co-investment in processing capacities in four SMEs through the OF and interventions, and individual consultancy support to SMEs through SEC missions and Recura.

Throughout FNI interventions, around **14** PPSE supported **SMEs** have introduced in the market **22 final processed products**⁵ and **11 primary products**⁶. PPSE has supported over 30 SMEs towards improvement and introduction of new products and services for the FNI sector, the majority of which are expected to launch and improve their products in 2019. For 2018, partnering SMEs have reported attributable additional investment value of almost **€ 850,000**.

- The intervention ‘**Coaching for Growth**’ was implemented by a local specialized service provider CEED with the aim of supporting SMEs in improving quality of existing and introducing new products. Activities of this intervention included knowledge exchange, study visits and individual in-house coaching. ‘**Coaching for Growth**’ was established as a business platform, where 17 SMEs enrolled through paying a service fee (discounted by PPSE support). SMEs were invited through a larger pool, where the final selection was done by priority of SMEs in introducing new and improving existing products. Participating SMEs were from fruits and vegetables, MAPs and confectionary sectors. These SMEs underwent training in identified topics for product development, visited three local and two regional benchmark SMEs in food sector. In-house coaching was delivered to 9 most committed SMEs within the business platform. The regional study visits and individual coaching sessions have been highly evaluated by SMEs. Therefore, PPSE plans to follow-up the business platform in these two fields.
- To improve processing capacities five SMEs were supported through co-financing of machinery. These include **two SMEs** (PNK, Peppermint) supported through OF and **two** (Vicianum and 99 Lule) by sector interventions. In all cases, the improvement in machinery enabled these SMEs to

⁵ Final processed products include examples such as spices, butter with peanut/hazelnut/sunflower seeds, goji berry jams, soups, teas, cakes etc.

⁶ These products include new agriculture crops integrated in contract farming: feferoni pepper, gherkin, chamomile, peppermint, oregano, goji berry, golden berry, pumpkin, sunflower and nettle.

improve the quality and expand production capacities for final products. Furthermore, **four SMEs** were supported with SEC missions (Missini, Skurt Homemade, Meridian Kitchen and Trboljevac) and **one SME** with a growth consultancy with Recura (KB Krusha) to improve their processes, products and services. Out of five SMEs, two were minority owned and two women owned.

- PPSE has explored collaboration with international service providers for organizing short trainings on **Food Technology** for SMES in the food industry. The team is currently exploring modalities of cooperation with University of Food Technology in Plovdiv, after the inability of Bursa Industrial Zone Vocational Education Centre (BUTGEM BTSO) to organize these trainings. Participants of such short-term trainings will be food technologists within SMEs in the dairy and fruits and vegetables sectors.

To support the development of new **tourism** products and attractions, PPSE has implemented two interventions **‘Development of Tourism Products’** and **‘Tourism Attractions’**. Specifically, the project has supported two tourism actors (Aeroclub Shkaba and Supercampers) in introducing four new tourism products. Furthermore, the team has worked with the Municipalities of Prishtinë/Priština and Prizren, by signing Memoranda of Understanding, towards establishing a legal framework that will lead to the improvement and establishment of local museums and improving the city tourism offer. The main challenge in the reporting period was the introduction of PPSE tourism activities in new municipalities of Prishtinë/Priština and Prizren, the involvement of which in the tourism sector is still at initial stages.

The **tourism** products that were supported in 2018 will be launched in early 2019. PPSE has continued to monitor tourism SMEs and products that were supported in the past two years (moving carpet for skiing and kids’ entertainment park in the Boga area, Municipality of Pejë/Peć), which have continued to attract tourists, thus leading to more than 50 beneficiary businesses. In 2018, **two new tourism products** (snow-cat tours and archery in and Rugove) have been introduced by **two** PPSE partners. A value of **€64,500** was **invested** by PPSE supported SMEs.

- Through the **‘Development of Tourism Products’** intervention, PPSE has supported the development of four tourism product. The first product is paragliding, developed in cooperation with Aeroclub Shkaba and the Municipality of Prizren. The other three products are glamping, biking and kayaking developed in cooperation with tour operator Supercampers and the Municipality of Prizren. All products are expected to be launched in spring 2019. PPSE is actively seeking private partners to develop tourism products, but the initiative from the private sector remains unsatisfactory.
- Through the **‘Tourism Attractions’** intervention, PPSE is supporting the Municipality of Prishtinë/Priština with technical local expertise, in activities related to the establishment and reutilisation of cultural sites, museum management plan and revenues plan, historic centre of the city, galleries, drafting of legal documents/statutes, establishment of the tourism info centre and facilitating the process in drafting the tourism strategy. As a result, it is expected that the Municipality of Prishtinë/Priština will finance the establishment of the following attractions: School-House of Hertica Family Museum, Art Shelter, Model Road for the Historic Centre of Prishtinë/Priština, and the Ibrahim Kodra Museum. New museums are expected to be operated by the private sector or NGOs.

Output 1.2 SMEs have increased production

1.2: SMEs have increased production	Output Indicator	Baseline 2017	2018 (T=Target, A=Achieved)	Incremental % reached in 2018	End of Phase 2021	Cumulative % Reached in Phase

	OP 1.2.1 Number of farms and SMEs involved in contract farming	350 SME	T= 250 SME A= 345 SME	138%	1,000 SME	35%
	OP 1.2.2 Increase of contracted production	200 ha	T= 125 ha A= 401 ha	320%	500 ha	80%

Two interventions were facilitated with the aim of increasing production quantity and quality of farmers for contractors (processors, collection centres and exporters). Within the '**Strengthening Contract Farming System**' intervention, PPSE supported contractors (11 SMEs) in increasing processing/aggregating capacities as well as services (advisory and machinery) for their farmers. This has enabled existing farmers to increase productivity and quality as well as to attract new farmers into contracting. Furthermore, PPSE is supporting '**Introduction of Specialized Seedling Producers**' (2 SMEs), with the purpose of improving access and quality of seedlings for farmers (with a focus in contracted farmers).

In 2018, PPSE has reached a total number of **335 benefiting farms** and **10 SMEs**, out of which 113 are women and 28 minorities. PPSE benefiting farms have expanded their contracted production area with over 400 ha in 2018. It is important to mention that this intervention has produced the majority of PPSE results in terms of employment. PPSE attributed over **222 FTEs and almost 1200 people**, including significant result on women employment (around 40%) and minority (Serb and RAE – around 10%) that have been additionally engaged (among new farmers)⁷ within the contract farming intervention. In addition, supported contracted farmers (also contracted in 2017) have sustained jobs created and attributed by PPSE within Phase I, and were excluded from attributable results for this reporting period⁸.

- Through '**Strengthening Contract Farming System**' intervention, PPSE team has collaborated with 11 contractors (processors, collection centres and exporters) who have contracted over 335 farmers. The support provided to our partners consisted in machinery and advisory services to be offered to contracted farmers with the aim to increase production, productivity, quality, so that contractors fulfil planned/demanded quantities for domestic and export markets. Contracted farmers are spread throughout Kosovo, covering 10 municipalities/regions (Prishtinë/Priština, Pejë/Peć, Podujevë/o, Ferizaj/Uroševac, Kaçanik/Kaçanik, Skenderaj, Istog/Istok, Leposavic/ć, Rahovec/Orahovac, Shtime/Štimlje). Contractors have introduced 11 new crops (feferoni pepper, gherkin, chamomile, peppermint, oregano, goji berry, golden berry, pumpkin, sunflower and nettle), in addition to the other crops from previous years. The most important result was contracting of over 137 new farmers. PPSE has conducted a thorough impact assessment with farmers and contractors for this intervention, where over 84 percent declared to be satisfied with contract farming and only 6 percent unsatisfied. Among interviewed farmers, secure market, profitability and higher price were ranked as top three reasons for engaging in contracted production. These positive results were recorded even though the 2018 season had unfavourable weather conditions for agriculture in Kosovo

⁷ From all contracted farmers in 2018 (supported by PPSE intervention), 41% (137 out of 335) are newly contracted. This means that these farmers have not produced contracted production before. The team has asked these farmers if they have replaced any existing production for contracted production, and in 95% of cases they have declared that they have only expanded production to accommodate for contracted quantities. Therefore, PPSE has only attributed results from newly contracted farmers in 2018 with regards to employment.

⁸ These results have been extracted by interviewing 211 contracted farmers and validated through in-depth interviews with contractors.

that made farmers face with late spring frost, flooding and hail. Over 80 percent of farmers have reported around 50 percent damages due to weather.

- **‘Introduction of Specialized Seedling Producers’** intervention is implemented to improve the access and quality of seedlings for vegetable and MAPs farmers, with a focus on contracted production. This is expected to impact directly the quality and yield of primary production. To achieve this, PPSE has supported the establishment of one **new modern nursery (Agrobora)** and improvement of one existing nursery (**Fidanishtja e Godancit**) for vegetable production. Furthermore, two MAPs collection centres (Agroprodukt and Peppermint) were supported to improve their nurseries. PPSE expects that the two nurseries for vegetables production will start to be utilized for the 2019 season. PPSE is constantly integrating partnering nurseries with contract farming intervention.

3.3. Outcome 2: SMEs improve their offer, efficiency and competitiveness in improved and better organized inclusive market systems

Outcome 2: SMEs improve their offer, efficiency and competitiveness in improved and better organized inclusive market systems	Outcome Indicator	Baseline 2017	2018 (T=Target, A=Achieved)	Incremental % reached in 2018	End of Phase 2021	Cumulative % Reached in Phase
	OC 2.1 Number of SMEs benefit from using new or improved support services	0	T= 38 SMEs A= 16 SMEs	42%	150 SMEs	11%
	OC 2.2 Net additional income increase of 150 SMEs	0	T= CHF 950,000 A=CHF 572,852	60%	CHF 3,800,000	15%
	OC 2.3 Institutions are more responsive to private sector growth	0	<i>Qualitative assessment based on FGD of key institution personnel</i>			

PPSE has facilitated around **7 new support services**⁹ for SMEs of the **FNI** sector. In 2018, **11 SMEs have benefited from these new support services**, only around 22% of the SMEs that have used these services. The number SMEs benefiting from new or improved support services is expected to increase in 2019, due to the time it took to introduce these support service, in the first place, as well as for SMEs to yield the results of using these services. Benefiting SMEs have reported net additional income of around **€236,000** as a direct result of all FNI intervention.

During 2018, PPSE have reached **20 SMEs (5 directly and 15 indirectly)** that have benefited from the **3 new support services**¹⁰ developed through PPSE interventions. Whereas the number of benefiting

⁹ PPSE support services for FNI include: 1. Coaching for Growth, 2. Feasibility Study for Krusha, 3. Organic Certification, 4. Global Gap Certification, 5. Consultancy for preparation and exhibition at Biofach fair, 6. Matchmaking for exporting MAPs products to Swiss market, 7. Tailored Marketing Services for new products.

¹⁰ PPSE support services for tourism include: 1. Consultancy for preparation and exhibition at ITB and Destination Nature fairs, 2. Training provision for tourism city guides, 3. Training provision for waiters in Gracanica.

SMEs from all tourism interventions is **84**, that have reported an attributable net additional income of around €254,500. The team has also three municipalities and MTI to improve their planning, offer, efficiency and competitiveness through the activities of specialised tourism occupations, promotion of Kosovo in international markets, and improvement of sector organization.

Output 2.1: Service Providers offer improved business support services.

Output 2.1: SPs offer improved business support services	Output Indicator	Baseline 2017	2018 (T=Target, A=Achieved)	Incremental % reached in 2018	End of Phase 2021	Cumulative % Reached in Phase
	OP 2.1.1 Number of SMEs using new and improved services offered by service providers	0	T= 75 SMEs A= 69 SMEs	92%	300	23%

Within the **FNI sector**, the support of PPSE to SMEs was focused in certification programs, trade facilitation, farmers' information, marketing and product and business development services. Through the '**Facilitation of Certification Programs**' intervention, PPSE partnered with sector BMOs (Organika and Mjedra e Kosovës) in supporting Organic, BioSuisse and Global GAP certification costs for BMO members. In partnership with association of input dealers (SHTIB), PPSE is implementing the intervention '**Improved Information Services**', with the aim of improving the information flow and quality from input dealers¹¹ to farmers. PPSE has piloted the intervention '**Facilitation of Marketing Services**', by supporting one SME with tailored marketing services around promotion of new products. This will be further expanded in 2019. Other supporting services were facilitated through interventions under other outputs (e.g. trade facilitation under OP 2.2).

Altogether, at least **11 SMEs** have already benefited from support services facilitated by PPSE, out of **49 SMEs** that have used these services. The number of benefiting SMEs and benefit in income is expected to grow significantly during 2019. By supporting BMOs for offering certification programs, PPSE has also contributed to **increasing the number of member SMEs in these BMOs**. In Organika, the number of member SMEs in 2017 was 5 compared to 32 by the end of 2018.

- Through the intervention '**Facilitation of Certification Programs**', PPSE has facilitated Organic Certification, **where 25 (9 for the first time) out of 27 applicant SMEs** have been certified with organic certification, 2 SMEs with BioSuisse, and 3 blueberry producers with Global GAP certification. PPSE supports certification costs for SMEs (50% for new applicant SMEs and 25% for recertification). Services for Organic certification are offered through Organika (Association of NWFP and MAPs companies) by the certification body Albinspekt from Albania, whereas for Global GAP certification through Mjedra e Kosovës (association of soft fruits producers) by GAP Plus from Kosovo. In addition, PPSE has supported Organika to introduce a new service, in preparing applicants (association members) for complying with organic certification. Considering that certification has been implemented throughout 2018, SMEs will utilize the benefit of these certification in 2019 by increasing sales and income and access to new export markets. The area of cultivated organic land has increased from 204 ha in 2017 to 506 ha in 2018, while 36% of Kosovo's territory is certified with organic for wild collection. 90% of growth in cultivated organic land and in wild organic collection is attributed to PPSE.

¹¹ Small agropharmacy shops.

- The intervention **‘Improved Information Services’** aims to improve the system and quality of information provision from agriculture pharmacies to farmers. Activities under this intervention are ongoing and include a baseline assessment of agriculture inputs and information delivery in Kosovo, exchange visits for learning from best regional practices, trainings for agriculture pharmacies, and roundtables for sector related topics. These activities will impact at least **35 agriculture pharmacies** around greater regions of Prizren and Peja, that will be identified based on the network and clientele of farmers.
- PPSE has piloted the intervention **‘Facilitation of Marketing Services’** by linking one SME (Ananas Impex) with a local marketing agency (Trokit). The matchmaking was done through co-financing marketing costs of a tailored service specifically designed for promotion of new products. Further activities are planned to scale-up tailored marketing services for SMEs in the food sector, with a focus of PPSE partnering SMEs that introduce new products – linked to output 1.1. These marketing services include branding, design, promotion, marketing intelligence and marketing plans. Marketing agencies have generally offered these services to larger companies. Utilizing tailored marketing services can help SMEs to increase sales and business growth.
- SMEs of the FNI sectors have also been supported with services such as trade facilitation, product and business development services through interventions of other outputs. These include **‘Coaching for Growth’**, **‘Support Linkages for Trade’**, SEC missions, etc.

In the **tourism** sector, the support was focused in non-formal trainings for demanded tourism and hospitality professions and in services for supporting tour operators in fair participation. Under the intervention **‘Specialized Tourism Occupation’** three short non-formal trainings were supported, two for tourism guides and one for waiters/waitresses. In cooperation with a local service provider (Svonon) tour operators that participated in ITB Berlin and DN Partis fairs were supported for better preparation and presentation so they can better access new sales channels during and post fair period.

Up to date results show that at least **20 SMEs** have used the **three new supported services** and engaged the trained guides. As a result of PPSE supported non-formal trainings, **30 guides and waiters/waitresses (10 from Serb community)** have been engaged in tourism and hospitality businesses, amounting to **11 FTEs (9 Serbs)**.

- The intervention **‘Specialized Tourism Occupation’** included introduction of two non-formal trainings, one for **city tourism guides** and one for **waiters/waitresses**. Results from a training for mountain guides that was supported in 2017, showed an increasing number of trainees engaged as mountain guides. For the organization of city tourism guides, a preliminary assessment was conducted with around 15 tourism businesses (hotels, hostels, restaurants, tour operators) to understand the market demand for guides. The results revealed that there was high demand for guides and that the businesses were willing to engage them. Therefore, PPSE contracted Gearsup Solution to provide a training for city guides. The training for waiters/waitresses was organized by TOG (Tourism Organization Gračanica) as a result of demand from the restaurants in Gračanica/Graçanicë. In total, 51 people (39 from Serbian community) were trained by the two supported trainings.

Output 2.2: SMEs have improved access to sales channels

SMEs have improved access to sales channels	Output Indicator	Baseline 2017	2018 (T=Target, A=Achieved)	Incremental % reached in 2018	End of Phase 2021	Cumulative % Reached in Phase

OP 2.2.1 Number of SMEs using new and improved sales channel	0	T=75 SMEs A= 40 SMEs	53%	300	13%
OP 2.1.2 Number of joint promotional activities for market segments	0	T= 13 A= 11	85%	50	21%

The support of PPSE for **FNI** SMEs towards improving access to sales channels have been mainly focused in export promotion. The team has implemented the intervention ‘**Support Linkages for Trade**’ for promoting export of fresh and processed products. In partnership with sector associations (Organika and SHKF – fruits producers association), support was provided for exhibition and participation in two fairs and organization of sales and buyers missions. To promote food products and producers in the local market, the team piloted support for a TV show (Toka Jonë).

Around **11 SMEs** have been part of all PPSE supported export promotional activities. Remarkable results have been achieved by SMEs exhibition in Biofach fair, with additional contracted sales over around CHF 870,000 only in 2018. Furthermore, more long-term partnerships have been initiated through sales and buyers’ mission with Swiss companies. The intervention ‘**Support Linkages for Trade**’ has contributed to annual results with over 120 FTEs.

- The intervention ‘**Support Linkages for Trade**’ has been implemented to increase exports of NWFP and fruits in EU market, with a focus on organic products. In partnership with Organika, the team supported participation and exhibition of 7 NWFP SMEs in BioFach trade fair in Nuremberg, Germany. As a result of this fair, 16 contracts were signed with international buyers, which consist of 382 tons for 32 products. This was the first time that Kosovo had a stand in this fair. PPSE has co-financed with members of Organika the Kosovo stand in 2018 and supported with consultancy services for matchmaking during and post fair period. The support for exhibition of the fair has been taken up by KIESA for 2019, and therefore PPSE withdrew its support. PPSE has intensified the focus for promoting Kosovo organic products in Swiss market through the co-facilitation of a Swiss company - Triple E¹². One sales mission to Switzerland and one buyers’ mission in Kosovo have resulted in 3 Kosovo companies (Eurofruti and Agroproduct & Peppermint) signing agreements with 2 Swiss companies (Biopartner respectively Erboristi Lendi). The first shipments are expected to happen in the first 3 months of 2019. Besides the sales, it is worthwhile to mention that two SMEs have been certified with BioSuisse certificate, which is mandatory for exporting organic products to Switzerland, while Eurofruti will be supported by Biopartner with obtaining BioSuisse certificate. Altogether, 6 local and 4 Swiss NWFP companies were part of these missions. Finally, 3 Kosovo apple producers were supported to participate in the InterPoma fair in Italy, to explore potential for export and learn best practices regarding apple production and organization.
- Concerning local promotion, in December, the project began working with Moments Media to finance some episodes of the show called “Toka Jonë”, a weekly TV program broadcasted in Klan Kosova to promote domestic producers/products. The cooperation with this agency will continue during 2019. Besides promotion of the domestic products, the aim through this TV show is also to educate the audience regarding products, their quality and improve perception of the products and thus increase sales of domestic producers.

¹² www.eeexport.com

Within the **tourism** sector, **29 SMEs** have used new and improved sales channels through support provided to **7 joint promotional activities**. In addition, 6 SMEs that were supported in 2017 benefited as well in 2018. Activities that were supported under the **‘International Promotion’** interventions included support to fair participation (ITB Berlin and DN Paris) and organization of familiarization and press trips for Asian and Belgium market segments. Furthermore, PPSE supported one tour operator (BNA) for promotion in specialized media outlets (Wanderlust UK, Swiss Alpine Magazine) and organized a location scouting trip in Kosovo for filmmakers.

Benefiting tour operators have reported over **7,500 additional incoming tourists** as a result of fairs supported by PPSE during 2017 and 2018. These additional incoming tourists have generated **turn-over** of around **€1,100,000** for around **68 Kosovo tourism SMEs**.

- PPSE tourism sector through the **‘International Promotion’** supported SMEs to participate in international fairs, fam/press trips, promote in specialised media outlets and create business linkages through B2B and B2C meetings. PPSE facilitated the preparation of five inbound tour operators to be better promoted and create business linkages in ITB Berlin and DN Paris through a local service provider (Svonon). Regarding organization of fam and press trips, PPSE supported two press trips – one with 7 journalists from **South Korea and the other with 6 Japanese journalists**, and one fam trip with 9 tour operators from Japan. These activities were organized in cooperation with Kosovo Ministry of Foreign Affairs (MFA), while Turkish Airlines is the main contributor – paying all the flight tickets for the participants. These activities are being cofacilitated by the Kosovo Embassy in Japan. PPSE financed the organization of activities in country through tourism actors contributing to the cost of transportation, accommodation and other incidentals. In cooperation with MFA, PPSE also supported a fam-trip in cooperation with MFA, with **12 Belgian tour operators, journalists and guides who visited Kosovo during November**. PPSE supported another regional fam trip (the part in Kosovo) with 52 Asian and Middle East tour operators, which was organized by **Travel Shop Turkey and Travel Shop**. Another initiative was the support provided to BNA to promote the offer in the **Financial Times magazine, Wanderlust UK and Swiss Alpine magazine**. While the team is expected results from the organization of fam and press trips, participation in fairs and promotion in specialized media outlets have already proved very successful in attracting a high number of international tourists in Kosovo (over 7,500).
- PPSE also supported a **location scouting trip for filmmakers**, who participated in the movie festival Prifilm fest. This activity included 19 international film-makers and was done with the intention of promoting Kosovo in the international filmmaking industry as a destination for filming.

Output 2.3: Stakeholders have improved sector organization and networking

Output 2.3: Stakeholders have improved sector organization and networking	Outcome Indicator	Baseline 2017	2018 (T=Target, A=Achieved)	Incremental % reached in 2018	End of Phase 2021	Cumulative % Reached in Phase
	OP 2.3 Number of joint initiatives for improving networking and sector organization around selected topics: waste management, market segments, promotion, coordination and sharing of knowledge	0	T=3 A= 4	133%	10	33%

In 2018, the **FNI** team has partnered with sector BMOs and ad-hoc SME groups in thematic interventions and activities (under other outputs). Joint initiatives regarding promotion were organized with Organika and SHKF (apple producers). Joint knowledge sharing activities were supported in cooperation with CEED, SHTIB (input suppliers), Agrocelina and SHKF. Certification programs were facilitated through Organika and Mjedra e Kosovës. These interventions and activities have contributed in increasing the membership and influence of sector BMOs. Focused to sector organization, PPSE has supported the “**Trade Convention**” organized by KMC, where topics such as late payments, gap on workforce, unfair trade practices, etc, were treated. Furthermore, Riinvest has supported the team in exploring and analysing the confectionary sector through interviews and a focus group. Based on research findings, PPSE has decided to explore opportunities to support the confectionary sector around improving sales channels.

In the **tourism** sector, PPSE facilitated activities around **three sector organization issues**, namely: Tourism Law, tourism strategies for the Municipalities of Prishtinë/Priština and Prizren. The Tourism Law has been drafted and is expected to be approved in early 2019, while the tourism strategy in Prishtinë/Priština has been approved by the assembly. Furthermore, the project conducted an assessment and follow-up activities regarding the potential ban of plastic bags in Kosovo.

- PPSE supported the MTI to draft the **Tourism Law** by commissioning expertise and ensuring the private sector inclusion. Two workshops have been organized by MTI, during which private sector tourism actors had the opportunity to voice their opinion and ensure that the administrative barriers to the private sector entities are reduced to maximum. The law is expected to be approved by the Government during March 2019. The main change is the introduction of the profession of tourism guides and ensuring funding for newly established tourism department within MTI.
- PPSE supported the Municipality of Prishtinë/Priština and the Municipality of Prizren for the development of **Tourism Strategies**. This was facilitated through expertise applying the SGDM methodology with the tourism stakeholders in Prishtinë/Priština and Prizren, in identifying and prioritizing the main strategic visitor flows from the supply side perspective. The tourism strategy in Prishtinë/Priština has been also approved by the municipal assembly. Some immediate outcomes of the strategy are the re-functionalization of the Tourism Info Point, the placement of 45 panels/information monoliths on points of interest around the city. The Tourism Strategy for the Municipality of Prizren is expected to be approved by the municipal assembly at the beginning of 2019.
- To address topics around waste management, PPSE has commissioned a white paper for ban of plastic bags. Preliminary findings of the assessment have been shared with the Ministry of Environment and Spatial Planning (MESP). The findings present three major modalities for moving forward: tax on plastic bags, replacement of non-biodegradable bags, ban of plastic bags. Considering the willingness of the MESP officials, the PPSE will support activities such as roundtables to coordinate public and private sector in finding the best joint modality for this issue. These activities are expected to start in January 2019.

3.4.1. Opportunity Fund

In 2018 the OF was utilized as an additional instrument for the sectors. Opportunities that complement sector interventions are being identified on a continuous basis by sector facilitators, the minority facilitator and the OF manager. All co-investment agreements for 2018 were in the FNI sector, which complemented ongoing interventions in the sector. The operational manual of the OF was adapted in the first quarter of 2018 in order to be more appropriate solution for Phase II sector interventions and investments into sustainable business model. Since OF interventions are integrated with sectors, all results related to OF are reported under sectors and respective project outputs. PPSE

received **33 Expression of Interests, 9 applicants had opportunity to develop the Concept Note and 3 co-investment agreements were signed as per planned budget for 2018.**

The first co-investment agreement was signed with a Serb owned company, located in the municipality of Leposavić/q - **Peppermint International**. The aim of the co-investment agreement was to increase processing capacities and seedling production by Peppermint, which operates in the MAPs sector and is an important contractor for farmers in the North of Kosovo. The increase of processing capacities has enabled Peppermint to increase the demand for MAPs production as well as its exports. Peppermint is a producer of essential oils and currently exports majority of its production. The completion of the project is almost finished, currently Peppermint is only expecting a packaging machine that they have ordered from Serbia, the arrival of which is pending due to the latest tax increase issue.

The second co-investment agreement for 2018 was for establishing a modern nursery for production of vegetable seedlings. PPSE signed this project with **Agrobora**, a company from municipality of Skenderaj, after a selection process through a call for proposal with 13 companies. The agreement foresees the establishment of 0.2 ha greenhouse with modern facilities for production of vegetable seedlings. This intervention will contribute to addressing the issue of access and quality for vegetable seedlings, with a focus in contract farming. The implementation of the project has been slower than expected due to limited knowledge for constructing and furnishing a modern specialized nursery. PPSE had to assist Agrobora through hiring an external consultant for successful implementation. As a follow-up, an addendum agreement was signed between Agrobora and PPSE, specifying all further investments to be undertaken by Agrobora for completion of the project. The team expects that the nursery should be operational by March.

The third co-investment agreement was signed with **Produktet Natyrale të Kosovës (PNK)**, located in the Peja municipality, with the purpose of improving and modernizing the processing line for pumpkin seeds processing. This project has also been complementary for the contract farming system, since the investment has enabled PNK to introduce a new product (sunflower seeds) and to increase the number of contracted farmers and quantity of purchased product. This investment enables PNK to utilize opportunities for export promotion as well as to penetrate the local market. Furthermore, the new processing line can also be utilized for other products and actors (e.g. Agroprodukt for juniper). PNK has successfully completed the project, where an inauguration ceremony was organized on December 11, 2018.

3.4.2. Social Inclusion Fund

In 2018, through SIF, PPSE implemented five partnerships, with three interventions: waste management, bio-pellet, and training of waiters/waitresses, and two assessments: a feasibility study for the social enterprise for TOKA, and an assessment for gender stereotypes in educational choices in partnership with Qendra LEAP and in cooperation with the EYE project.

In cooperation with the public and private sector, SIF has implemented an intervention regarding waste management in the Gračanica/Graçanicë municipality, where RAE communities were specifically targeted. Through this intervention, the company G-Plus has increased the processing capacities of plastic waste and consequently doubled their exports. In total, **26 new FTEs** were generated, 6 inside the facility and 20 waste collectors. Almost all these benefiting people come from the RAE community. The additional **earnings** of the **benefiting people** amount around **€ 95,000**, whereas the **company** has increased their **profits** with **€ 14,000**. Furthermore, three small processing collectors were supported with small scale pressing machines, who will be fully operational in 2019.

The intervention regarding the bio-pellet production was signed with the minority owned company toward the end of 2018. This intervention will be implemented and monitored in 2019 and aims at

increasing the production capacity and quality of pellet-production in Novobërdë/Novo Brdo. The intervention regarding training of waiters/waitresses is reported under tourism part.

4. Transversal Themes

4.1. Social Inclusion

The following parts represent minority mainstreaming in the FNI and Tourism sectors interventions for this reporting period.

Minority Inclusion in FNI interventions:

- FNI successful examples of mainstreaming and targeted interventions in 2018 were contract farming and Peppermint International through OF. Among newly contracted farmers, 47 RAE workers (13% women) were additionally engaged - amounting to 5 FTEs, while the number of Serb additional workers was 42 (around 40% women) – amounting to 15 FTEs. The number of benefiting people that come from minority communities among all farmers (including those contracted also in 2017) was 152 (with 64% RAE). At least 27 Serb farmers were contracted by processors in 2018.
- Under the SEC mission in Kosovo, 2 minority businesses were supported by experts, one for improving sales and marketing services and the other one for enhancing product recipes and quality.

Minority inclusion in Tourism interventions:

- Within the tourism sector, the support for the training for waiters (organized by TOG in Gračanica/Graçanicë) proved quite successful. Around 40 young Serbs from rural areas were trained for hospitality occupation through a short-term training provided by certified trainer. Out of all trained participants, 10 were employed in local bars and restaurants. The training organizer, TOG, continued to provide the same training to other interested applicants without PPSE support.

4.2. Gender

- The FNI interventions had generated **162 out of 356 FTEs or 45%**, while from **1579** people **gainfully employed, 644 or 40%** are women. As for the benefiting women's farms, **111 out of 335 or 33%** are women owned. PPSE interventions (contract farming, coaching for growth, certification programs, etc.) have reached 8 women owned SMEs (99 Lule, Biofruti, Krusha Coop, Bliff, R Company, Trboljevac and Vicianum and Sweet Pop) in the FNI sector. Apart from ensuring gender mainstreaming in all sector's interventions, PPSE team has supported two women owned SMEs (Sabaja and KS Foods) to participate in **SIAL fair** in Paris, France. Furthermore, PPSE supported the launching of the global initiative for the Global Mentoring Walk in Kosovo from which 100 women were part of the process (50 mentors matched with 50 mentees). This program is will continue in yearly bases without PPSE support.
- In tourism sector, **8 out of 19** city tour guides trained were women. The trained participants are already operating in the market, being contracted based on the needs by tour operators. In addition, PPSE tourism team has facilitated the process of access to new sales channels in Bear Sanctuary for women owned businesses that produce handmade souvenirs.

7.2.2. Monitoring and Results Measurement

PPSE has continued to follow the Swisscontact MRM Guidelines and the DCED Standard for implementing the monitoring and results measurement system. In 2018, work was initially dedicated around intervention documentation, and later on focused on results measurement and impact assessments. The team has developed MRM intervention documentation (concept notes, results chains, MRM plans and interventions plans) for the following interventions: ‘Development of Tourism Products’, ‘International Promotion’, ‘Tourism attractions’, ‘Coaching for Growth’, ‘Contract Farming System’, ‘Specialized Seedling Producers’ and ‘Certification Programs’.

Thorough impact assessments were conducted in the FNI and tourism sector, with in-depth interviews with PPSE partners from all interventions, and 211 farmers interviewed regarding ‘Contract Farming System’ intervention. The team has put great efforts in validating results through triangulation. For example, in the case of contract farming the team has interviewed partners (contractors) twice (during the season and after) and a large sample of farmers (after the season). Findings from contracts and farmers were also utilized to validate the reports from each party. Results of all interventions (those that produced results during 2018) have been validated, thoroughly analysed and evaluated, and discounted for overlaps in order to produce credible and reliable attributable results. PPSE has also attributed indirect results from two interventions (‘International Promotion’ and ‘Contract Farming System’) based on international standards and references¹³.

Furthermore, PPSE conducted an extensive survey – the tourism supply side survey, with a sample of 468 tourism related SMEs throughout Kosovo. The tourism supply side survey will be conducted annually, to initially understand the income and employment impact of tourism sector and will be utilized to monitor the growth of tourism sector, where the results of the survey conducted in 2018 will be used as a baseline. Findings of the survey will also be utilized to determine the employment proxy (used in the Phase I), based on tourism spending, to estimate attributable impact on employment. It is important to note that PPSE managed all assessments by engaging enumerators and consultants (for the tourism supply side survey).

A major milestone for the PPSE in 2018 was the presentation of the PPSE tourism employment proxy and multiplier methodology by the MRM Specialist at the BEAM DCED annual event in Nairobi, Kenya.

7.3 Communication

In the first year of Phase II, PPSE engaged in communications for development to highlight the impact of the Swiss support using a variety of channels and media.

Events: In January, media and promotion support (in Kosovo and Switzerland) was provided to the Association of Wood Processors of Kosovo in relation to Swissbau Fair in Basel. In March, PPSE organized the Phase II launch event, which was officiated by the Swiss Ambassador to Kosovo and the Deputy Minister of Trade and Industry among others. In April, PPSE marked the Earth Day with a community initiative that was picked up by the Municipality of Pristina; the role of PPSE as initiator was noted. In July, a two-day location scouting trip for international filmmakers was organized in partnership with PriFest. In October, a two-day visit to beneficiaries was organized for SDC. PPSE supported partners, e.g. ORGANIKA and SHTIB, with organizing certification events and promotional efforts.

¹³ For the ‘International Promotion’ intervention the team has used the PPSE methodology on attributing tourism impact, where indirect impact was calculated through WTTC multipliers. For the ‘Contract Farming System’ PPSE has utilized FAO multipliers for extensive agriculture and reference of such attribution within Swisscontact projects (e.g. IME and Katalyst).

Social Media and Online: PPSE launched the new project website, while the PPSE page on the Swisscontact worldwide website was updated to reflect Phase II activities. PPSE Facebook page, as the primary online communication channel had a total organic reach (number of unique users, fans or non-fans, who saw the page posts) of **262,853**. Our page posts were shared by the official Facebook pages of the Embassy of Switzerland; Swisscontact Worldwide; SDC Implementing Partners group, as well as partner or individual pages. PPSE operates a Twitter account and a medium.com account. Team members use personal LinkedIn accounts to further disseminate project news.

Publications and Videos: PPSE published two semi-annual project newsletters, which were very well-received; in June, the PR and Communications Specialist was invited by the RTK morning show to talk about the newsletter concept. Other publications include: Phase II one-pager; brochure on Senior Expert Corps service; “Meet Your Local Guide” brochure. Provided support and advice to partners with their publications (e.g. Municipality of Gračanica/Graçanicë brochure on waste collection and recycling) and press releases (e.g. CEED Kosova). PPSE developed a video to highlight [Phase I activities](#) and results, a video on a [new tourism product](#) and a video part of the [location scouting activity](#). In collaboration with Moments Production, PPSE is promoting local producers through the TV Show “Toka Jonë” than airs on Klan Kosova. Stories produced so far can be found [here](#).

Media Reporting: In the reporting period, PPSE and our beneficiary activities have received very good media coverage through: articles published in online news agencies about SDC-funded activities through PPSE; radio and TV interviews with PPSE team members and beneficiaries; TV reports on specific PPSE activities, or articles published initially by PPSE and then picked up by local media. See Annex VII for a list of media mentions and appearances of PPSE, Swisscontact and SDC.

Compliance and Visibility: All PPSE communications materials follow the SDC branding and communication guidelines. Everything is published in English, Albanian and Serbian. Public relations and communications-related assistance was provided to project beneficiaries and partner institutions as needed, e.g. with generating media news, drafting of press releases and event coordination to ensure appropriate visibility requirements are met.

8. Lessons Learnt

Based on the experience of this reporting period, PPSE has identified several specific outcome-related lessons learnt, that will be used for guiding and improving implementation throughout Phase II.

- In the last two years the donor involvement in the subsectors that PPSE is involved has increased significantly, especially with regards to non-wood forest products. PPSE has intensified coordination with other donor project to avoid overlap in financial support to SMEs and farmers. PPSE is focused in exploring opportunities for niche interventions that have potential for systemic change as well as is looking for opportunities for synergies.
- Following the Phase I experience of tourism product development in Pejë/Peć region, the team was expecting a high response of private sector in investing in tourism products. Contrary to this expectation, there insufficient interest from the private sector to invest in tourism products, particularly in the regions of Prishtinë/Priština and Prizren. To address this, the team has shifted the approach, planning for tourist segments rather than focusing on destinations as well as preparing call for proposals with regards to product development. Nonetheless, there is great private sector potential for investing in tourism, however there is lack of knowledge and technical expertise. PPSE is therefore actively facilitating knowledge exchange in the fields of product development. Furthermore, technical expertise and knowl-

edge is crucial for projects and private sector, in all sectors, when deciding to invest, and PPSE will utilize it also when supporting SMEs through opportunity fund.

- The response from the Municipalities of Prishtinë/Priština and Prizren have been very positive, where several large tourism projects/attractions are under planning and implementation. PPSE has served as a facilitator in utilizing public funding or public-private partnerships to develop bigger tourism products, and results are expected to be seen soon.
- KIESA has decided to fully finance participation of Kosovo stands in some international fairs. This represents a good indication of sustainability. PPSE is no longer supporting SMEs for participating in the fairs that are in the portfolio of KIESA. PPSE is now focused more in facilitating international promotion, in both sectors, either directly with export agencies or through supporting sector BMOs in participating specific fairs which are not in the portfolio of KIESA. PPSE is actively seeking actors in source markets, both as co-facilitators (e.g. Triple E) or as partners, to promote Kosovo tourism offer as well as Kosovo exports.
- PPSE is channelling interventions that have potential for high SME outreach, such as support services, through sector associations. This enables and ensures scale, cost efficiency, better access and helps associations towards higher membership and thus sustainability. PPSE will coordinate with other donors and stakeholders that work towards improving sustainability of sector organizations (GIZ and Swiss Caritas).
- Although the targets for women inclusion (at employment) level have been reached, the level of women representation at SME ownership and management remains unsatisfactory. To increase women empowerment, PPSE has implemented targeted interventions. At the farming level, this is specifically valid for the MAPs sector. For the tourism sector, the team will look for opportunities in sub-sectors such as hospitality and food supply to tourism, but also at professions where women inclusion can be attainable.
- With regards to the Social Inclusion Fund, PPSE has implemented an intervention in partnership with many stakeholders. PPSE has learned that when working with right partners within one community, like in Gračanica/Graçanicë with Municipality, business and representatives of communities, the process can be successful and yield to positive results.