



ANNUAL REPORT

Increasing Market Employability Programme

January 2018 – March 2019



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC



swisscontact

Increasing Market Employability (IME)

ANNUAL REPORT

Name of the project: *Increasing Market Employability (IME)*

Implementing organisations: Swisscontact, Swiss Foundation for Technical Cooperation

Funding partner and recipient of the report: Swiss Agency for Development and Cooperation (SDC)

Implementation period: 1 April 2015 – 31 March 2019

Reporting period: 1 January 2018 – 31 March 2019

This report provides a narrative on the key results of the programme “Increasing Market Employability (IME)” during the implementation phase period from 1 January 2018 to 31 March 2019. The aim of this Report is to give a comprehensive overview of the progress made, based on monitoring of the key indicators in line with the Annual Plan 2018 and against the overall planned phase targets.

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I. STRATEGIC REVIEW AND OUTLOOK

The Annual report reflects on the results from the final 15 months of implementation of the Main Phase I of the IME Programme. The reporting period encompasses results from interventions implemented from January 2018 up until March 2019. In this period, nine (9) interventions – {3 for Green Economy (GE), 5 for Tourism and Hospitality (TH), 1 transversal intervention targeting youth} were implemented, all being a continuation or scaling up from previous years.

The results reported are based on data collected from partners through thorough Impact Assessment studies at the sector level and also include the impact of interventions implemented the previous year (i.e. increased net income of businesses previously supported). The results show that the Programme has overachieved phase targets of the impact indicators. The overall jobs total phase target has been overachieved by 151%. The IME Programme has created a total of 2,939 jobs (1,075 women; 1,300 youth, 899 rural). Out of this number, IME has measured 1,594 direct jobs (576 women; 849 youth; 247 rural) and 1,345 indirect jobs (499 women; 451 youth; 148 rural), generating an earning income of 4.5 Million Swiss Francs in the targeted sectors of the IME Programme. In relation to key indicators achievement for 2018-19, the majority of jobs created come as a result of the implementation of the Youth Guarantee scheme, increased volume of new international tourism arrivals and the overall impact of the IME Programme in the organic agriculture sector. In the course of the implementation of Main Phase I, the Programme has reached a little over 14,000 businesses/individuals, 5,550 of them used the new services/products and 3,036 beneficiaries have benefited financially. To date, the IME Programme contributed to a total net income increase of 1.5 Million Swiss Francs of 597 private businesses.

The co-investment of partners continues to be integral in the implementation of the interventions and follows the practice of increased co-sharing by partners, as compared to the IME investment. In 2015, the private sector co-investment was CHF 191,811, whilst in 2016, there was an increase of cost sharing by the partners to CHF 261,170. In 2017, IME partners co-invested in the total amount of CHF 385,291. For this reporting period the co-investment of partners is CHF 284,231.

Signs of systemic change:

TH: Sustainable tourism in general, as well as Adventure Tourism as a specific form have been prioritised by both the public and private sector actors. IME supported agencies have reported an increase of the share of adventure tourism in their offer as well as increased sales of the packages with adventure offers. The share of adventure tourism in their offer shows an increase of 15-20% in past years leading to a share of adventure tourism of around 40% in 2018. The local administrations of destinations have also expressed interest to pursue Sustainable Tourism practices in their tourism development strategies and approaches that will eventually lead to a more sustainable economy that benefits local communities.

GE: The Stakeholder analysis revealed the existence of a large number of stakeholders. The most important stakeholders in terms of the number of relations (in degree) are formed with their trading partners (buyers). The most important buyer or actor in general is the cooperative of consumers of organic produce “Nasa Dobra Zemja”. When excluding the certification bodies, the impact assessment analysis also revealed that most of the organic producers cooperate with Nasa Dobra Zemja (around 25%), followed by Agrikom with 10% and Zegin

and Biocult with 9%. This shows that the support of providing linkages through IME program's outreach, has been seen as a signal that these activities have an effect on building these farmers' social capital and network of relations. This directly addresses one of the most important bottlenecks of weak collaboration and interaction of actors in the organic agriculture system.

CI: The SEMOS Career Centre, introduced as a new service on the market, and continues its successful leveraging of job opportunities in the private sector for many of their past and current students. By helping the students find suitable employment or receiving the right training and support services to better prepare themselves for the labour market, but also by providing various offers to the private sector in finding qualified workforce, the SEMOS Career Centre proves to be the desired model of a one-stop Career Centre delivery system. The increased number of newly opened local and international IT companies operating in the country have contributed to the high demand of qualified employees. Therefore, it is foreseen that the one-stop services of the SEMOS Career Centre will increase demand in the upcoming years and a duplicating effect is expected by other providers or employment agencies.

LFA Impact level indicator targets and achievements are highlighted in the table below.

Impact level Indicators	Targets Acc. to Annual plan 2018	Reported Achievements January 2018 - March 2019 ⁱ	Targets end of the programme phase 2019 (acc. to Logframe)	Cumulative achievements up to March 2019 ⁱⁱ	Achievement rate
1. # Net new decent jobs (gender and age desegregated)	633 jobs total (44% women; 60% women; 25% rural)	1,348 jobsⁱⁱⁱ total (43% women; 75% youth; 14 rural)	1,945 jobs total (38% women; 48% youth 25% rural)	2,939 jobs total (37% women; 44% youth; 31% rural)	↑ 151%
	283 direct jobs (124 women; 209 youth; 91 rural)	880 direct jobs (345 women; 537 youth; 247 rural)	776 direct jobs (339 women; 502 youth; rural 194)	1,594 direct jobs (576 women; 849 youth; 247 rural)	↑ 205%
	350 indirect jobs	468 indirect jobs ^{iv}	1,169 Indirect jobs	1,345 indirect jobs ^v	↑ 115%
2. Volume of increased earning income (in CHF)	CHF 1,121,414	CHF 2,610,877	CHF 4,000,000	CHF 6,245,050	↑ 156%
3. Net additional income increase (in CHF)	CHF 322,726	CHF 313,128	CHF 1,354,200	CHF 1,625,114	↑ 120%

4. Benefit outreach^{vi} (scale)	409 businesses	748 beneficiaries financially benefited from IME intervention (27 ^{vii} enterprises/ farmers households and 721 ^{viii} individual beneficiaries)	949 businesses that financially benefit through the programme	3,036 beneficiaries ^{ix} financially benefited from IME intervention (581 ^x enterprises/ farmers households and 2,455 ^{xi} individual end beneficiaries)	↑ 319%
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II. INTRODUCTION

The goal of the programme is that more women and men, in particular the young, of working age, are engaged in sustainable, decent employment or self-employment and/or are earning higher incomes.

Successful programme implementation will result in three outcomes:

Outcome 1: *Enterprises in Tourism and Hospitality and Green Economy (targeted sectors)^{xii} grow by expanding the existing market and accessing new market opportunities;*

Outcome 2: *Access to improved services (skills support functions, financial services) is enhanced for enterprises in the targeted sectors;*

Outcome 3: *The policy and regulatory framework is more conducive for private sector growth in targeted sectors.*

The expected key results of the programme (four years) is to create 1,945 jobs (direct and indirect) and increase the net income of more than 900 companies by 1.3 Million Swiss Francs over a period of four years. Special consideration will be given to the employment opportunities for youth and women. The programme is working through the Market Systems Development (MSD) approach (formerly known as Making Markets work for the poor or M4P approach).

Programme Relevant Context

By the end of 2018, unemployment declined to historical lows of 19,4%^{xiii} mainly due to government employment subsidies and private sector driven economic growth^{xiv}. Unemployment of people under 29 years of age continues to be the major challenge for the country, although significant efforts to address this problem have been made with the implementation of the Youth Guarantee scheme under the Operation plan for active labour market measures. In 2018 the Macedonian economy was recovering from stagnation as exports, consumption, and investments in the country recover. The economic outlook is positive, and it is expected that, by 2020, growth will have gradually risen to 3.2 percent^{xv}. In terms of the political context, 2018 brought some stability in the country, with the start of the screening process for EU accession negotiations, the

agreement with Greece on the name dispute and the start of accession to NATO being the most crucial processes.

The IME Programme continued to implement interventions in the Tourism and Hospitality and Green Economy Sectors according to the Annual Plan with no major changes in the sector context. In Green Economy the climate conditions, especially the prolonged rains, negatively affected some of the planned yield for this year. As a result, the IME focused on supporting organic farmers with advisory services and promotion of technical solutions to mitigate and minimise the impact caused.

The tourism sector continues its stable growth compared to the same period last year, as noted by the Agency for Promotion and Support of Tourism. 12.8% more foreign tourists visited North Macedonia in 2018 compared to the previous year while the overnights have increased by 14.5% for the same period^{xvi}. These results continue the positive trends in the last 5 years and are mainly due to the infrastructure improvements, improved products offered and increased flights from and to Skopje and Ohrid airports^{xvii}.

III. OUTCOMES ACHIEVED 2018 - 2019

Outcome 1: Enterprises in Tourism & Hospitality, Creative Industry and Green Economy grow by expanding the existing market and accessing new market opportunities approximately				
Log frame Indicators	Targets Acc. to Annual plan 2018	Reported Achievements January 2018 - March 2019	Targets end of the programme phase 2019 (acc. to Logframe)	Cumulative achievements up to March 2019 ^{xviii}
# Of new businesses (# of women owned businesses)	11 (2 women owned)	87 ^{xix} (28 women owned)	129	172 new businesses (43 women owned)
# of new clients (incl. # of arrivals of tourists)	8,887	5,816	22,700	59,179
% of new clients serviced	5% increase in # of tourists; 4% increase in OA	-	TH: 10% increase in domestic and international tourists CI: 3-5% increase on domestic market coverage GE: 10% increase on domestic market coverage for sustainable agriculture	TH: 36 % increase in # tourists from Albania and Kosovo markets in Mavrovo compared to 2015 ^{xx} CI: No measured impact on domestic market due to focus on BSO development 2016 ^{xxi} GE: 14% increase of consumer awareness for organic products (since 2014) ^{xxii}

Volume of additional sales by targeted enterprises (expenditures per client)	CHF 1,404,901	CHF 1,363,509	CHF 8,400,000	CHF 6,702,140
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Most of the businesses that were created in 2018 come as a direct result of the support of youth start-up creation through the Youth Guarantee scheme. With the developed attribution ratio^{xxiii}, out of the total 82 start-up companies that were created with the self-employment support measure, 29 can be attributed to IME. The reported volume of additional sales indicator up to the end of the implementation of the Main Phase I, has reached 80% of the overall phase target. The CHF 1,500,000 of additional sales in this reporting period derives from the access to the new Estonian market and the expansion of the season with the adventure tours in TH, as well as the export of organic products that were facilitated through BioFach and Agra Fairs, in close cooperation with SIPPO, and the increased sale of organic produce on the domestic market.

Outcome highlights

T&H: The University of St. Gallen Destination Management approach that was applied in the three destinations resulted with adventure and sustainable tourism being considered niche markets that should be pursued by all stakeholders at the national and destination level. This resulted with the Krusevo tourism strategy placing a strong emphasis on adventure tourism, with this being a grassroot initiative from the Destination Management (DM) working group. Paragliding was the focus of future tourism development of the destination. The collaboration of the DM working groups led to 40 new products being developed and offered in the market, out of which 25 in Ohrid, 10 in Mavrovo and 5 in Krusevo. This resulted in a 12% increase of the overnights in Krushevo (around 1,200 tourists visiting Krushevo exclusively for the event *When in Krushevo*), 10% increase of the overnights in Ohrid (18% increase of the overnights of foreign tourists, in part due to the tourists from the Estonian market), 12% increase of the overnights in Mavrovo an additional income increase of CHF 174.828 of the ski centre Zare Lazarevski from the ski passes sold. Additionally, there has been 15% growth of adventure tourism in Macedonia, with IME supporting the promotion of these products on the international markets through direct promotion at fairs and media trips for wider promotion, as well as familiarisation tours for clients to test the developed products. This approach increased the overall tourist arrivals in Mavrovo and Krusevo by 25%, with over 20% increase of sales of travel itineraries. One of the major impacts that will provide sustainability for the foreseeable future, is the shift in the approach of travel agencies with adventure tourism now being more prominently featured in their business with 15% increase of share of adventure tourism in the last 4 years, that now constitutes close to 40% of their overall work volume. The IME related tourism agencies have reported CHF 125,943 increase of overall incoming tourism for this reporting period, an increase of 59% compared to 2017.

The effect of the DM approach can be observed through the organisation of the When in Krusevo Adventure Festival that mobilised the entire community in organising a large-scale event that offered new adventure products, promoted the destination for shoulder season activities and also increased visibility of the newly opened Adventure and Paragliding Info Centre as an information hub for the tourists visiting Krusevo. IME

Programme supported the organiser *When in X* to include key local stakeholders, including the Adventure Centre as main partner, local youth organisations, Red Cross, the municipality, women's organisations and other private sector actors.

A key objective was to build the capacity of the organisers to improve the content and the products of the festival, develop the safety system of the festival and destination, support promotion and support negotiations for additional sponsorships for the event. The event resulted in 500 tickets sold for the adventure tours, drawing an estimated 2,000 domestic tourists to the destination over the weekend, generating direct volume of sales of CHF 3,683 for the organisers and around CHF 36,000 for the destination. Building on the improvements in organization of the *When in Krusevo 2018 Adventure Festival*, a winter edition of the festival was held in February 2019, attracting 1,000 people to the destination, 200 tickets sold and earning income of CHF 1,841. The local community has since, with the support of the IME Programme, developed one day and multi-day adventure packages to be sold to tour operators and through the Adventure Centre, which now serves as an information hub for tourists visiting Krusevo.

30 students and professors from the Faculty of Tourism and Hospitality from Ohrid and 15 restaurant chefs had the opportunity to learn from Michelin Star Chef Giorgio Diana at the master class organised during *Taste Ohrid*. 5 new specific dishes were developed with local ingredients during the master class that will improve menu offers in restaurants. The Gala Dinner organised with the Michelin Chef Diana resulted in 60 sold tickets and an income of CHF 5,446. One bike tour was organised during the event that brought CHF 515 to the destination.

OA: In 2018 IME continued to support the entire value chain by developing stakeholders to provide improved agricultural practices, advisory services, B2B, inputs and linking producers with traders of fresh organic products. Most notably, IME facilitated the link between Pokrov as an organic operator with access to sale points in large supermarkets with leading organic producers. This initiative led to the establishment of an Organic Producers Cooperative that has increased the portfolio of products sold by Pokrov, ensured stable supply of organic produce and increased the number of points of sale. For this reporting period, the cooperation led to 9 new products being introduced with 6,498 CHF in sales. In order to further support the diverse offer and increase availability of organic produce, IME has supported a conventional vegetable produce supplier FoodBar to introduce an organic line of products and offer them in large supermarkets. IME has supported FoodBar with linkages with producers, improved production practices, marketing and branding of the organic products line. This led to 7 organic products being introduced and a sale of CHF 6,700 for the reporting period.

One of the biggest sales chains in Switzerland - COOP, has decided to fund a one-year project worth 63,000 CHF as part of their Sustainability Programme, that will see one lead rural female organic farmer being supported to improve production and post-production practices, introduce additional products and engage additional farmers to produce for the Swiss market. The initial support through this programme started in 2019, with technical support from FiBL (Research Institute of Organic Agriculture) provided to oversee and ensure proper production technologies being applied for successful production with regards to yield and quality of Borlotti beans on 10-15 ha and Red Kidney beans on 3 ha in the cropping season 2019 for Chocolates Halba/Sunray. This cooperation is a result of a three-year facilitation process that now ensures access to the

Swiss market with a stable annual demand of quantities. It is expected that in 2019, 20 tons of organic beans from North Macedonia will be displayed on Coop shelves. An assessment will be done to introduce and source further crop rotation products from Eko Ilinden, and to source Bio Suisse certified almonds, dried khaki, plums and herbs from North Macedonia. Until December 2019, 4-6 potential producers/processors will be identified to produce in line with Bio Suisse guidelines.

IME also showed positive impact on both production and sales of organic products in 2018. Namely, 56% of the farms cooperating with IME have increased their production in 2018 and 46% of these farms have also increased their sales in 2018.

Beside relatively high impact of the IME programme on the organic producers in North Macedonia, still the certification bodies, Balkan BioCert and Procert, play a very important role in the information sharing with the producers. When excluding the certification bodies, the impact assessment analysis also revealed that most of the organic producers cooperate with Nasha Dobra Zemja (around 25%), followed by Agrikom with 10% and Zegin and Biocult with 9%.

Due to the increased demand for organic produce, IME organised info sessions with Balkan BioCert and the National Federation of Farmers (FFRM) on conversion of conventional farmers to organic production resulting in 5 producers converting to organic (1f), and 15 expressing interest to start conversion. Matchmaking sessions between buyers and potential organic producers resulted in agreements for 4 conventional products, produced by 10 farmers, in a quantity of 198t (Cherry peppers 120t; Rucola 4t; Carrots 4t; Red peppers 70t). The agreements include a commitment to convert to organic to serve the already secured export market for these products.

The general assessment of companies' achievements during and after the fair(s) visits shows that, in total, 216 offers were sent, and 48 offers were received, contracting a total volume of actual orders (volume of additional sales) of CHF 261,375

All firms appreciate IME's support and think that it should be continued, especially in organisation of a stand at trade fairs, sharing of useful information, financial support for the visit etc.

In addition to Biofach, other export linkages led to a new variety of pepper being introduced in North Macedonia as a result of the demand of a German buyer, Bioagra International. The pepper production cycle process was organised as a pilot on 2.5ha by UNNIX with an intention to scale up future production. UNNIX intends to invest more in organic production.

CI: IME's support to SEEU Tech Park has resulted in 6 employments (2 f) and 3 new clients. The income of the SEEU Tech Park in 2018 is 73,037 CHF, out of which 15% or 10,956 is IME's attribution. The additional net income increase is 18,597 CHF or 1,790 CHF (15% IME attribution).

The support in the promotion of the designers' hub H01000D has enabled an easier communication with the students and made the project more public and visible. This has led to the engagement of 3 students (under 29) for 6 months (0,75 FTE), with an earning income of CHF 6,127. During this period the students developed 4 new products. One of the apprentices (female, under 29) has started a new business and has her own sales (arts and craft).

Outcome 2: Access to improved services (skills support functions, financial services) is enhanced for enterprises in the three sectors				
Log frame Indicators	Targets Acc. to Annual plan 2018	Reported Achievements January 2018 - March 2019	Targets end of the programme phase 2019 (acc. to Logframe)	Cumulative achievements up to March 2019^{xxiv}
# people gained access to improved vocational skills	650 skilled people	2,709 skilled potential employees ^{xxv} (37% women; 85% youth)	2,222 people gained access to improved skills	5,024 skilled potential employees (38% women; 86% youth)
# Of skilled people who gained access to gainful employment or self-employment (gender and youth desegregated)	54 people will gain access to gainful employment or self-employment	This indicator is not reported for this reporting period as it requires longer period for skilled people to get employed and to measure them	10-15% out of the total skilled people (222)	111 ^{xxvi} (40% women; 63% youth) or 5% out of the total skilled people
# Of beneficiaries who accessed financial products	32	76	35	102
Volume of additional funding facilitated	CHF 80,000	CHF 391,202	CHF 661,360 ^{xxvii}	CHF 961,350

682 skilled people are available on the market due to the trainings that were conducted in the Tourism and Hospitality sector through the HTCA trainings and the Taste Ohrid event, as well the trainings in Krushevo and Ohrid; the capacitated planned production advisors in GE; the SEMOS Career Centre and Practice Based Research Methodology for Product Design in CI; and the Youth Guarantee mentorships and internships.

CHF 125,097 additional funding has been facilitated for a female organic farmer through the IPARD programme. Additional CHF 63,000 will be utilized through the COOP sustainability Programme that will provide technical support for improved organic production practices for the Swiss market.

Outcome highlights

T&H: Hospitality Training Centre Akademik (HTCA) officially started offering certified courses in June 2018, after receiving approval of their Quality Management Systems from Schweizerische Hotelfachschule Luzern (SHL). This led to HTCA providing trainings to 23 participants and increased their income by 2,836 CHF. In order to position the HTCA brand on the market, HTCA started a comprehensive promotional campaign, aimed at both the hospitality industry and the general public. This resulted in higher brand recognition and increased the visibility of the training centre and the courses offered. This campaign and the 2 certified training programmes by the Ministry of Education and Science should have an effect on future trainings organised by HTCA. The spill-over effects of the initial capacity building in the hotels conducted in 2017 by the Master

Trainers, has seen an additional 111 employees capacitated and 22 (23) new jobs created, leading to an additional income of 56,160 CHF. The HTCA was awarded best tourism project for 2018 by the Ministry of Economy, which continued its partnership with the HTCA by providing additional funding in the amount of CHF 19,000.

The Faculty of Tourism and Hospitality, Ohrid renewed the Memorandum of Cooperation (MoC) with the World Tourism Forum in Luzern for 2018, giving opportunities for their students to once again apply at the Young Talent Programme 2018/9, but also broadening the Faculties' opportunities for research development and international collaboration.

Increased and improved relations with the private sector is the result of the capacity building of the vocational education training (VET) teachers in the three Tourism and Hospitality schools. In 2018, 492 students had better access to the private sector and improved practical training in their VET schools. 142 companies have signed contracts with the 3 VET schools for student practice and opportunities for employment. 20 FTE employments are reported by the professors with an earning income of CHF 68,072.

OA: 19 agricultural service providers completed the organic planned production training. This will allow farmers to have access to qualified consultants to advice on better practices and ensure an increase in yield. The training programmes on planned organic production indicate positive impact over the provided advisory services, thus for 64% of all advisors there is an evident increase in advice given to the farmers. The representatives from the agricultural companies that attended the training and embedded the advisory services in their companies have shown to be more recognized as independent advisors by the farmers, giving additional credit to the success of the embedded advisory services model introduced by IME.

ICT: Increased interest in the services offered by the Career Centre of SEMOS Education is noted in 2018. In this period 79 candidates were recommended to 12 private sector companies resulting in 18 FTE employments (7f/18y) with an earning income of CHF 83,568 and 7 internships (4f/5y). The Career Centre reached out to an additional 60 companies for promotion of their packages and services and reported an income of CHF 4,510 for the services provided. High interest has been shown for the mentorship programmes where they link the 229 (109f/1771y) students to work on real life projects of 6 companies aiming at increasing the qualification and employability skills of the participants by working on real time company projects.

The extensive collaboration over the past two years between the Faculty of Mechanical Engineering and Zurich University of the Arts (ZHdK) resulted in the development and inclusion of design thinking principles in three existing subjects at the Faculty (Ergonomics for designers – 2nd year subject, Design process - 3rd year subjects and Design of Machines and Appliances - 4th year subject) and development of a new subject Industrial design thinking which allows the students through an interactive process to understand the user experience and redefine the problems in an attempt to identify alternative solutions that may not be immediately visible and solvable with standard approaches. The emphasis is placed on researching the problem of finding a solution. The set of practical skills and strategies gained will not only help the students in their studies and future work but will also be of great help to any company in redesigning the processes and user experience. In 2018, 30 students (16f/30y) have been lectured following the improved curricula. Five (2f/5y) students that were employed immediately after completion of the studies report that their new improved skills helped them get

employed, especially their new communication skills and team work. 58.089 CHF is the income of these students.

5 out of the 7 start-up companies that were part of CEED’s pre-acceleration programme for start-ups of young designers reported an increased number of clients compared to the previous year. In 2017 they had 122 clients, whereas in 2018 the number of clients reached 180. This was due to the improved sales and marketing skills of the entrepreneurs who underwent the CEED pre-acceleration programme but also due to the new products developed, which led to an increased net income of CHF 21,085. This collaboration with CEED strengthened the capacities of the CEED Hub to offer and conduct an innovative pre-acceleration programme that includes entrepreneurship enhancement by utilising the specific NESTA toolkit, as well as unique design related research methodology developed by ZHdK.

Outcome 3: The policy and regulatory framework is more conducive for private sector growth in targeted sector				
Log frame Indicators	Targets Acc. to Annual plan 2018	Reported Achievements January 2018 - March 2019	Targets end of the programme phase 2019 (acc. to Logframe)	Cumulative achievements up to March 2019^{xxviii}
# of policies and regulations developed in a participatory process, involving the private sector	2 policies and regulations developed in a participatory process, involving the private sector	<ul style="list-style-type: none"> • National Rural development Program Adopted (inclusion of AGRA in fairs funded by NRDP) • Law on seeds and seedling adopted by Parliament • PPD on Local Urban Planning Documentation for urbanization of the Paragliding take off spot in Krusevo 	10 policies that provide enabling conditions for the private sector are improved or developed	4 policy changes/ regulations in TH sector ^{xxix} 1 policy change in IT sector ^{xxx} 7 policy changes in Organic Agriculture ^{xxxi} 1 transversal policy change benefitting youth ^{xxxii} with Youth Guarantee (5 policy changes benefitting women and youth) ^{xxxiii}

In the first half of 2018 three policies and regulations were developed to support the enabling environment in the targeted sectors. The work on improving the regulatory environment has proved to have a significant impact on the success of the private sector; the objective for this outcome was overachieved. For this reporting period, two additional regulations benefiting the organic agriculture sector have been developed and adopted, supporting the access to inputs as well as the export promotion of organic products. The last policy that was developed was a Public private dialogues (PPD) that supports the adventure tourism development in Krusevo.

Outcome Highlights

OA: As a result of the positive experience at BioFach and successful participation at the 2017 AGRA fair, the Ministry of Agriculture, Forestry, Water Economy (MAFWE) adopted an amendment of the measure supporting fair participation with the introduction of AGRA fair, where organic products are one of the highlights for promotion of Macedonian products. The amendment of the National Rural Development Program has been published in the Official Gazette (No. 100, 30 May 2018).

The IME Programme supported the process of harmonisation of the Law on seed and propagating material at the request of the Directorate for Seed and Propagating Material in MAFWE, especially regulating parts of the law that limit seed sector growth. Specific topics that have been regulated were seed import, seed multiplication, and operationalisation of the gen bank and overall approximation of the law with EU legislation. This was done in collaboration with MAFWE, Epicentar, the implementer of the USAID's "Partnership for Better Business Regulations Project" and businesses active in seed import and production. The Amended Law on Seed and Propagating Material has been adopted by the Parliament and has been published in the Official Gazette (No. 83, 8 May 2018).

SB: In accordance with the timeframe of the Draft Law on Energy Efficiency, within 6 months from the adoption of the Law on Energy Efficiency, the Minister will adopt a Rulebook that regulates: i) the models of Energy Service Contracts; ii) the manner of determining the value of the contract and iii) the necessary documentation in the procedures for the public authorities. The costs for the implementation of the measures of the energy service company - ESCO model, according to the Ministry of Economy, shall be recovered from the energy cost savings generated by the user during the duration of the Energy Services Contract.

The biggest energy Distribution Company EVN and the Small Business Chamber with IME's support prepared a concept for ESCO and recommended that prospective pilot projects could involve existing EVN clients. EVN expressed commitment in parallel with the Energy Efficiency Law adoption to establish a business model for ESCO as energy services. This will bring a new business model for energy services for both the private and public sector based on the ESCO model with a potential market of 1 million Euro per year (starting from 400.000 Euro in 2020).

TH: Through a successful application of the DM process the Municipality of Krusevo prioritised adventure tourism, focusing on paragliding, as a strategic priority for tourism development in the municipality. This led to a transparent public private dialog process for sports infrastructure management inclusive of participation of all destination stakeholders.

a) Transversal themes: Youth and social inclusion mainstreaming results

The Youth Guarantee scheme pilot phase was launched in April 2018, thus making North Macedonia the first non-EU country to implement this innovative policy to increase youth employment. Out of the 5,266 young people who applied for some of the measures of the Youth scheme (2,694 women), 1,879 people or 35% were employed in the period of 4 months after registering as unemployed in the Employment Service Agency^{xxxiv} (658 attributed to IME or 329 FTE)^{xxxv}. An additional 163 started internships and 118 entered into further training. The implementation of the Youth Guarantee has led to significant structural reforms and policy innovations by fostering new partnerships of the public institutions and the National Youth Council of

Macedonia (NYCM). This led to NYCM's direct involvement as one of the main implementing partners of the Youth Guarantee. ESA has adopted an improved in-depth career guidance model, has expanded their existing offers aimed at young people and has made more flexible public procurement conditions for selection of education providers, as per IME's recommendations for simplifying the procedures in the 2018 Operational plan for active labour market measures. By providing improved career guidance services, the private sector directly benefits by employing candidates that are best suited for the position, since this scheme has helped ESA to better align young people's skills with labour market needs and strengthen the business community engagement.

The NYCM has been capacitated to provide outreach to young people. Their engagement in increasing awareness, accessibility and the range of services that apply to the young people was instrumental in this regard, through the development of not only online registration and targeted campaigns, but also by face-to-face meetings, mobile services and proactive work with a broader range of partners, including youth organisations and private sector.

Due to the evident success of the pilot measure, the Government of North Macedonia announced its intention to scale-up the implementation of the YG scheme in 2019, doubling its budget and allowing more youth to utilize the benefits of the scheme, thus decreasing youth unemployment.

b) Transversal themes: Gender mainstreaming results

The MAMFORCE^{xxxvi} standard representative for Macedonia, Konekt, reports 5 new companies which are in the process of getting a MAMFORCE standard. The companies will be financially supported by an EU Project.

The Programme has continued to support women owned/managed companies in the three sectors to grow their business through consultancy assistance in coaching for increased sales and access to finance. Business Development Service Providers and women owned/managed businesses are being linked and 7 women owned businesses had coaching for increased sales (5 in pilot phase and 2 in second phase); 4 women owned businesses developed a business plan for accessing a financial instruments and 9 coaches are being capacitated to deliver the service. As a result, 2 net jobs were created in 2018 (2f, 2y, 10,211 CHF earning income). All the jobs were created in the companies of the coaches who benefited from the development of a new service. Six coaches have reported an average 60% net income increase or additional CHF 54,307 and 285 new clients.

c) Senior Expert Assignments

Five Senior Expert Assignments have been conducted in this reporting period, three in the Tourism and Hospitality sector, one in Creative Industries and one in the Green Economy sector. All assignments were structured in a manner to complement the activities through the sectors and assist the development and growth of the companies.

IV. OUTPUTS AND ACTIVITIES

By March 2019, IME had met and/or exceeded expectations for all outputs for the phase, details can be read in Annex 2 for the performance per output.

Monitoring and Results Measurement

On request from SDC, a first draft of the end phase report was written and included a detailed breakdown of the achieved Logframe targets. According to the IME MRM results aggregation framework, all the quantified results are reported based on Impact assessments conducted from December 2018 – February 2019 and validating the results achieved.

V. FINANCES AND MANAGEMENT

The financial report will be submitted after completion of the scheduled audit in May 2019. The IME Programme is managed at an optimal level in operational and financial terms. The programme is on track with planned vs. actual budget spent. No deviations to report.

Staffing & PIU

Three changes in staffing have occurred in this reporting period. Rozandi Louw, Programme Manager, left her position as of March 2019 and was replaced by Martin Dietschi, Swisscontact Country Director Albania. Biljana Mihajlovska, MRM specialist has left the position in September. Dejan Stojanov, Communication Officer, took responsibility of MRM however, he left the position as of February 2019. Regional MRM resources have been used to finalise the ongoing research and reporting obligations for Main Phase I.

Steering Committee

The 4th Steering Committee meeting was held on 26 November 2018 with participation of all nominated organisations. The meeting reflected on the semi-annual results and the Annual Plan for 2019. Additionally, the meeting was used to inform about the changes in the implementation of Main Phase II of the IME Programme.

VI. LESSONS LEARNT

T&H: As a result of the Institutional assessment and consultancy to clarify the roles and responsibilities between the Ministry of Economy and Agency for Promotion and Support of Tourism (APST), the consultant concluded that the chambers in Macedonia and the remainder of the Tourism and Hospitality private sector stakeholders do not share a common vision for tourism development. This will require substantial mediation between all private sector actors to come to an agreement before they can develop a comprehensive tourism strategy that will be accepted by all.

Before implementation of the intervention it is very important to secure political support first. Although the Destination Management model had buy-in from destination stakeholders (municipalities, national parks, hotels, associations, guides, travel agencies) the commitment on the priorities by the national institutions was not implemented with the same pace as with the private sector.

Securing commitment from the National Government should precede local ones. It is very important that a strategic framework of activities is initially developed and approved by the national government before prioritisation of the DM working groups. This will speed up the implementation activities as the local authorities would not have to continuously ask for support from the national government.

OA: In order to support the whole value chain, it is important to have a tailor-made approach to each processor/distributor, especially for the sale of fresh organic products. Processors are key in the distribution

network and should be the focus of future interventions, especially since the demand for local organic goods has increased substantially and the supermarket chains all demand packaged goods.

Use of local autochthonous varieties of seeds for organic production could be an excellent replacement of the expensive organic certified seeds imported from the EU market. Usage and multiplication of these seeds could lower the production costs for the farmers, but also create new employment opportunities for the farmers to start a new business.

Public access to information on organic operators was crucial for setting up the linkages between value chain stakeholders. With on-line publishing on the Organic Registry on the MAFWE webpage, a wide range of business linkages was established, especially important for the sale of fresh fruits and vegetables on the local markets.

SB: The policy ESCO contracting development in this sector is very slow and with this basis public-private partnerships are hard to establish; so, the focus of ESCO is within the private sector with EVN^{xxxvii}. The energy performance contracting is a crucial segment in developing an Energy Efficiency Fund, which is fully dependent of the international financial institutions and local political changes.

VII. LIST OF ANNEXES

Annex 1	List of Abbreviations
Annex 2	Summary of Output Performance Indicators
Annex 3	Stories from the field/testimonials
Annex 4	List of consultants
Annex 5	Media Report (press clippings)
Annex 6	Financial statement

i Reported results present quantified data of achievement as presented by the partners and estimated calculations per indicator based on the information available for the semi-annual report. All results will be validated and verified with the Impact Assessments at the end of the year and corrected if needed in the Annual report.

ii Cumulative achievements encompass reported results from annual report 2015, 2016, 2017, 2018 and 2019. The numbers are aggregated on the programme level and are based on the data reported by the partners and Impact Studies.

iii IME reports estimated jobs created (direct & indirect). Also, the jobs reporter are expected to be FTE jobs (Full time equivalent) after the period of 240 working days, which will be monitored and validated at the end of the programme.

iv Indirect jobs for results for YG are not considered and not calculated as the sectors where the people are employed are not known yet

v Indirect jobs for results for YG are not considered and not calculated as the sectors where the people are employed are not known yet

vi The number of enterprises, households and/or people reached by a programme (or programme intervention). Also called "scale." The DCED RM Standard requires that programmes report those enterprises that realise a financial benefit as a result of the programme's interventions. Some people call this "effective outreach

vii Businesses are counted for 2018 that have benefited some of them are already reported as beneficiaries but are reduced in the cumulative calculation per head and this number cannot be cumulative from 2015+2016+2017 but only as total since the beginning of the project

viii This indicator counts people benefiting from jobs created in 2015, 2016, 2017 and 2018+ individuals that benefited with increased income, overlap was taken into consideration and this number is adjusted

ix Overlapping of businesses and individuals benefiting within two reporting periods was taken into consideration, thus this number is not cumulative, but it is real per head of beneficiary, whether is business or individual

x The overlap is not adjusted, it will be taken into consideration in the annual report

xi This indicator counts people benefiting from jobs (2015, 2016,2017+2018) + individuals that benefited with increased income, overlap was taken into consideration and this number is adjusted

xii The Creative Industries sector was also supported by IME from 1st of April 2015 until 31st December 2017

xiii <http://www.stat.gov.mk/pdf/2019/2.1.19.04.pdf>

xiv <https://vlada.mk/node/17110>

xv World Bank Group, Western Balkans Regular Economic Report 2018
xvi <http://tourismmacedonia.gov.mk/2019/02/18/zgolemen-broj-na-bugarski-turisti-potreba-od-aviolinii-relacija-skopje-ohrid-sofija/>
xvii <https://www.mia.mk/EN/Inside/RenderSingleNews/289/134395452>
xviii Cumulative achievements encompass reported results from annual report 2015 and 2016, and estimated results from measurements in 2017. The numbers are aggregated for three sectors based on the reported Impact Studies and findings reported by the programme partners. Some of the results per indicator reported in 2015 are corrected under this column in line with the DCED recommendations for taking into considerations overlapping and double counting
xix 29 of this new businesses are new businesses supported through governmental active labour measures but part of the youth guarantee scheme taking into account 35% attribution rate to IME
xx From the annual report 2017
xxi From the annual report 2017
xxii From the annual report 2017
xxiii With the final impact assessment, the attribution has been defined by independent researchers and key stakeholders and has been set at 35% of the overall results.
xxiv Cumulative achievements encompass reported results from annual report 2015 and 2016, and estimated results from measurements in 2017. The numbers are aggregated for three sectors based on the reported Impact Studies and findings reported by the programme partners. Some of the results per indicator reported in 2015 are corrected under this column in line with the DCED recommendations for taking into considerations overlapping and double counting
xxv Under this indicator only skilled unemployed people are counted and capacitated people are not counted in this section.
xxvi From the annual report 2017
xxvii Within the Baseline studies, existing funding opportunities were identified, but usually funding opportunities are not specific per certain sectors. Here IME needs to be clear that it is going to measure the amount of the funds for which access was facilitated. It is still difficult to project the real target. For this projection, were used the results from the first year were used (where in total CHF 165,340 in total were facilitated), and multiplied with for 4 years.
xxviii Cumulative achievements encompass reported results from annual report 2015 and 2016, and estimated results from measurements in 2017. The numbers are aggregated for three sectors based on the reported Impact Studies and findings reported by the programme partners. Some of the results per indicator reported in 2015 are corrected under this column in line with the DCED recommendations for taking into considerations overlapping and double counting
xxix Strategy for Tourism development in Ohrid finalised; National Pak Mavrovo adopted the decision for collaboration with private sector; Municipality of Krusevo signed MoC for PPP with paragliding club Heli.
xxx National short term ICT strategy completed and submitted for government approval.
xxxi Reported for 2016 including the Proposal for amending the Law on fertilizers has been discussed with Phytosanitary Department and more flexible conditions have been incorporated in the law for the vermicomposting producers.
xxxii Adoption and implementation of the nationwide Youth Guarantee measure
xxxiii Rulebook for support measures for women within NARDS; National Program for Support in Agriculture has been updated and three additional MaAP; Input to the NYS 2016-2025 provided by the National Youth Council of Macedonia; One Strategy for Tourism development in Ohrid was gender sensitised; National Youth Guarantee measure.
xxxiv <https://vlada.mk/node/16507>
xxxv With the final impact assessment, the attribution has been defined by independent researchers and key stakeholders and has been set at 35% of the overall results.
xxxvi MAMFORCE© is an innovative assessment methodology and business standard for corporate family responsibility and gender equality.
xxxvii Electro distribution company

ANNEX I

Abbreviations

APST	Agency for Promotion and Support of Tourism
ATTA	Adventure Tourism Trade Association
AGRA	International Agricultural Exhibition
B2B	Business to Business
CBI	Centre for Promotion of Imports from developing countries Germany
CEED	Center for Entrepreneurship and Executive Development
CI	Creative Industry
CHF	Swiss Franc
DM	Destination Management
DCED	Donor Committee for Enterprise Development
EE	Energy Efficiency
ESA	Employment Service Agency
ESCO	Energy Service Company or Energy Savings Company
EU	European Union
FITR	Fund for Innovations and Technology Development
FFRM	National Federation of Farmers in the Republic of North Macedonia
GE	Green Economy
GDP	Gross Domestic Product
HO	Head office
HTCA	Hospitality Training Center Akademik
IT Services	Information Technology Services
IPD	Import Promotion Desk

IME	Increase Market Employability Project
FICT	Faculty of Information and Communication Technologies, Bitola
M4P	Make Markets Work for the People
MAFWE	Ministry of Agriculture, Forestry and Water Economy
MAMEI	Association of Light manufacturing
MAP	Macedonian Association of Agro-Processors
MAP	Medical and aromatic plants
MASIT	Macedonian Association of Telecommunication and Information technologies
MDA	Market Development Assessments
MKD	Macedonian Denar
MOPF	Macedonian Organic Producers Federation
MRM	Monitoring and Result Measurement
MSD	Market Sector Development
NARDS	National Agriculture and Rural Development Strategy
NP	National Park
NATO	North Atlantic Treaty Organisation
NYCM	National Youth Council of Macedonia
NYS	National Youth Strategy
OA	Organic Agriculture
PIU	Project Implementation Unit
PPD	Public Private Dialogues
RBI	Rural Business Incubator
RC	Results Chain
SDC	Swiss Agency for Development and Cooperation
SEC	Senior Expert Corps
SEDC	Seavus Education and Development Centre

SIPPO	Swiss import promotion program
T&H	Tourism & Hospitality
USAID	United States Agency for International Development
VET	Vocational Educational Training
WEE	Women's Economic Empowerment
YG	Youth Guarantee
ZHdK	Zurich University of the Arts

ANNEX II Outputs

IME PORTFOLIO OF INTERVENTIONS IMPLEMENTED IN 2018/19, OUTPUTS AND PERFORMANCE

(A) IME PORTFOLIO OF INTERVENTIONS IMPLEMENTED IN 2018 and 2019

#	Intervention Code	Name of the Intervention	New/Continuation	Sector
Outcome 1: Enterprises in Tourism and Hospitality and Green Economy (targeted sectors) grow by expanding the existing market and accessing new market opportunities ¹				
Output 1.1. Improved and/ or diversified products and services				
1.	O1.1 TH-04	Improving destination management in order to access international markets for paragliding	(Continuation)	TH
2.	O1.1 TH-05	Access to International markets Mavrovo	(Continuation)	TH
3.	O1.1 TH-06	Improving tour guiding services and visibility of tour guides to travel agencies	(Continuation)	TH
Output 1.2. Improved Management, Marketing and HR Capacity of local businesses with focus on gender and youth				
Output 1.3. Intermediaries are promoting enhanced products and services to domestic market				
4.	O1.3 GE-08	Value chain development for the domestic consumption of organic products	(Continuation/Scale up intervention of GE06)	GE
Output 1.4. Intermediaries are promoting products and services internationally				
5.	O1.4 GE-04	Increased export of organic products	(Continuation)	GE
6.	O1.4 TH-07	Sustainable Tourism Development	(Continuation/scale up intervention of TH03)	TH
Outcome 2: Access to improved services (skills support functions, financial services) is enhanced for enterprises in the targeted sectors.				
Output 2.1. Improved collaboration between formal education providers and businesses				
Output 2.2. Increased utilization of private non-formal education providers				
7.	O2.2 S-12	Hotel Training Initiative – Bringing Swiss Hospitality into Macedonia	(Continuation)	Skills in TH
Output 2.3. Financial products, including accelerators, accessed by enterprises				
Outcome 3: The policy and regulatory framework is more conducive for private sector growth in targeted				
Output 3.1. Private Sector Engages with Government on PPD				

¹ The Creative Industries sector was also supported by IME from 1st of April 2015 until 31st December 2017.

8.	O3.1 GE-07	Increased utilisation of EE measures through access to finance and policy adaptation	(Continuation)	GE
9.	O3.1. S-07(1)	Youth Guarantee –Input provision to the National Youth Strategy 2016-2025	Scale up intervention of S-07	Cross sectors

(B) Outputs and performance according to the yearly plan and overall plan of operations 2018

The tables presented below highlight the progress of the IME programme against Output targets defined in the logframe and broken down per indicators. The Outputs indicators are numbered in line with the Logframe indicators numbers (as for the latest version of the Log frame November 2017). In order to provide a clear understanding to the reader whether the Programme is on track or not, a rating system for classification of achievements was applied. The rating criteria is set up against overall programme targets on output level taking into consideration that the Programme is in the final year of implementation.

Following Rating system was applied:

+ Non satisfactory (less than 40% achievements against phase output targets) - demonstrate that something is late and behind the planned track

++ Satisfactory (from 40-70% achievements against phase output targets) - demonstrate that project is well on track

+++ Highly satisfactory (over 70% achievements against phase output targets) - demonstrate that project is well on track and some of the targets can be achieved earlier

Clarification:

Reported achievements refer to the period January 2018 – March 2019, the numbers presented reflect the data collected by Programme partners, through activity monitoring (internal observation) and partners' reports. Cumulative achievements include reported results within annual reports from 2015, 2016, 2017 and 2018/19.

Due to similarities in understanding of the indicators, some achievements are repetitive under several indicators (e.g.: service providers capacitated, participant capacitated, businesses engaged in collaboration with non -formal training providers, etc.).

Outcome 1:

Enterprises in Tourism and Hospitality and Green Economy (targeted sectors)² grow by expanding the existing market and accessing new market opportunities;

Outputs Indicators performance

<u>Output 1.1. Improved and/ or diversified products and services Indicator:</u>			
Output Indicator 14: New/ improved products/ services available on market ⁱ			
Reported Achievements	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project

² The Creative Industries sector was also supported by IME from 1st of April 2015 until 31st December 2017.

January 2018 – March 2019			
TH: 20 tourism and hospitality services improved	124 tourism and hospitality services improved	144 tourism and hospitality services improved	TH: 297 new/improved services will be offered to the market
CI: 25 new developed products/services in CI sector (all are in Product Design)	CI: 182 new developed products in Creative Industries (52 in Software and IT sector market and 130 new designed products	CI: 207 new developed products in Creative Industries (52 in Software and IT sector market and 155 new designed products	CI: 30 new developed products (Software and IT) and 70 improved services (in product design) will be available on the market
GE: 2 new/ improved organic products and seeds available on the market and 1 new services in sustainable building	GE: 342 new/ improved organic products and seeds are available/introduced on the Organic Agriculture market/4 new services in sustainable building	GE: 344 new/ improved organic products and seeds are available/introduced on the Organic Agriculture market; and 5 new services in sustainable building	GE: 60 improved services (offered by installers) & 20 new products for sustainable agriculture

+++ Highly satisfactory level (41% Overachievement compared with the overall phase targets)

Main Achievements January 2018 – March 2019:

Tourism & Hospitality:

- Outdoor adventure festival “When in Krusevo” was introduced as an improved tourism offer in Krushevo, with bike tours, water sports, paragliding, running and hiking, integrating local actors to improve their joint destination offer and to promote among domestic visitors;
- IME supported Paragliding Center in adjusting their offer during the promotional event for official opening of the center and for active involvement during the organized outdoor adventure festival When in Krushevo in June 2018;
- Adventure/culinary festival “Taste Ohrid” was organized with two bike tours being offered and new dishes/recipes developed for restaurant chefs in Ohrid and the region;
- Safety Management System Plan for the When in Krusevo event was developed and will serve to the Municipality for further events of this type;
- Ski Center together with National Park Mavrovo are part of the improved offer for both partners – safety management system for emergency situations in winter season;
- IME supported Travel Agency in improving their tourism offer.

(eg: Macedonia Experience handed in proposal for two Fam tours in April and late spring for Norwegian travel agency OLIVEN REISEN (06 - 09 April 2018);

TIME to TRAVEL improved and sold 6 tours for additional 120 tourists on the Scandinavian Market Balojani Travel have been supported in their Media trip (two journalist from Daily Telegraph - www.telegraph.co.uk) and one Fam trip (UK tour operator Natural Travel Collection – www.thenaturaletourcollection.com) in Macedonia.

Creative Industries:

- 5 out of the 7 start-up companies that were part of CEED’s pre-acceleration programme for start-ups of young designers reported an increased number of clients compared to the previous year. In

2017 they had 122 clients, whereas in 2018 the number of clients reached 180. This was due to the improved sales and marketing skills of the entrepreneurs who underwent the CEED pre-acceleration programme but also due to the new products developed, leading to an increased net income of CHF 21,085.

- 79 candidates were recommended by the Career Centre of SEMOS to 12 private sector companies resulting in 18 FTE employments (7f/18y) with an earning income of CHF 83,568 and 7 internships (4f/5y). The Career Centre reached out to an additional 60 companies for promotion of their packages and services and reported an income of CHF 4,510 for the services provided.
- The extensive collaboration over the past two years between the Faculty of Mechanical Engineering and Zurich University of the Arts (ZHdK) resulted in the development and inclusion of design thinking principles in three existing subjects at the Faculty (Ergonomics for designers – 2nd year subject, Design process - 3rd year subjects and Design of Machines and Appliances - 4th year subject) and development of a new subject Industrial design. Five (2f/5y) students that were employed immediately after completion of the studies report that their new improved skills helped them get employed, especially their new communication skills and team work. 58.089 CHF is the income of these students.

Green Economy:

- Due to the excellent cooperation, Swiss buyer COOP has decided to fund a one-year project worth 63,000 CHF as part of their Sustainability Programme that will benefit LIPA in Mustafino. This cooperation comes as a result of this year's cooperation that saw 12 ha planted with Borlotti and Red Kidney beans on 2 farms - The beans planted on 12ha in Mustafino as part of the contract with Swiss buyer Coop. Due to regular on-site training new production technology has been implemented that led to improved production in 2018. This project will help improve production and post-production practices, introduce additional products and engage additional farmers to produce for the Swiss market;
- In 2018 Unnix started production of new variety of pepper for German company BioAgra International on 2,5 ha as a result of the organized buyer mission in 2017 by IME;
- 1 improved service within sustainable building sector is available on market (the service for development of concept notes for energy projects was developed and delivered to 4 consultants (Municipality representatives). As a result, energy concepts by EUREM standard for their municipalities were developed.

Output 1.2.: Improved Management, Marketing and HR Capacity of local businesses with focus on gender and youth

Output Indicator 15: # Of businesses/ companies that adopted sensitized HR Management policies with focus on gender and youth

Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
TH: 0	TH: 26	TH: 26	TH: 60 businesses
CI: 0	CI:5	CI:5	CI: 7 Businesses from IT sector
GE: 0	GE: 4 enterprises in total (2 traders of organic products, 1	GE: 4 enterprises in total (2 traders of organic products, 1 farmer	GE: 5 businesses

	farmer household and one input supplier)	household and one input supplier)	
+ Non Satisfactory level: 32% of targets accomplishment, this indicator takes longer time to be achieved due to the fact it is a longer process of behavioral change of the managers/ owners			
Output Indicator 16: # Of capacitated individuals who are able to manage and market services/ products effectively (gender disaggregated) aim of 35% female participation			
Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
323 individuals were capacitated to manage and market services aggregated for three sectors <i>78 women (24%) and 17 youth (6 %)</i>	1,832 individuals were capacitated to manage and market services aggregated for three sectors <i>818 women (45 %) 328 youth (18%); 114 rural (14%)</i>	2,155 individuals were capacitated to manage and market services aggregated for three sectors <i>896 women (42 %) and 345 youth (16%)</i>	<u>Target: 540 Individuals (e.g.: owners managers, farmers)</u>
+++ Highly Satisfactory level, 390 % overachievement of phase targets, 42% of female participation and 16% of youth.			
Output Indicator 17: # Of service providers capacitated; providing Management advisory services/consultancies in the sectors			
Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
27 service providers capacitated in providing Management advisory services;	148 service providers capacitated in providing Management advisory services;	175 service providers capacitated in providing Management advisory services;	50 service providers (Management advisory services/consultancies) in the sectors will be capacitated;
+++ Highly Satisfactory level, over 200 % overachievement on overall phase targets			
Main Achievements January 2018 – March 2019:			
Tourism & Hospitality:			
<ul style="list-style-type: none"> Increased brand building of HTCA by promotion to the hospitality industry and the general public, establishment of Quality Management Systems approved by SHL; Sustainable tourism development was provided by IME and Ministry of Economy to 25 participants (10 municipalities - Ohrid, Struga, Mavrovo-Rostuse, Krusevo, Resen, Saraj, Gostivar, Staro Nagoricani, Tetovo, 3 NGO, 1 National Park Mavrovo, Faculty for Tourism and Hospitality - Ohrid, Agency for promotion and support of tourism of RM, Association for incoming tourism – NAITAM) were trained by Global Sustainable tourism Council on 5 topics of sustainable tourism; Safety Management system capacity building sessions were provided to Mavrovo rescue service for 23 participants leading to the development of the safety plan in the destination. 			

- More than 30 individuals/ business owners from Mavrovo, Ohrid and Krusevo were capacitated in managing and market services/ products effectively (18 female, 5 youth) through supporting service providers in training delivery for (1) New sales channels; (2) Improve sales by extending the season and (3) Improve the hospitality standards of private accommodation;
- Four owners of private accommodation (3 women, 1 youth) in Ohrid had individual consultancy with regional expert on revenue management;

Green Economy:

- 19 agricultural practitioners completed the organic planned production training aimed at strengthening the capacities to provide support and advice to farmers on effective planned production in order for them to have improved access to quality products and information, contributing to better practices and an increase in yield;
- 2 farmers and 2 local advisors were capacitated on the latest production technology -Experienced International consultant from Serbia has been engaged to support process of organic beans for Coop and peas seed production for Sativa in Macedonia by proposing the best production technology and practices. The assistance included on site visit to beans producing farm and providing advisory services for the best production technology in front of local advisors/experts and farmers producing export oriented products and development of the short guidelines with recommended agro-technical measures by the end of vegetation;
- 228 participants (44f/11y) (rural population) attended 7 info sessions on the potential of organic farming, the increasing needs of the market and the process of conversion, as well as presentations of all input providers and advisory services.

Skills & youth component

- By strengthening the Employment Service Agency's (ESA) capacities to implement the Youth Guarantee ESA has adopted an improved in-depth career guidance model, has expanded their existing offers aimed at young people and made more flexible public procurement conditions for selection of education providers, as per IME's recommendations for simplifying the procedures in the 2018 Operational plan for active labour market measures. By providing improved career guidance services, the private sector directly benefits by employing candidates that are best suited for the position, since this scheme has helped ESA to better align young people's skills with labour market needs and strengthened business community engagement;
- The NYCM has been capacitated to provide outreach to young people. Their engagement in increasing awareness, accessibility and the range of services that apply to the young people was instrumental in this regard, through the development of not only online registration and targeted campaigns, but also by face to face meetings, mobile services and proactive work with a broader range of partners, including youth organizations and private sector.

Output 1.3: Intermediaries (chambers, associations, BSO's, Tour Operators, Media, etc.) are promoting enhanced products and services to domestic market

Output Indicator 18: # Of promotional activitiesⁱⁱ

Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
TH: # 3 campaigns and activities	# 34 campaigns and activities	# 37 campaigns and activities	50 sets of promotional activities/campaigns and activities
CI: 3 campaigns and promotional activities performed or facilitated	# 20 campaigns and promotional activities performed or facilitated	# 23 campaigns and promotional activities performed or facilitated	

GE: 3 promotional campaigns and activities performed	GE # 21 promotional campaigns and activities performed	GE # 24 promotional campaigns and/or activities/ events performed	
<i>Gender and Skills & Youth component:</i>	<i>1 promotional campaigns including set of activities facilitated for promotion of transversal themes on youth and gender</i>		
+++ Highly Satisfactory level, 62 % overachievement of the set up phase targets of the implementation phase			
Output Indicators 19: # Of individuals/ business benefiting from promotional activities			
Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
90 participants/ businesses benefited from promotional activities in three sectors	1,575 business benefited from promotional activities in three sectors	1,665 business benefited from promotional activities in three sectors	1,000 individuals/ business benefiting from promotional activities
+++ Highly Satisfactory level, 66% overachievement of overall phase targets			
Main Achievements January 2018 – March 2019:			
Tourism & Hospitality:			
<ul style="list-style-type: none"> • Promotion of the updated platform of tour guides as well as an application for the National Park Mavrovo were organized on the world tourism day. • IME supported the promotional campaign of Krusevo as a destination to the domestic market, through When in Krushevo adventure festival. This was a model introduced in the destination to boost the collaboration among the local actors through joint local promotional platform for adventure experiences When in X. A destination as a whole has benefited from this promotional event (more than 3,000 tourists attended the festival), more precisely 14 businesses (hotels, restaurants, shops, villas, event providers, music and entertainment providers) were engaged and benefited from the volume of sale that was generated from the weekend; • Within the When in Krushevo Outdoor Festival IME promoted the official opening of the Paragliding Info Center, followed by media promotion; • Increased brand building of HTCA by promotion to the hospitality industry and the general public, establishment of Quality Management Systems approved by SHL to the domestic market. HTCA initiated a substantial media campaign to the hospitality industry and the general public resulting in the first three training courses commencing in the first quarter of the year. 			
Green Economy:			
<ul style="list-style-type: none"> • 7 info sessions in GE on the potential of organic farming, the increasing needs of the market and the process of conversion, as well as presentations of all input providers and advisory services; • 3 promotional activities (conference and 2 meetings); • One seed fair with the Faculty of Agriculture was organized; • Small business chamber has been supported in promotion of energy efficiency measures through ESCO model in front of 4 municipalities and 1 region; • 1 promotional event organized; 65 farmers/operators present- Round table on organic production has been organized in cooperation with OPM, Zenit and MAFWE. At the event, organic production has been promoted and Minister announced set of new measures that have been previously discussed with IME program: For the first time, the Ministry will publish announcements for 			

granting state agricultural land for organic production for 11,000 hectares and for the production of organic fodder. 70 million MKD of non-refundable money will be allocated for support for young farmers, organic certification of the regions, Organic meal in the children hospital, organic meal in the kindergartens, 30% more participation on the international fairs.

Skills & youth component:

- From March 2018 the Youth Guarantee scheme was officially launched and promoted in three pilot municipalities: Skopje, Gostivar and Strumica, following the recommendations of the Swiss funded Slovenian expert. The National Youth Council of Macedonia has been capacitated on how to promote and to provide outreach to young people. Their engagement in increasing awareness, accessibility and the range of services that apply to the young people was instrumental in this regard, through the development of not only online registration and targeted campaigns, but also by face to face meetings, mobile services and proactive work with a broader range of partners, including youth organizations and private sector.

Output 1.4 : Products and services are promoted internationally

Output Indicator 20: # Of individuals/ businesses promoting products/ services internationally

Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
38 participants/ businesses promoted products/ services internationally	461 participants/ businesses promoted products/ services internationally	499 participants/ businesses promoted products/ services internationally	960 domestic providers of services/products (individual or businesses)

++ Satisfactory level, 52% achievements of the phase targets (estimated projections is too big having into consideration the size of the markets where IME work)

Output Indicator 21: # Of promotional activities internationally

Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
10 promotional campaigns/activities were organized to promote the businesses from targeted sectors internationally	49 promotional campaigns/ activities were organized to promote the businesses from all three sectors internationally	59 promotional campaigns/ activities were organized to promote the businesses from all three sectors internationally	20 campaigns and activities will be organized to promote the businesses from three sectors internationally

+++ Highly Satisfactory level, 100% over overachievement of the phase targets

Main Achievements January 2018 – March 2019:

Tourism & Hospitality:

- 9 promotional activities internationally were facilitated by IME. 6 Travel agencies were supported in their international promotion through supporting them in access to fairs, FAM trips, media trips, B2B meetings with international buyers. All of the travel agencies have benefited and have noticed an increase in number of tourist for the summer period. Noticeable results are assessed by travel agency Fibula leading to more than 3,500 overnights increase of Estonian tourists in Ohrid. IME

partners that were supported internationally are: Hiking Balkans; Fibula Travel, Macedonia Experience; Time to Travel; Go Balkans; Balojani Travel and Macedonia Tikves Wine Cluster, Wines of Macedonia and TO Go Balkans

Green Economy:

- Macedonian National pavilion organized at biggest Organic world fair Biofach promoting 46 export ready companies. Joint national organic catalogue has been developed, printed and promoted with 46 export ready companies. Total of 20 co-exhibitors companies present on the fair, making 435 newly established contacts among all supported businesses, 257 meetings held (during and afterwards) and with total volume of actual orders (volume of additional sales) of 261,375 CHF.

Outputs for **Outcome 2: Access to improved services (skills support functions, financial services) is enhanced for enterprises in the targeted sectors**

Output 2.1 Improved collaboration between formal education providers and businesses

Output Indicators 22: # of curricula & modules improved

Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
1 curricula/modules are improved	23 curricula/modules are improved	24 curricula/modules are improved	11 curricula/modules will be improved

+++ Highly satisfactory level (overachievement of 118% of the phase targets)

Output Indicator 23: # Of business engaged in dialogue with formal and non-formal education providers

Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
2 Companies (farmers) were engaged in dialogues with non-formal education providers	88 Companies were engaged in dialogues with formal education providers	90 Companies were engaged in dialogues with formal education providers	At least 70 companies will be directly engaged in dialogues with formal education providers

+++ Highly satisfactory level (overachievement of 28% in the first year and a half of implementation programme)

Main Achievements January 2018 – March 2019:

Tourism & Hospitality:

- Full safety system was developed for Ski Center Mavrovo, with First aid and transport of injured person training, as well as evacuation from chair lift training conducted with capacitation of 27 people. Following stakeholders participated: Snow Sport Academy, Fox Ski Club, NP Mavrovo and Ski Centre “Zare Lazarevski”; During the training different exercises and scenarios for providing First Aid and transport of injured person were held with different available methods; Training for Chairlift Rescue was conducted from 16-18 May.

Green Economyⁱⁱⁱ:

- Experienced International consultant from Serbia has been engaged to support process of organic beans for Coop and peas seed production for Sativa in Macedonia by proposing the best production technology and practices. The assistance included On-farm visit to beans producing farm and providing advisory services for the best production technology in front of National experts and farmers producing export oriented products and development of the short guidelines with recommended agro-technical measures by the end of vegetation. (2 farmers and 2 local advisors).
- Field visit has been organised for Chocolate Halba Sunray and Fibl with aim to assess possibilities for further investment from Coop Sustainability fund in Macedonia. The mission included three different sessions: field visit of the beans production for Coop, recommendation for improvement, training for Lipa and organic advisors on best production technologies from experts from the Research Institute of Organic Agriculture – FiBL; introduction of the market needs and trends in Switzerland as well as assessing possibilities to use

Output 2.2: Increased utilization of private non-formal education providers

Output Indicators 24: # Of Service Providers offering new and improved quality services

Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
6 service providers improved and/or offer new quality services	161 Service Providers improved and/or offer new quality services	167 Service Providers improved and/or offer new quality services	12 Service Providers will improve and/or offer new quality services

+++ Highly satisfactory level (overachievement of the phase target)

Output Indicator 25: # Of participants utilizing the courses

Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
716 participants in total utilized the courses that have been facilitated or supported in implementation/ improvement of the modules (229 women; 357 youth)	4,157 (1,217 women or 42%; and 1,534 youth or 52%)	4,873 (1,929 women or 40%; and 2,649 youth or 54%)	540 participants (35% women; 50% youth)

+++ Highly satisfactory level (**over**achievement in the target due to intensive first two years of capacitation of the beneficiary in different skills)

Main Achievements January 2018 – March 2019:

Tourism & Hospitality:

- Mavrovo rescue services have been capacitated to improve their services on safety and a safety management plan has been developed. The improved services will start to be utilized for the upcoming winter season 2018/2019.

Green Economy:

- 19 agricultural practitioners completed the organic planned production training aimed at strengthening the capacities to provide support and advice to farmers on effective planned production in order for them to have improved access to quality products and information, contributing to better practices and an increase in yield;
- 4 consultants (Municipality representatives) were capacitated in developing of energy concepts by EUREM standard for their municipalities were developed. They are expected to be finalized and used in application opportunities through EBRD, or other funds.

Skills component:

- The improved sales and marketing skills of the entrepreneurs who underwent the CEED pre-acceleration programme for start-ups of young designers, resulted with doubling the number of their clients or 16 new clients per start-up and additional income of CHF 22,495 for the first half of the year.

Output 2.3 Financial products, including accelerators, accessed by Enterprises

Output Indicator 27: # of available financial products promoted (# of promoted new available financial products)

Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
10 available financial products were promoted	68 available financial products were promoted in the first year of implementation	78 available financial products were promoted in the first year of implementation	10 available financial products will be promoted

+++ Highly satisfactory level overachievement of the phase target, and the use of it is measured on the Outcome level

Main Achievements January 2018 – March 2019:

- 10 business support services: IME program updated the business Catalogue of support services with 10 services available to women owned businesses

Outputs under **Outcome 3: The policy and regulatory framework is more conducive for private sector growth in targeted sectors**

Output 3.1 Private sector engages with Government on PPD

Output Indicators 27: # of working meetings organized with the public sector on sector related issues

Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
More than 55 working meetings organized with public sector	More than 134 meetings were organized with public	More than 189 meetings were organized with public sector on sector's related issues	20 meetings

	sector on sector's related issues		
+++ Highly satisfactory level (overachievement in the first year and a half of implementation)			
Output Indicators 28: # of capacity building session with public sector actors			
Reported Achievements January 2018 – March 2019	Cumulative achievements up to December 2017	Cumulative achievements up to March 2019	Targets end of the project
More than 20 capacity building sessions were organized with public sector	More than 30 working sessions with public sector	More than 50 working sessions with public sector	<u>Target:</u> 20 sessions
+++ Highly satisfactory level (overachievement of the targets)			
Main Achievements January 2018 – March 2019:			
Tourism & Hospitality:			
<ul style="list-style-type: none"> • Focus was laid on facilitation of 10 working meetings, including a capacity building session with the Municipality of Krusevo in introduction of management models for sport infrastructure. During the meetings local stakeholders such as Paragliding Info Center were engaged in preparation of main plan for paragliding take off spot. This resulted with documents development and at the same time will enable Municipality to participate for additional funding; • 8 working meetings were organized with Ministry of Economy and Agency of Tourism Promotion as part of the Intervention for improving Institutional set up of the responsible government bodies. International consultants have developed a final report setting the plan for implementation of the activities. In addition, meetings were held with World Bank and LRCP to increase the participatory approach in the finalizing the plan. The institutions decided not to submit formal request to the Government to proceed in accordance to the findings from the document but to use them as one of several documents to be analyzed and taken into consideration when proceeding with the institutional set-up. • Five meetings were organized with the Ministry of Economy following with signing the Amendment to MoU with the Ministry. Ministry will cost share the mission of GSTC in Macedonia and will cover the annual GSTC membership fee for 2018. Within this intervention more than 8 individual meetings and 4 capacity building sessions were organized with Municipality of Ohrid and Agency for Promotion of Tourism; 			
Green Economy:			
<ul style="list-style-type: none"> • 17 working meetings organized with the public sector on Organic Agriculture related issues (3 working meetings organized for Biofach with participation of public and private sector. In addition; 5 meetings for AGRA fair; 7 meetings for Law on seed and propagating materials; 2 meeting on secondary legislation from Law on seed and propagating materials), following the meetings achievements up to Outcome level are achieved on PPD evidence; • National Rural Development Program Adopted (inclusion of AGRA in fairs funded by NRDP) -As result of the positive experience of participation of the organic operators on Biofach and successful participation at AGRA fair last year, MAWFE adopted amendment of the measure supporting fair participation with introduction of AGRA fair, where organic products are one of the highlights for promotion of Macedonian products. The amendment of the National Rural Development Program has been published in the Official Gazette number 100, from 30th of May 2018; 			

- Law on seeds and seedling adopted by Parliament -International consultant from Croatian Ministry of Agriculture Zeljka Cegur has been engaged to support process of harmonization of the Law on seed and propagating material on request of Directorate for seed and propagating material in MAFWE. Specific topics that have been discussed during the mission were seed import, seed multiplication, and operationalization of the gen bank and overall approximation of the law with EU legislative. During the mission, meetings have been organized with State Agricultural Inspectorate to discuss the issues and proposed law amendments and SAI director approved all proposals. In addition, meeting with Business active in seed import and seed production has been organized to assess their problems and limitation in seed production and trade. Their proposal has been incorporated into the amendment to the law;
- Amended Law on Seed and propagating material, has been adopted by the Parliament and has been published in the Official Gazette number 83, from 8th of May 2018;
- 11 working meetings organized with relevant public institutions regulating the issues related to Sustainable Building sector (5 working meetings organized with Ministry of Economy and working group for Law on Energy Efficiency and 6 working meetings organized with municipalities and business sector). As a result, Ministry of Economy (MoE) accepted proposed policies changes incorporating ESCO model in the draft Energy Efficiency Law in line with the Directive 2012/27/EU.

Skills & Youth Component

- More than 10 meetings in the first six months and capacity building sessions with Ministry of Labour and Social Policy and the Employment Service Agency were facilitated through IME as part of the designing and implementation of the Youth Guarantee measure. This was done by fostering new partnerships of the public institutions and the National Youth Council of Macedonia (NYCM) and their direct involvement as one of the main implementing partners. ESA has adopted an improved in-depth career guidance model, has expanded their existing offers aimed at young people and has made more flexible public procurement conditions for selection of education providers, as per IME's recommendations for simplifying the procedures in the 2018 Operational plan for active labour market measures.

ⁱ Services and product are the one are subject of sale and bring to increased income

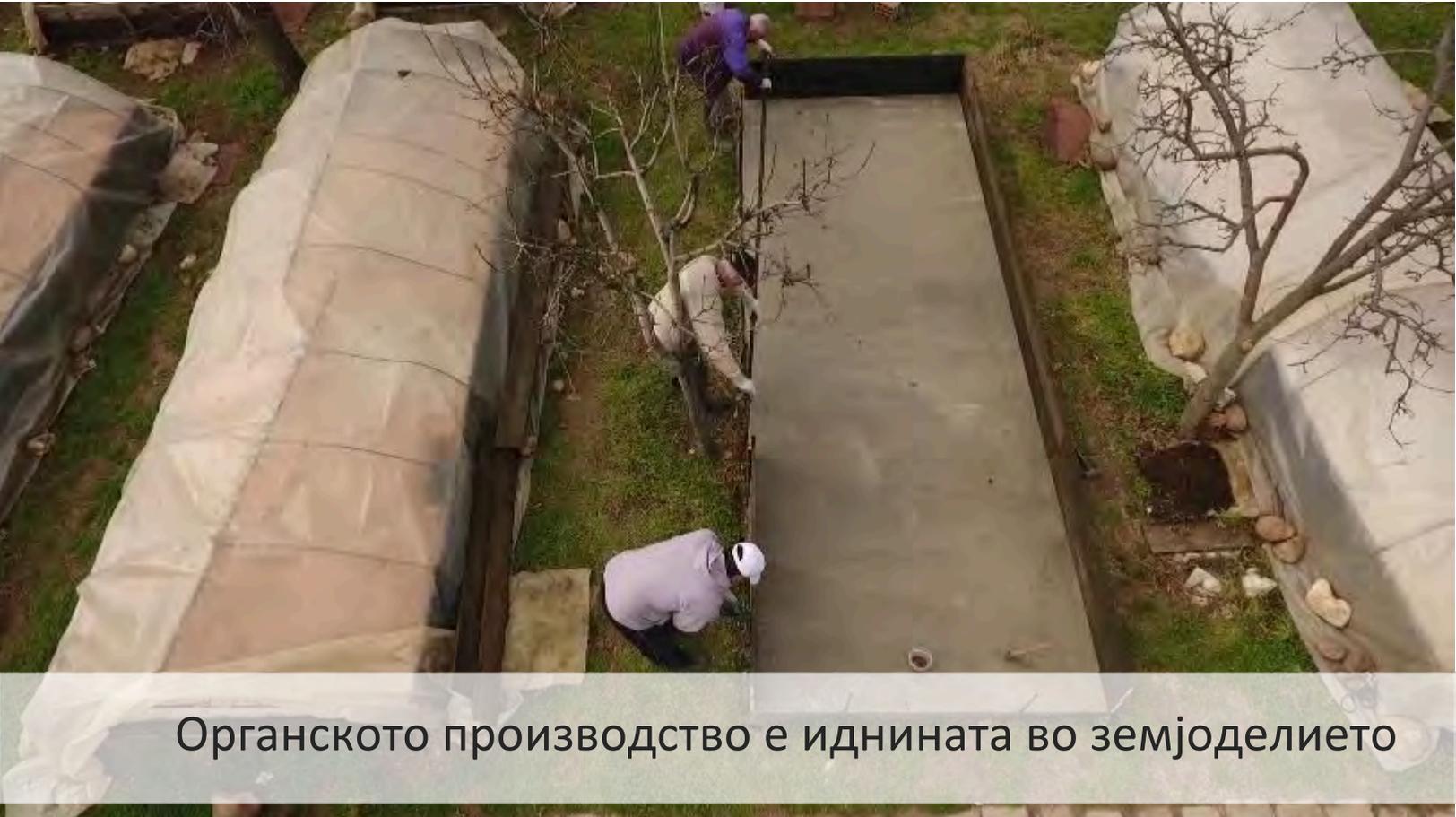
ⁱⁱ A campaign can last up to one year consist of several activities

ⁱⁱⁱ Some of the achievements are repetitive due to the similarities of the indicators outreaching same objective



ANNEX III

Stories from the Field/Testimonials from partners



Органското производство е иднината во земјоделието

Во секој бизнис најважно е да имате добар производ, да знаете да го продавате, но и постојано да го унапредувате својот бизнис, вели Владимир Вуксановиќ, наследникот на семејниот бизнис со производство на органски ѓубрива. Добрата производна пракса и цената, им овозможиле да опстанат на пазарот повеќе од 30 години и со своето органско ѓубриво да бидат конкурентни, наспроти конвенционалните производи.

Како почнала приказната?

За се е „виновен“ таткото Слободан, неговата иновативна „жичка“, желбата за читање и правење нешто ново, вели синот Владимир. По мала пресметка, што се треба да се вложи, колкав би бил ангажманот, придобивките, земајќи го предвид и престојот во природа - почнал со работа. Со тек на време, успеал да направи мал бренд и да го продава цврстото ѓубре во кеси од три литри по земјоделски аптеки, раскажува Владимир.

Тоа било во осумдесетите години. И тогаш имало по некој што се занимава со калифорниски црви, но не за од тоа да направи бизнис, додека идејата на Слободан била токму тоа. Произведеното органско ѓубре од калифорниски црви најпрво се викало „биохумус“, а потоа е ребрендирано во сегашните „оргалајф“ и „биофлор“. Како што растел бизнисот, се зголемувала и потребата од промена на моделот и отпочнување на соработка со кооперанти. Денес фармата на Вуксановиќ брои 100 легла калифорниски црви, додека соработува со уште 10тина кооперанти.

Од шталско ѓубре до биохумус

Иновативноста во пристапот отсекогаш била карактеристика во нивниот бизнис. За уште поголема корист и што поуспешна апсорпција во почвата, Вуксановиќ почнале со производство на биохумусот како течност, без притоа да се наруши квалитетот.



- Потребни ни беа пет - шест години да стигнеме до моментот кога сме сигурни во квалитетот на течниот биохумус, до воспоставување добар систем. Но, успеавме, најдовме соодветен технолошки процес. Денес имаме ѓубриво кое на пазарот се покажува како многу ефикасно, потенцира Владимир.

Цврстото ѓубре сега е основа за производство на течното кон кое пазарот е всушност многу повеќе ориентиран. Вуксановиќ годишно произведуваат десет до 20

тони течен биохумус. Продажбата најчесто оди по карго или се доставува на самото место ако е во Скопско. Разликата меѓу овие два типа е многу мала, во процесот на производство, но тенденцијата е нивно унифицирање во еден бренд.

Реализирале и извоз, во Турција и Албанија, а во тек е постапка за пласман и во Данска. Преку нив во Албанија одел и првиот официјален извоз на калифорниски црви од Македонија.

- Ние не го криеме бизнисот за одгледување калифорниски црви, напротив, сакаме да го дадеме зашто, перспективно, ќе ни треба повеќе цврсто ѓубре за да правиме течно, вели Владимир и додава дека легла на калифорниски црви веќе дале на неколку производители, во Скопско, Ранковце, Беровско,..., истакнува Владимир.

Поддршка кога е најважно

Кога производот станал доволно конкурентен за извоз, Владимир почувствувал потреба за поддршка за дополнителни обуки, настапи на саеми, за креирање проекти, но и за изнаоѓање дополнителни органски производители кои ќе обезбедат стабилен производ.

Потребно ни беше комплетно ребрендирање, креирање нова веб страница, изготвување промотивно видео, вели Владимир. Тука многу ни помогнаа нашите партнери од швајцарската Програма за зголемување на пазарната вработливост. Не поддржа и со учество на саеми во Германија, не препорачува како сериозни партнери, а ни овозможи и обука на фармери кои сакаат да се занимаваат со производство на калифорниски црви. Исто така, ни помогна и во изготвувањето бизнис план со кој аплициравме за средства во Фондот за иновации, објаснува Владимир.

Со постојаната иновативност во производството, како и со постојаното унапредување на бизнисот, Владимир продолжува да ја води семејната компанија.

„Предизвиците во водењето на компанијата не ме плашат. Знам дека органското производство е иднината во земјоделието. Сигурен сум дека ова што ние го нудиме е дел од таа иднина“, потенцира Владимир.



Swiss bread on Macedonian tables

Miroslav Simjanoski, the manager of the family owned bakery Bakal knows that investing in knowledge is just as important as investing in equipment. The company he manages was planning to open a bakery in Skopje for a long time and was certain that there is a market for quality pastry in Skopje. They invested in equipment and at the same time were looking for someone with the expertise and knowledge to help them offer the perfect bread to the customers.

They applied to the open call for provision of foreign expertise for domestic companies that is supported by the Swiss Embassy in North Macedonia with missions of experts from Swisscontact's Senior Expert Corp Programme.

Through an extensive process of evaluation and searching for the perfect candidate Bakal were matched with Lahl Echard, a pastry expert with more than 20 years of experience in the business. Lahl was eager to share his knowledge, recipes and production technology with the bakers from Bakal and help them bake the perfect bread for their customers. It was exactly what Miroslav was looking for.

“We have invested quite a lot in the technology and the machines, but we are also investing in the knowledge of the people who work for us. On paper Lahl had all the knowledge that we were looking for. And knowing that some of the best breads in the world are baked in Switzerland it was an easy decision to ask for Lahl to come and help us”, says Miroslav.

In the 3-weeks that he was in Macedonia, Lahl worked directly with the bakers from Bakal, testing recipes, adjusting the production process and sharing secrets of making the perfect bread.



“The challenge was to introduce and test sourdough products without added preservatives and colours in the time that we had. However, when I saw the desire for new knowledge and the perfect conditions in the bakery I was convinced that we will be able to complete the assignment. Not only that we did, but we managed to introduce 6 different types of high quality bread. I am convinced they will be successful”, said Lahl when describing the cooperation with Bakal.

Since its opening, the Bakal Bakery in Skopje is offering Tetoec, Danica, Ciabatta, Korenina, Butter and Yoghurt – the different types of bread that were developed with Swiss assistance.

“It was essential for me to find the proper expertise, someone who could help us reach the highest level of quality of our products. I wanted us to be the ones who will introduce these new production standards in Macedonia. We are selling around 5,000 pieces of bread per day, but I am certain that the numbers will increase. These breads are surely making their way to the consumers”, says Miroslav.

Since 2014, 30 missions in 35 small and medium enterprises in 8 different industries have been implemented in Macedonia with 20 new products being developed and staff being trained by the experts. This has helped beneficiary SME’s grow and employ new people. An additional 5 missions are planned to be implemented in 2018.



Learning from the best in the business

With high work standards, constant adaptation and adjustment of the training and excellent trainers, it is easy to see why they have been at the top for so long. And right there among the best hospitality training providers in Switzerland is the Swiss Hotel Management Academy (SHL) of Lucerne.

“I acquired great knowledge, worked with an excellent trainer and inspirational group of colleagues”, says Aleksandar Celevski who was among selected group of 16 professionals who underwent trainings for SHL Master Trainers in three courses, organised through the IME Programme. “The process helped me learn advanced tools for training delivery and conveying messages to businesses in the tourism and hospitality sector. Specific examples, practical exercises, excellent analysis and information”, says Aleksandar.

Selected candidates underwent a comprehensive 6 months training and certification process including SHL conducted trainings, on-line coaching and examination and practical delivery of trainings in hotels. It is the practical use that makes the difference in this process. The candidates conducted trainings for hotel employees, but also to 30 unemployed youth.

“These types of trainings are an open door to the tourism sector”, says Viktorija Razmoska. She was trying to find a job in the tourism industry for a while when she heard about the training on communication with clients delivered by Celevski. She was aware of the quality of the Swiss tourism trainings and knew that this is a very good opportunity for her career. “I was employed immediately after the training. And the training not only got me the employment, but it helped me easily adapt to the workplace”, states Viktorija.

The first results of bringing Swiss hospitality standards in Macedonia are encouraging. The hotels that underwent the training reported 63 employments due to their increased volume of work. This will increase further once the local training centre Akademik concludes the discussions with SHL to act as their certified training centre in the country. New courses will be introduced and additional people trained. With the best in the business by their side, success is guaranteed.

Advice that helps grow organic products and businesses



“You can have the best plot of land, but without the knowledge of what to plant, how to grow it and then how to process it, you will not produce a lot”, says Ivan Stojanov an organic advisor from Organika Nova who is offering organic production advices to more than 100 farmers.

With little information reaching farmers about the distinct process of organic production, as well as the support measures available for them, vast majority of farmers were seeking knowledge from the local agricultural pharmacy stores where the accuracy of the information given is questionable.

The IME Programme supported the development of two sources of advisory services - offered by state institutions and offered by the private sector. Advisors from the public institutions were trained on specific organic methodologies and started offering advices as part of their services at the National Extension Agency.

Additionally, a model for embedded advisory services was developed with Agricom, a local company, and tested on the market in 2016. With this model, advisory services were included in the product portfolio and offered to Agricom clients as a method for increasing their competitiveness on the market and

providing added value to local farmers. After the initial success, the model was further developed by Organika Nova, producers of organic bio red worm liquid fertilizers. They trained the advisors on their company portfolio, the application of their products as well as on organic production in general. As a result, additional 100 farmers have been capacitated on organic production. The idea was to create and develop local human resources that will help farmers not only with advices on how to use the products, but also to help them increase production.

“I was looking for an advisor that will provide me with advices throughout the entire production process”, says Blazo Stojanovski organic Aronia producer from Ginovce, near Kriva Palanka. “No one was prepared to do so except for Ivan. Everyone, starting from educational institutions to consultants were only offering



me partial advices. We met once, discussed and agreed that he will develop an entire production programme for me and will constantly be available and will monitor the production. With the organic liquid fertilizers he is recommending and the production practices I have almost doubled my production. I started to keep detailed farm accounting and analysis of what I do and why I do it. With Ivan by my side, I have also increased the land with aronia, with minimal costs and following the latest production practices”, says Blazo.

It is the small farmers from rural communities that are benefiting the most. With high quality seeds, planting materials and fertilizers they now have direct access to reliable sources of information.

“Our idea is that we educate farmers and provide them with the best possible inputs so that they increase their production and improve the quality of their products. With the products we offer and the advices that we give, they will be making more money, but so will we”, concludes Ivan.

With the embedded advisory services, growing organic products is now helping the growth of the businesses as well.



Designing for the industry

“Good designs are the ones that have already been turned into products, and placed where they were meant to be. The design needs to make the product appealing, but it also needs to make it functional and comfortable to use”. This is what Zoran and Filimena Radonjanin had in mind when they started to develop the House of thousand designers (HO1000D). To encourage the design community to also think about the entire concept of development of a product in the furniture industry - from prototyping to marketing and sales, and as a result help them strengthen these skills along the way.

That is why HO1000D has a trifold role: Online platform that serves to inform the designer community and publish information; A design and development studio, where selected designs will go through a process of development of models and prototypes; and business accelerator, where the product continues its development, but at this point together with manufacturers, distributors and investors ending with rolling out the product in stores.

The IME Programme supported the entire concept and helped the development of the HO1000D platform, and will continue to support the concept by improving and setting up new cooperation models between the designers and the furniture industry. The main goal of the support is to make the designers more visible in front of the industry and establish long-term cooperation.

Both the designers and the furniture industry support and have faith in this concept. 105 design applications were received when the first call for designs for a lamp, chair, sofa and workstation was launched. Four companies, Feydom, Coyakoneya, Lira Lighting and Mahagoni started to work with the winning designers in the design and development studio in producing the prototypes of the designs, improving them and making the products market ready.

With the designers and the furniture industry now working closer together, the end products will surely be something unique, personalized and practical and the customers will enjoy using.



Krushevo - paragliding hotspot in the making

When the European Paragliding Championships are organised in your backyard, one might think that there is nothing more to ask for. But this is not the case with Igor Todevski. Owner of the paragliding club Heli and master of paragliding techniques with more than 500 hours of flying experience, he says that more needs to be done to reach international standards. “It is not only the perfect weather conditions and the landscape that we need for a perfect paragliding experience. We have that already. We need to make sure that we provide everything that is needed for an enjoyable stay of the tourists. And we cannot do that only by ourselves”, says Igor.

That is why Igor is teaming up with the local municipality. To make the stay in Krushevo one to remember. “I consider Krushevo to be one of the leading paragliding destinations in the world. But we need to develop and offer content and services to match the potential we have for this type of tourism” states Gjorgji Damcevski, the mayor of Krushevo a small town at 1,350 metres elevation in the western part of Macedonia.

During the paragliding events the town becomes alive and the local economy gets the much needed boost from tourism. The IME Programme will help further develop the existing tourism offer and improve the tourism standards in Krushevo by utilising the destination management methodology of the Swiss University of St. Gallen. Visitor flows will be identified and solutions how to improve the tourism offer will come from everyone working in the tourism sector in Krushevo.

“The coordination with the local municipality is very important. We all need to work together to create the best possible tourism product in Krushevo. And when you spice up this cooperation with top Swiss expertise we are more than certain to reach the international standards required”, concludes Igor. As the first product of their improved cooperation, the Paragliding Info Centre that is to be opened in mid-2017, paragliding enthusiasts that visit Krushevo will benefit from the public and private sector efforts of making Krushevo the next paragliding hotspot.



Tasting with your eyes

Effective packaging makes it easy for the consumer to understand the inside content. There were many high quality products in Macedonia, but not all were eye-catching. This was the main reason the Increasing Market Employability invited designers to apply to the open call for designers that are interested to design complete product lines for selected food processing companies. With more than 100 designers and design studios answering the call and an initial 18 companies that showed interest it was a long matchmaking process.

“I knew that I had to change something. I had the perfect product, coming from a perfect production line, but I was not really satisfied with it. I knew something was missing”, explains Jordanka Ristova General manager of VORI, a vegetable processing company from Gevgelija. “The call from IME came at the right time for me. The help I needed to make my products attractive and desirable to the end consumer”, says Jordanka.

The entire process was organised through the Macedonian Association of Processors which succeeded to match the companies with the most appropriate designer for their need. Something they will continue to offer as a service for their members and other associations in the future as well. They immediately realized that Omni Creative is the perfect design company for Vori.

The customer is always right, says Omni creative team which designed the new “outfit” for 10 different products for Vori. “I need to design a packaging that will stand out on the shelf. Something that will catch your attention. This is my moment of truth. Whether the time and efforts I invested in developing the design is time well spent” explains the Omni creative team.

And according to the responsible people at the Prodexpo Fair it seems that Omni Creative and VORI have done a great job. In fierce competition with products from all over the world, VORI won the gold medal award in the best product category at Prodexpo 2017 Fair in Moscow. Because good products are a feast for the eyes as well as the stomach.

ЕКСПЕРТСКА ПОДДРШКА ЗА ВАШИОТ БИЗНИС

Explore career and education pathways through a Career Centre

“We wanted to bridge the divide between the labour force and the companies. Actually, we wanted to be the bridge.” This is what Ance Jovanovska manager of the SEMOS Education Career Centre says when explaining why they decided to establish the Career Centre.

Finding the best person for the job is not an easy task. Most Macedonian companies, especially the ones working in IT, find it difficult to recruit adequately trained employees. SEMOS Education was offering trainings and non-formal education to students, unemployed people, and employees seeking career change or people willing to invest in additional knowledge. They even provided free of charge matchmaking services for companies, even though this was something most companies would pay for.

“We already had quite a big database of people and their skills and expertise. It was just a matter of finding the business model and offering a new service for the companies and potential employees” says Ance.

SEMOS Education was supported by the IME Programme in the development of the business model for the Career Centre, the financial plan and services and packages. 10 new packages were developed for companies and for course participants. And in the first 11 months of the Career Centre, 19 companies used these services and 22 people were employed.

“We had all the ingredients for the Career Centre, but we needed someone to guide us through the process”, says Ance. With the Career Centre now operational, exploring career and education pathways are now accessible to all.



Looking at your business through different lenses

Tripling the income after the 4th session. Sounds too good to be true? Not to Ema Temelkovska, the owner and director of Idea Lab, a marketing communication company from Skopje. She underwent the coaching programme that was supported by the Increasing Market Employability Programme as part of the activities that were designed to help woman owned business increase their income. She was one of 7 businesses that went through the programme with the support of the IME Programme and achieved significant results.

“The coaching process is true magic. A unique tool that took me out of the box, moved me aside with a dose of objectivity and provided me with focus to zoom in the possibilities and perspectives! Process, after which neither I nor the principles of working stayed the same. Now, the direction is positive thought, high goals, organized work process, less time for paperwork and more time for creation. The team started talking more loudly, and I started to listen more ‘loudly’ as well! The Result?! 300% increased income after the 4th session! 100% increased positive energy”, with a dose of excitement explains Ema.

The whole coaching programme is designed to help small and medium companies achieve business growth and increase of sales of 20%. And all you have to do is work with a coach who will help you to look at your business with different lenses.

Risto Ivanov a business coach with formidable experience in coaching, business and management consulting was there to assist Ema. “I just asked the right questions. I provided the tools and the recommendations. I helped Ema introduce planning on weekly and monthly bases leading to three times higher profit rate. The number of big clients also increased and one new big client was acquired” says Risto.

Sounds too good to be true. Ema does not think so.



“The IME Programme helped me find high quality seeds, import them into Macedonia and provided valuable advice and expertise for organic food production”, Suzana Dimitrievska

Organic beans, grown on Macedonian soil, sold on international markets

Being a farmer is hard. Being a women farmer is even harder. Suzana Dimitrievska is cultivating organic products on her farm in Mustafino for more than 10 years. She can be considered as one of the pioneers of organic farming in Macedonia – planting and growing different plant varieties, to make sure that they can be produced with excellent quality.

She has now planted 3 hectares of organic beans from high quality seeds imported from the Swiss company Sativa, grown on Macedonian soil that, if all goes well, will end up in Coop, the second biggest supermarket chain in Switzerland.

“I used to sell organic products at prices for conventional food. But I never gave up and I knew that my future in agriculture lies in organic production. The IME Programme helped me find high quality seeds, import them into Macedonia

and provided valuable advice and expertise for organic food production. With their assistance I also went to the largest organic products fair BioFach, and they helped me to reach an agreement to export the first quantity of beans to Switzerland, if they meet the Swiss standards for organic products. If all goes as planned, next year instead of 3 hectares I will be planting beans on at least 20 hectares”, said Suzana.

Suzana is a lead farmer and is head of a local cooperative. With her engagement she will not only help herself and her family, but also the 9 farmers that are part of the cooperative community and other farmers in the region. With the export potential and the interest of international buyers, organic beans grown on Macedonian soil will surely become a more frequent sight.



“Going to Chile helped me understand the adventure tourism community, the future developments in the industry and what direction will it take, but most of all I was able to see the enormous potential of developing this type of tourism in Macedonia” Emilija Fildishevsk.

Discovering Macedonia on two wheels

“I would send an email to Ema and would receive a mail back even though there is a 6 hour time difference between the USA and Macedonia. Of course I would want to work with someone that is as dedicated to her business as Ema”, says Jackie Marchand from WomanTours, USA based women only bike tour company.

Emilija Fildishevsk and her agency Macedonia Travel were identified by IME Programme as the perfect partner in Macedonia for international travel agencies due to her professionalism and understanding of the needs of the clients. She was supported by IME Programme to participate on Chile World Adventure Next Conference where she was introduced to 40 buyers. One of them was Jackie from WomanTours.

“Going to Chile helped me understand the adventure tourism community, the future developments in the industry and what direction

will it take, but most of all I was able to see the enormous potential of developing this type of tourism in Macedonia”-explained Emilija.

Through the IME Programme she was also helped to establish business relations with Andi Schnell from the biggest Swiss bike operator Bike AdventureTours. With several sight inspection tours and visits very much assisted by IME Programme, the first tour is now for sale and will be organized this autumn.

Now Emilija has the challenge to exceed the expectations of the demanding international tourists. She will be training a woman guide for the woman bike tour in 2017 and will work with her local partners to improve the standards and services. Throughout the way, she will get the full support of the IME tourism team, because unveiling Macedonia to foreign tourists is something we are both dedicated in doing.



Providing the best learning opportunities for Tourism and Hospitality students in Macedonia

Modern tourism studies are unimaginable without close cooperation between peer institutions. The Faculty for Tourism and Hospitality (FTH) in Ohrid has partnered with the World Tourism Forum (WTF) in Lucerne to provide the best possible opportunities for their studies in the area of sustainable development of the travel, tourism and hospitality industry.

This partnership, established with the assistance of the IME Programme, will enable FTH in Ohrid to exchange ideas, programmes and establish joint collaboration on various projects with other universities partners of the World Tourism Forum and increase the awareness of the tourism profession and industry nationally. WTF offers a comprehensive educational and performance experience for tourism leaders and professionals, and as such it would allow them to enhance their knowledge and experience in the area of sustainable development of the travel, tourism and hospitality industry.

“I see this as a great opportunity for our students to experience the international tourism environment and broaden their perspective in this field. I see the cooperation with the World Tourism Forum to be the result of the efforts of the Tourism and Hospitality Faculty in providing our students with the best possible learning opportunity”, says Ivanka Nestoroska professor at the Faculty for Tourism and Hospitality.

By becoming a Partner University to WTF, the students from FTH Ohrid have the opportunity to participate and compete for the Young Talents Award at the 2017 WTFL Young Talent Programme.

“Three students applied to participate in the selection process and I am extremely glad to say that all of them passed the first selection round. Now they are working on a comprehensive research paper in the area of travel, tourism and hospitality and we hope that at least one of them will make the final selection”, continues professor Nestoroska. Students that will be selected as finalists will get the unique chance of exchanging ideas with top managers and further develop their personal network.



Together with the IME Programme I am hoping to educate many potential young farmers and create the foundation for their future businesses”, says Kujtim Hadzi Hamza.

Learning the trade of growing organic

Learning how to grow organic plants from Kujtim Hadzi Hamza is learning from the best in the business of growing organic medicinal and aromatic plants. Kujtim has been developing his business of producing and selling oregano for more than ten years. With established production practices and secured market for export he is now looking at how to expand his business by helping the sector grow.

“The market for oregano is stable and the demand for high quality product is high. However, we need properly educated and trained farmers to grow organic oregano with adequate quality that meets international standards”, says Kujtim.

Kujtim’s company, Tera Organica is working together with the Increasing Market Employability Programme and 5 VET schools in Macedonia in providing practical training in growing oregano, but also in increasing the entrepreneurship skills of the pupils and offering them the chance to start their own oregano growing business.

“This is my investment. This is how I am making sure that the oregano business in Macedonia is sustainable. By educating young people, showing them that this business is worthwhile. Together with the IME Programme I am hoping to educate many potential young farmers and create the foundation for their future businesses”, says Kujtim.

The activity has been well received by the Vocational Educational and Training Centre who together with the IME Programme trained the professors in developing and delivering the practical classes for growing organic medical aromatic plants. With Kujtim’s knowledge and the enthusiasm of the professors, the sector is certain to grow.



Private and Public sector working together for Mavrovo

Mavrovo is the leading ski resort in Macedonia and also the largest of the three national parks in the country. Relatively close to country's capital Skopje, it has strong potential for family tourism. All Mavrovo needed was for someone to help them switch the focus of their offer from one being oriented toward the products to the one oriented to their clients.

"The IME Programme helped us understand that only together and in cooperation with everyone in the business sector in Mavrovo we can create offers that will attract tourists," says Ognen Cigovski, Director of the Ski Centre Mavrovo, Hotel Bistra, Hotel Sport and Hotel Lodge.

Last year, the IME Programme coordinated between businesses and the public sector to launch the jointly financed, family specific packages – "Mavrovo for children big and small".

"The IME Programme has helped us understand that we can collaborate with all actors to develop products that attract tourists to Mavrovo," says Ognen. "By developing the concept of special family packages, we have created a joint winter programme for the whole destination and identified families as a specific market segment. Previously, we did not do this."

For this season the stakeholders in Mavrovo organised everything themselves. They created new promotions, jointly coordinated and organized events and launched the media campaign for second year in a row. All they needed is for someone to help them change their focus.



Designing with social impact

“We are working together and sharing ideas and creating new ideas jointly”, says Simona Ancevska student at the Faculty of Mechanical Engineering from Skopje.

For an entire month, mixed teams of 48 students of the Faculty of Mechanical Engineering from Skopje and the University of Arts from Zurich were developing student projects in the field of economy, culture and social innovation by using creative methods.

“The most important element for me is that the young people are sitting together and doing something together. They have to talk to each other and to learn to understand each other”, says Peter Vetter, professor at the University of Arts.

The projects the students worked on were demand driven and students were working on developing products that would appeal to the businesses. The final designs were grouped into four main projects - New interpretation of Macedonian tradition, Brand for natural Macedonian food, Concept for the Mavrovo area and Urban centre for creativity and sustainability, offered solutions with design with social and economic impact. The design teams will receive additional assistance to try and help their products find their way to the market.

“It was important that this collaboration resulted in changes of mindsets and implementation of new design thinking processes that will influence current curricula as well as change of models of cooperation between students and businesses”, says Marjan Stepanovski, Creative Industries facilitator.

“I am especially proud that from today VIP is the first company in Macedonia which has the MAMFORCE Standard. This is one more proof that for us at VIP that largest and most valuable asset are our employees with whom together we are devoting attention and dedication and we work in creating and implementing internal policies which enable life-work balance. The process of assessment has helped us to detect the good practices which we are implementing, but as well to recognize the areas in which we need to improve in order to keep the positive work atmosphere and increase the work satisfaction of the employees. As a first company in Macedonia which has been awarded this standard, we hope to be an example and encouragement which other companies will follow.”

Dimitar Kovachevski, Executive Director of VIP

“Coordinating everything when you are outsourcing design needs a lot of energy and time. At the same time you need to have a continuous design process that runs every day developing and testing new products. This is very challenging.”

Marta Naumovska Grnarova, Managing Director, Zavar Design

“We have two principles that govern Ho1000D. First: total corporate transparency. Second: open allocation of projects and resources. Anybody can join HOI000D if they have a good idea.”

Zoran Radonjanin, Ho1000D

“Feedback received from our members that are direct beneficiaries of the IME programme are more than positive and motivate other members to consider their potentials for participation in some of the interventions.”

Valentina Disovska, President of Association of Business Women

“The IME Programme secures market valuation of the products, services and established relationships and enables the competitiveness of the private sector through new skills and abilities, and not through state support.”

Irena Jakimova, Coach for increased sales

“The experience was wonderful, because the group shined with positive energy, it opened my views, my business idea gained in-depth perspective, and the team was professional and always ready to help. I am overwhelmed that I was part of this unique experience”

“It was a valuable experience; I warmly recommend the program and I wish other well-organized programmes as this one”

“The program gave me an opportunity to discover similar entrepreneurship challenges and to confirm that all beginners in the business have open filed for improvement, and all we need is to prevail and stay focused on the business idea participants at the pre-acceleration programme.

Zanina Stamenkova, Energy Efficiency Controller

“Kliker did such a good job that we’re going to engage them to run our whole marketing campaign”.

Valentina Kolar Jovanovska, Balkan BioCer

“The pre-acceleration program created and developed together with the IME Programme was first of a kind program implemented to help early stage start-ups in Macedonia grow. The program also helped me, as part of the Seavus Incubator grow both professionally and personally as I had the privilege to share, talk and debate with world renewed entrepreneurs. Watching them share their experience and knowledge in their day to day mentoring and working with start-ups also helped me become better mentor and facilitator in the months after the program has finished”.

Igor Izotov, Community Manager, Seavus Incubator

“An average grade of 4.87 (out of max 5) was given by the interviewed managers/ owners on the quality and satisfaction of the three trainings”.

EISA, TIM Institute, 2017

“The fact that around 70 research papers were received and only nine awarded, among which was my paper, presents great motivation for my further development in the tourism industry”.

Tome Barbutov, student at Faculty of Tourism and Hospitality Ohrid

“I would like to thank the IME Programme and to inform you that due to your recommendation and the training received by the Master trainer in Communication with clients, I succeed and was employed as a Front desk officer at the hotel Royal View”.

Simona Jovcevska, young trainee participant at SHL trainings

“The IME support was more than significant. Youth guarantee works only because of the IME. The second pillar was completely their merit, and without the field work and the outreach to young people it would have been just another employment measure. Their support meant much more than any funding we received as support.”

Mladen Frckovski, Ministry of Labour and Social Policy

“With the IME, plan documentation and a basic project with technical documentation was prepared for the construction of the existing Paragliding take off strip and the regulation of the space was completed. We are now working on 2 new take-off strips. Complete infrastructure, expansion and construction of additional facilities required for Paragliders are foreseen.”

Tanja Hasanu, Municipality of Krushevo

“We are on a good track. The people began to cooperate with each other. They realized that tourism is their potential. They started categorizing the houses, the hotels are being promoted. If we do not cooperate, we can not be alone at all. Yearly we have an increase of 15% both for domestic and foreign tourists and the number of employment in the tourism sector is increased by 2-3% annually. We have 3 million transit tourists yearly.”

Bekim Hadziu, Ministry of Economy

“With joint coordination Krushevo is now a destination for 4 seasons. World championship for paragliding will be held in Krushevo and is scheduled for 2021”

Ljupco Janevski, Agency for promotion and support of tourism of RM

ANNEX IV: Consultancy list January June 2018

IME: SEMI Annual Report Jan- June 2018

1. Short Term Consultants			
Consultant Name	Sector	Function / Topic	Working days
Organic Services	Green Economy	B2B during Biofach	6
Zeljka Cegur	Green Economy	Amandment of the Law on seed and propagating material	5
Mirjana Vasic	Green Economy	New production technology in beans production	3
Subtotal			14
1. Consultants under assessments and Interventions budget			
Consultant Name	Sector	Function / Topic	Working days
International consultants			
Albion Idrizi	gender in TH	2 two-day workshops and 4 individual consultancies for owners of private accomodation in Ohrid to access new markets through new sales channels and revenue management	7
Zoran Kotolenko	skills	Provision of continued support to ESA and MLSP for setting up and the implementation of the YG measure	17
HDC Zagreb (Zoran Kasum & Branko Bogunovic)	Tourism & Hospitality	The overall objective of the assignment is to support the two government bodies to develop a coherent and synergized organizational set up with clear responsibilities and action plans, to ensure an improved enabling business environment for tourism and hospitality sector in Macedonia and increased public partnerships between the relevant governmental bodies.	15
Subtotal			39

3. National Consultants			
Consultant Name	Sector	Function / Topic	Working days
ZAEM	GE	Impact Assessment for Organic Agriculture, February 2018	50
Suzana Trajkovska	GE	Video for Biofach	3
FPOP	GE	Organization of Biofach	21
Martin Trajcev	GE	Registration of the organic cluster	14
Rukie Agic	GE	Planned production training	5
Goran Mijalkovski	GE	Advisory services for beans production	5
Slow food	GE	Mapping and linking of small farmers	12
Krste Mojsov	GE	Web platform for farmers	15
Daniela Kocevska	GE	Design of logo, packaging and materials	10
Etersi Konsalting	GE	Preparation of Business model for UNNIX	12
Epicentar	GE	ESCO needs Analysis in public sector	18
Epicentar	GE	Market Demand survey for Organic production	15
Cosmo Inovativen Centar	GE	Capacity building of 4 municipalities	24
MCG	GE	Strengthening value chain in organic value chain	14
Fetih Salih	gender in TH	translation at an event	1
Toni Bogojevski	gender in GE	translation at an event	1
Zoran Nikolovski	gender in TH	workshop for private accommodation owners from krushevo on "How to extend the season through a variety of distribution channels"	1
Aleksandar Celeski	gender in TH	workshop for private accommodation owners from Krushevo on standards of private accommodation	1
Rukije Agic	GE/skills	Design and deliver a training on organic planned production for vegetable to the selected organic advisors	5
Ivan Stojanov	GE/skills	Design and deliver a training on organic planned production for fruits to the selected organic advisors	5
Valentina Kolar Jovanovska	GE/skills	Design and deliver a training on organic production process to the selected organic advisors	3
Mak Lider Skopje	Tourism & Hospitality	Overall objective of the consultancy assignment is to provide support in creation of sustainable management models for sport's infrastructure that will enable development of paragliding tourism in Municipality of Krushevo.	20
Subtotal			255
Total:			308

Media Report

January 2018 – March 2019

Name of the project: *Increasing Market Employability (IME)*

Implementing organizations: Swisscontact, Swiss Foundation for Technical Cooperation

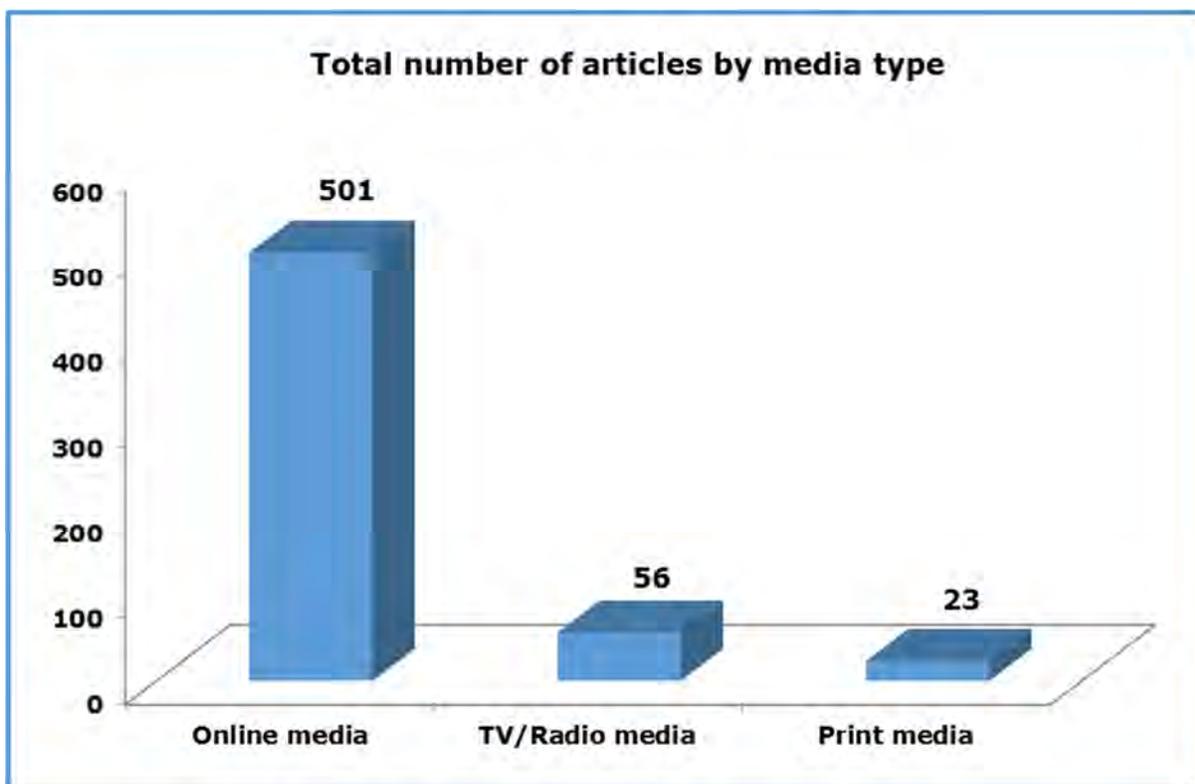
Funding partner and recipient of the report: Swiss Agency for Development and Cooperation (SDC)

Period of Reporting: 01 January 2018 – 31 March 2019

General Analysis

580 media information related to activities organized by IME have been published in the period 01 January - 30 June 2018. The social media activities included 98 Facebook posts with photos, videos or links to content. All articles were related to the activities IME was organizing i.e. workshops and field visits; or supporting.

In total, the media support with 276 articles amounts to a calculated AVE of the media support of **69.649 CHF** with accumulated reach of 7.171.853.



Sector	Number of articles	Commercial value	Total reach
GE	282	31.025	3.210.945
TH	247	33.992	3.261.712
IME	51	4.632	699.196
Total	580	69.649	7.171.853

Broadcasted Media

Value

56 television and radio reports have been broadcasted in relation to IME activities with total AVE value of 42.095 CHF.

TV/Radio media	Total number of articles	Total commercial value (Swiss Franc)
Kanal 5	8	9.158
MTV 1	9	8.221
Televizija 24	7	7.025
Sitel	4	6.862
Alfa	2	3.083
Telma	3	2.633
TVM	7	1.364
1TV	2	1.135
TV21	2	988
Kanal 8 Kocani	2	338
Tera Bitola	1	265
Makedonsko radio	4	226
KISS Tetovo	1	215
TV Art	1	191
TV Sonce	1	163
Moris	1	143
EDO	1	85
Total	56	42.095

Reach

The accumulated reach of the reports amounts to 3.087.786.

Printed Media

Value

23 articles have been published in daily and weekly printed media. The Advertisement Value Equivalency amounts to 3.640 CHF.

Print media	Total number of articles	Total official circulation	Total commercial value (Swiss Franc)
Sloboden Pecat	12	165.000	2.484
Vecer	8	80.800	780
Koha	1	16.000	225
Nezavisen	2	5.000	151
Total	23	266.800	3.640

Reach

The combined circulation of the newspapers that published IME related articles is 266.800 copies, meaning that at least that much people had the opportunity to read the articles that were published.

WEB Media

The total AVE for the 501 articles published on the web portals amounts to 23.914. The average daily visits of the web portals that published an article related to IME activities is shown in the table below.

Online media	Total number of articles	Total commercial value (Swiss Franc)	Total daily visits (number of articles x daily visits)
mia.mk	35	1.980	86.808
a1on.mk	24	1.381	516.671
kanal5.com.mk	20	2.299	230.050
vecer.press	20	1.725	110.256
makpress.mk	20	440	29.211
sitel.com.mk	17	1.957	526.928
plusinfo.mk	13	299	348.361
opserver.mk	13	290	19.805
faktor.mk	12	549	139.294
ohridnews.com	12	347	51.500
ohridpress.com.mk	11	318	6.710

webohid.com	11	253	4.400
vecer.mk	10	1.153	251.817
makfax.com.mk	10	577	67.450
denar.mk	10	171	30.770
lokalno.mk	9	514	55.917
libertas.mk	9	329	137.907
novamakedonija.com.mk	8	458	50.712
moris.mk	8	178	313
biznisvesti.mk	7	401	6.788
slobodenpecat.mk	7	399	8.610
1tv.mk	7	396	74.259
brif.mk	7	200	39.550
vesnik.com	7	162	40.187
spektra.com.mk	7	162	1.880
inpress.com.mk	6	222	858
tvm.mk	6	174	1.098
standard.mk	6	138	9.420
iportal.mk	6	132	14.232
tv21.tv	5	404	1.400
post.mk	5	110	7.809
civilmedia.mk	5	105	1.185
publicitet.mk	5	97	3.493
tocka.com.mk	4	463	146.668
24.mk	4	228	68.468
nezavisen.mk	4	228	33.051
kurir.mk	4	227	121.668
lider.com.mk	4	134	22.230
press24.mk	4	115	77.532
mtm.mk	4	102	12.810
ohridnet.com	4	92	2.880
ohridsky.com	4	79	6.948
republika.mk	3	135	64.959
netpress.com.mk	3	135	6.339
inovativnost.mk	3	104	7.059
radiomof.mk	3	86	5.310
zenskimagazin.mk	3	81	9.708
bankometar.mk	3	81	587
ohrid.gov.mk	3	80	158

ohrid1.com	3	69	369
krusevo.gov.mk	3	51	87
alfa.mk	2	176	3.754
mrt.com.mk	2	118	7.014
kajgana.com	2	116	50.394
bi.mk	2	116	1.460
crnobelo.com	2	115	45.320
mia.mk/sq	2	115	7.377
zhurnal.mk	2	114	7.786
24info.mk	2	79	15.846
artkujna.mk	2	58	1.146
mms.mk	2	46	630
medial.mk	2	46	224
tetovasot.com	2	34	14.686
duma.mk	2	34	966
skopje1.mk	2	34	374
kanal8.mk	2	34	264
instore.mk	2	34	66
setaliste.com.mk	2	24	2.540
mkd.mk	1	225	16.887
idividi.com.mk	1	122	16.183
femina.mk	1	116	31.077
fakulteti.mk	1	116	13.380
telma.com.mk	1	60	6.767
24vesti.mk	1	58	11.410
mia.mk/en	1	58	4.970
meta.mk	1	58	2.463
ubavinaizdravje.mk	1	58	163
off.net.mk	1	57	19.520
fokus.mk	1	56	10.003
ekonomski.mk	1	48	507
reporter.mk	1	41	17.693
denesen.mk	1	36	293
skopjeinfo.mk	1	29	10.273
taratur.com	1	29	2.490
tera.mk	1	29	2.080
akademik.mk	1	28	1.293
pressingtv.mk	1	28	215

media24.mk	1	24	4.200
makedonskosonce.com	1	24	123
sky.com.mk	1	23	6.307
ako.mk	1	23	3.247
portalb.mk	1	23	3.220
economist.mk	1	23	1.112
aktuelno24.com.mk	1	23	1.030
ripostmk.com	1	23	925
gostivarpress.mk	1	23	830
aktuale.mk	1	23	363
flaka.com.mk	1	23	260
mkvesti.mk	1	23	211
publikum.mk	1	23	157
ohridlive.com	1	23	70
aktuelno.mk	1	23	43
studenti.mk	1	22	1.063
artchannel.mk	1	18	520
iris.mk	1	18	227
kiss.com.mk	1	18	120
tribuna.mk	1	17	2.576
pacensure.com	1	17	135
bregalnicky.mk	1	17	123
energeticsmk.com	1	17	115
gradina.mk	1	17	97
zelenaberza.com.mk	1	17	86
skimacedonia.mk	1	17	63
sky.mk	1	17	50
Total	501	23.914	3.817.267

Facebook Page Analysis

98 Facebook posts were published in the period January – April 2018/19. The combined reach of these posts has been 76,080. A total of 7,983 post likes, shares and comments on the content by other users. The distribution of reach per sector can be seen on the figure below.

People reached on FB by sector

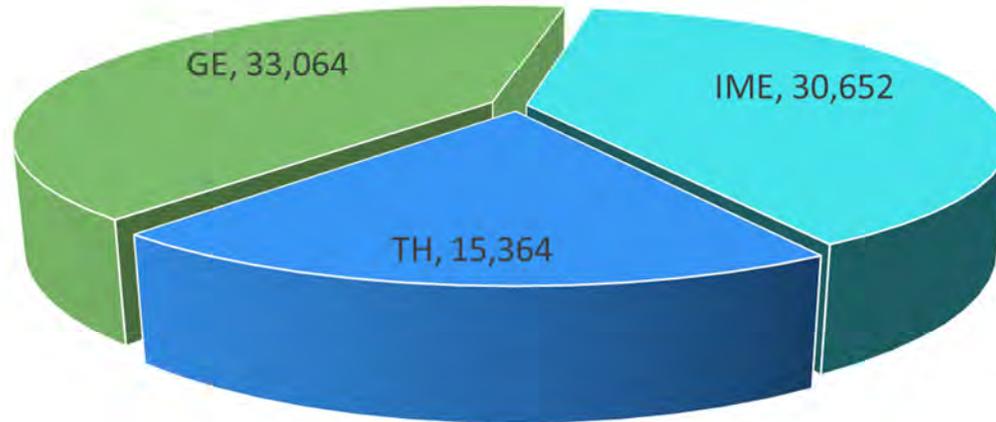


Figure 1 Reach of Facebook posts by sector

ANNEX:

Short overview of the media articles published

This winter showed that Ohrid has the capacity to be full throughout the whole year		
The target group of the training are private room renters, to who the experience and knowledge will be presented by top tourism experts, with the ultimate aim of increasing the utilization of accommodation facilities throughout the year. The ways to continue the tourist season in Ohrid during the winter period by improving the quality of the services offered and expanding the overall tourism offer are the topics of discussion within the framework of the training conducted in Ohrid by the Swiss Agency for Development and Cooperation (IME).		
25 January 2018	Print	Sloboden Pecat
	Web	slobodenpecat.mk

Organic producers will be registered in a special register		
From the next month, the first farmers should be enrolled in the electronic register of operators of organic products, by which it will be known who has a certificate, where he is and what it offers on the market. Last year, 3,200 hectares of certified land were registered, as opposed to 2014, when there were 2,300 hectares		

and 530 organic farmers. The largest share in organic plant production or 33% is cereal crops, 26 forage, 15 fruit and one to three percent viticulture and gardening.

25 January 2018	Print	Sloboden Pecat
	Web	mrt.com.mk, slobodenpecat.mk, instore.mk, mia.mk, ohridsky.com, libertas.mk, nezavisen.mk, plusinfo.mk

How to extend the tourist season in Ohrid

Tourism has great changes compared to the needs and demands of the guests, so it is necessary the offer of Ohrid as tourist center, to be adapted to the demands in order to extend the tourist season, say the experts. Ivanova emphasized that this year we proved that with rich program for the holidays the capacities in Ohrid can be full out of the season. The event is held within the IME Programme of the Swiss Agency for Development and Cooperation, implemented by Swisscontact and organized by ESA Ohrid.

24 January 2018	Web	spektra.com.mk
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Swiss money for Ohrid tourism

Modern trends in the global tourism market require introduction of specific tourism products, according to the taste and needs of specific categories of tourists. Ohrid has to adjust its tourist offer with the new world trends and to work in this direction not only for its promotion, but also for adjusting prices according to supply and demand at different times of the year. - That means that if we are not attractive enough in a season, we can offer content for which we will become attractive. As long as we are clear, with a clear vision about which target group we want to attract, we can make a good package, and good prices, said Elena Ivanova, a tourism manager in Swiss IME.

23 January 2018	TV	Alfa, TVM, Kanal 5, Televizija 24, MTV 1
	Print	Vecer
	Web	mrt.com.mk, mia.mk, vecer.press, inpress.com.mk, ohridnet.com, alfa.mk, kanal5.com.mk, ohridnews.com, tvn.mk, 24vesti.mk, ohridpress.com.mk

Ohrid hosts a workshop "How to get a longer season, successful sale and rental of accommodation off-season"

Today and tomorrow Ohrid will be host of the workshop "How to get a longer season, successful sale and rental of accommodation out of the season". The workshop is within the IME Programme in organization of ESA Ohrid, intended for owners of private accommodation from Ohrid, and it will be held in "Millennium" Hotel. Topics of the workshop should enable better use of sale and distributive canals in order to increase the sale of the capacities during the whole year. Increasing Market Employability is a programme of the Swiss Agency for Development and Cooperation implemented by Swisscontact.

22 January 2018	TV	TVM
	Print	Sloboden Pecat, Vecer
	Web	vecer.press, mia.mk, ohridpress.com.mk, sitel.com.mk, spektra.com.mk, inpress.com.mk

The Career Center of Semos Education is the first platform in Macedonia for employing IT specialists

It all started as a career system as social responsibility of the company, through which we recommended our best participants to our companies-cooperators. But, as the time passed by and the work was growing, as well as the demand by the companies, the idea for a Career center was arising. So, from the beginning of 2016 we entered a project with the Increasing Market Employability Program of the Swiss Agency for Development and Cooperation, implemented by Swisscontact and Preda Plus, in order to build the model that will be most successful and will be suitable on the labor market.

11 January 2018	Web	fakulteti.mk
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Suzana Naumoska Izida: I started a business when everyone had doubts and prejudices

Naumoska: An important moment for me was the coaching with Risto Ivanov with the IME program of the Swiss Agency for Development and Cooperation (SDC), implemented by Swisscontact, according to the program for raising women's entrepreneurship. It was an interesting moment, after 23 years of work experience, someone to monitor your work and to detect errors, and at the same time, to register a financial growth of the business. Risto mentioned that it was difficult to work with a woman who has not had a manager, but it was still a pleasure for me to go through the coaching; I advise everyone to use these tools because you can clearly see from the report how we struggled to achieve results. Today this is still available in STARTT UP businesses.

16 January 2018	Web	faktor.mk; mms.mk, zenskimagazin.mk
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Info Sessions on organic agriculture

Farmers from the region, especially those who cultivate garden crops, but also on the rice producers and other persons engaged in agriculture, were part of an information workshop for organic farming that was held in Kocani. The Info session was held within the framework of the Program for increasing the market employability, which is the holder of the Swisscontact Foundation, with the support of the Swiss Agency for Development and Cooperation. However, in recent years, apart from this benefit, farmers have come to realize that they can more easily sell their products if they are organic.

22 February 2018	TV	Kanal 8
	Web	kanal8.mk

Fildishevaska: Adventures in Macedonia are priceless, tourists want exotica

I was fortunate to participate in the Program for increasing the market employability of the Swiss Agency for Development and Cooperation in support of incoming tourism in Macedonia. They heard about the problems that travel agencies in Macedonia face and appropriately planned their strategy: they support us in planning and performing promotional activities, have made a whole program for educating the guides, which is an important factor in the realization of the tours. Furthermore, we organized safety trainings in the adventurous tours, together we planned the details for the support of the guides, but also for the promotion of Macedonia as a safe destination.

16 February 2018	Web	faktor.mk
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Twenty Macedonian organic producers and processors with their own products in Nuremberg

Sales in the food sector is at a crossroads. Increasingly, markets in developed countries spend money on organic production. With 27 billion annual turnover and growth of 12,6% last year, organic production is the second fastest growing market in the world. Germany is one of the greats that is the leader in organic products consumption with an annual turnover of 8,6 billion euros, where 50 new supermarkets are opened annually for organically only where this year was held the world's largest fair for organic production.

15 February 2018	TV	kanal5.com.mk; Kanal 5
	Web	vecer.mk, a1on.mk, biznisvesti.mk, makfax.com.mk, denar.mk, meta.mk, iportal.mk, webohrid.com, sky.com.mk; sitel.com.mk mia.mk, mia.mk/en, novamakedonija.com.mk, bankometar.mk, mia.mk/sq, vecer.press, post.mk

"Extra Fungi" Macedonian representatives of fruit and vegetable fairs at the fairs in Berlin and Nuremberg

The company "Extra Fungi" from Kocani this year presented the Macedonian organic food production at the international fair Fruit logistics in Berlin, which is considered the largest such event in the world. Our brand has been a participant in this gathering for seven years in a row where companies from all over the world exhibit fruit and vegetables and present healthy organic food. Given that almost the production of "Extra Fungi" is intended for export, the presentation of the fair was an opportunity to win new markets and to confirm the presence in countries where our trademark is recognizable for years. In order to better promote the Macedonian organic producers, the Ministry, with the help of the Swiss Program for Increasing Market Employability, has developed a promotional catalog of organic products, which, besides the companies that are exhibitors, are also represented companies and producers who were not able to attend this fair.

15 February 2018	TV	Kanal 8
	Web	kanal8.mk

The charter flight Tallinn - Ohrid will officially start on 1st of June

Starting from June 1st, the capital of Estonia, Tallinn and Ohrid will be connected with a the charter line. This has been agreed on the tourist presentation of Macedonia in Estonia, which is being held today, informs "Fibula Travel". At the presentation in Tallinn, attended by representatives of the tourism sector of Estonia and guests, including the Ambassador of the Republic of Macedonia to Estonia Slobodan Szdov, "Fibula Travel" presented the tourist potentials of the country with an emphasis on mountain and lake tourism in the Ohrid region. The presentation of the tourism potentials of the Ohrid region in Estonia was realized within the IME program implemented by "Swisscontact".

02 February 2018	Web	ohridnews.com, spektra.com.mk
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An article for organic agriculture in the program "Agrar"

Organic Agriculture potentials presented on Agrar.

04 February 2018	TV	MTV 1
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Macedonia has a potential for green economy

Two notorious facts that are imposed, are that the European market is "hungry" for organic production of food and the Macedonian area is very suitable for such food products, and it is a great challenge for the

Republic of Macedonia to knock on the doors of this trend for healthy and quality food in Europe The “Biofach” Fair in Germany held last month, has shown that there is a great interest on the markets in Germany and Switzerland to support this production, and it is most important to reach and control the quality standards, say the potential exporters

15 March 2018	TV	Alfa, Tera
	Web	teramk, alfamk

Laws that will introduce order, not punishments

Owners of travel agencies, hoteliers, caterers, guides, private landlords and other interested entities in front of representatives of the Ministry of Economy discussed the proposed amendments to the laws Proposals and opinions about agency work, marketing agencies, insurance arrangements, for disloyal competition and the work of the inspection services were given by the participants in the debate that took place in Ohrid Representatives of the World Council for Sustainable Tourism and Swisscontact, the Swiss Agency for Development and Cooperation, had a working meeting with the Mayor of Ohrid, Jovan Stojanoski The topic of the discussion was the preparations for the development of a Strategy for Sustainable Tourism Development in the Municipality of Ohrid

11 March 2018	Web	Sloboden Pecat
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Interview with Macedonian representatives at the organic food fair “Biofach” in Nuremberg in the TV show “Agrar”

In order to better promote the Macedonian organic producers, the Ministry, with the help of the Swiss Program for Increasing Market Employability, has developed a promotional catalog of organic products, which, besides the companies that are exhibitors, are also represented companies and producers who were not able to attend this fair

08 March 2018	TV	MTV 1
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Tourism subjects learned about the standards for sustainable tourism

Tourism subjects learned about the standards for sustainable tourism, For the first time in the country are presented standards related to the economic, environmental and sociological sustainability of one destination, as well as the private actors and public institutions Today we will present the standards and will identify the direction for our destination, informs Elena Ivanova of Swiss contact, Swiss Agency for Development and Cooperation The Council has 42 criteria according to which one destination can be sustainable, says Elena Ivanova of the IME Program by Swiss contact

07 March 2018	Web	spektracommk; ohridnewscom
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02 March 2018	Web	ohridnewscom, spektracommk
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Macedonian creators with their own products at the Design and Wine exhibition at CEED Hub Skopje

Last weekend (March 3rd and 4th) in the new premises of CEED Hub Skopje, at the Faculty of Mechanical Engineering, was held an exhibition on the topic Design and Wine, where the participants represented, promoted and sold their creations Part of the participants who presented their creative solutions were: Art Studio S, MacedoineMusic, Studio Nurse, One Direction, Small Things, Mommy Organa, WOW BOX, An Art, Wool Art, Factory 13, Huggable dolls others The event came as an initiative from a group of creators who were part of the pre-accelerator program of CEED Hub Skopje, supported by the IME Program of the Swiss Embassy

04 March 2018	Web	bimk
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Macedonia with ideal conditions for organic farming

The future of Macedonian farmers and pastoralists is the production of organic food The country offers ideal conditions, a climate for growing such a product that is very much sought after in Western European countries Knowledge of the occasions at today's tribune within the Program for Increasing Market Employability pointed out that the demand for Macedonian organic food to European countries is greater than it is produced in the country Foreigners say they are interested in buying even organic seeds from our country

26 April 2018	TV	KISS, TV Art
	Web	media24mk, a1onmk, makpressmk, ekonomskimk, artchannelmk, kanal5 commk, civilmediamk, kisscommk, sitelcommk, miamk, irismk, makedon skosoncecom, lidercommk, vecerpress

Business 365: Catalog for Business Support and Services

Companies are still insufficiently using foreign money funds The reason is the lack of information, the inadequacy of the programs and the insufficient institutional capacity for their implementation A catalog has been prepared which should facilitate access to finance and should facilitate the access of enterprises Companies are being given opportunities for greater competitiveness, development of women entrepreneurship and provision of permanent working capital through the Macedonian Bank for Reconstruction and Development

11 and 20 April 2018	TV	MTV 1; Kanal 5
	Radio	Makedonsko radio
	Print	Vecer, Sloboden Pecat
	Web	vecerpress, vecermk, kanal5commk, plusinfomk, miamk, lokalnomk, ma kfaxcommk, bankometarmk, faktormk, telmacommk, postmk, civilmedia mk, sitelcommk, mrtcommk, vesnikcom, a1onmk, plusinfomk, denarmk, tockacommk

Organic food demanded on the European market

Currently there are 650 organic producers in Macedonia Organic production has an upward trend but is still not at the European level Although it is growing, it represents 1 to 2% of the total agricultural production in

the country In European countries, this percentage is about 10% Markets in the European Union and Switzerland are open for sale and already have exports to Switzerland and Germany The Organic Production Certification Agencies say that the certificate for exporting the organic product abroad is not a problem because farmers in the country already receive subsidies for half of the costs needed to prove that the production has the required standards

07 April 2018	Radio	Makedonsko radio
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11,000 hectares for organic production

By the end of June, the Ministry of Agriculture expects to find a lasting solution for flour stamps According to Minister Nikolovski, they unnecessarily burden importers and domestic producers About the announcements of the millers that they will not buy wheat, Nikolovski stated that the meetings continue For the first time, the Ministry will publish announcements for granting state agricultural land for organic production for 11,000 hectares and for the production of organic fodder 70 million MKD of non-refundable money will be allocated for support for young farmers Producers of organic food say there is a growing demand

22 May 2018	TV	MTV 1
	Radio	Makedonsko radio
	Print	Sloboden Pecat, Nezavisen, Vecer
	Web	lokalnomk, vecermk, vesnikcom, plusinfomk, press24mk, dumamk, makp ressmk, libertasmk, kajganacom, slobodenpecatmk, makpressmk, denarmk, kanal5commk, miamk, a1onmk, sitelcommk, vec erpress,makfaxcommk, setalistecommk, iportalmk, vecerpress, miamk, b rifmk, sitelcommk, a1onmk, vesnikcom, webohridcom, denarmk, a1onm k, faktormk, kanal5commk, morismk, gostivarpresmk, opservermk, lider commk, inovativnostmk, vecermk, libertasmk, makpressmk

Today, Mayor Jovan Stojanoski presented a statement for the protection of the natural and cultural heritage of the Ohrid region to the Parliamentary Committee for Culture

Regarding the Tourism Strategy of the Municipality of Ohrid, I would like to emphasize that the Municipality continues its cooperation with the Swiss Foundation Swisscontact Several meetings have been held and we are actively cooperating in removing the shortcomings in the document that is in the draft stage There were also several remarks of non-governmental organizations that we consider to be justified in this document It is worth highlighting that in the final version of the strategy, the protection of the "Universal values of good" as a starting point must be emphasized, but also the need for alignment of the strategy with the National Tourism Strategy and the Ohrid Region Management Plan

22 May 2018	TV	TVM
	web	ohridskycom, webohridcom, publicitetmk, ohridnewscom, miamk, tvmmk, a1onmk, ohridnewscom, makpressmk, o hridpresscommk

Macedonian Energy Efficiency Day 2018

On May 18, 2018, the event "Macedonian Energy Efficiency Day 2018" was held in Skopje (Sustainable, Green & Smart) The event was organized by the Economic Chamber of Small Business of the Republic of Macedonia

and the Association of Energy Managers EUREM MK, in cooperation with the Increasing Market Employability Program of the Swiss Agency for Development and Cooperation, implemented by Swisscontact Projects about energy efficiency in the public sector, the local self-government and the private sector, that is, the industry were presented at the event

21 May 2018	web	energeticsmkcom
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TV article for organic production in the TV show "Agrar"

TV article for organic production in the TV show "Agrar"

21 May 2018	web	MTV 1
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Pilot project for youth employment

The Ministry of Labor and Social Policy will extend the program "Guarantee for Youth", if the same that is realized in Strumica, Gostivar and Skopje gave the desired results It is a pilot project that the Ministry conducts with the National Youth Council for restoring confidence in the youth in the Employment Agency with their active measures for the youth Minister Mila Carovska claims that in two months through the "Guarantee for Youth" 123 persons have already been employed and 60% of the identified young unemployed applied for some of the Agency's active measures

15 May 2018	TV	Televizija 24
	Print	Sloboden Pecat
	web	24mk,a1onmk, sitelcommk, miamk,slobodenpecatmk, lidercommk, brifmk, a1onmk, miamk, plusinfomk, aktuelnomk, kanal5commk, radiomofmk, opservermk, iportalmk, biznisvestimk, brifmk, libertasmk, novamakedo nijacommk

TV article for organic production in the TV show "Agrar"

TV article for organic production in the TV show "Agrar"

21 May 2018	web	MTV 1
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Weekend outdoor entertainment - at 1000 meters above sea level in Krusevo

When in Krusevo Festival, intended for all lovers of adrenaline adventures, this year will be organized from June 30 to July 1 The second edition, according to the organizers, will offer a weekend with lots of activities and entertainment in the open, or more precisely at over 1000 meters above sea level There will be sporting events and tours - small and great mountain and biking tour, mountain race with TREX, canoeing and SUP with Kayak Adventures, tandem paragliding with Heli XC, off-road enjoyment with the beetles of The Beetles Club, with Fitness Challenge classes, diving for beginners and many other activities

30 June 2018	TV	Kanal 5, Sitel, Televizija 24, Telma, Kanal 5, Sitel, Telma
	Print	Nezavisen, Vecer, Sloboden Pecat,
	Web	denarmk, nezavisenmk, vecermk,makfaxcommk, tv21tv, miamk, du mamk, sitelcommk, tv21tv,kurirmk, opservermk, setalistecommk, civilmediamk, skopjeinfomk, lokalnomk, kanal5commk, bregalnicky

		mk, makpressmk, a1onmk, krusevogovmk, vecerpress, sitelcommk, novamakedonijacommk, a1onmk, miamk, makpressmk, faktormk, kajganacom, zenskimagazinmk, radiomofmk, reportertermk, ubavinai zdravjemk, feminamk, taraturcom, crnobelocom, vesnikcom, makf axcommk, idividicommk, novamakedonijacommk, vecermk
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Macedonia with a central stand as AGRA partner in Slovenia

Ajvar, lutenica, traditionally sheep cheese, lamb, organic food and wine are part of the products that will promote Macedonia at the upcoming international fair "AGRA 2018" in Gornja Radgona, Republic of Slovenia. "Getting an invitation to partnership at this international fair, which has traditionally been held for more than 50 years and is considered one of the most important agricultural and food trade fairs in Central Europe, is a proof of fostering friendly relations and trust with the Republic of Slovenia and represents a strong support to our country in the Euro-integration process and in our efforts for European, modern, efficient and competitive agriculture, which with its quality will be recognizable and recognized in the external markets", said Ljupco Nikolovski, Minister of Agriculture.

28 July 2018	TV	Kanal 5; TV Sonce; EDO;
	Print	Vecer; Sloboden Pecat; Nezavisen
	Web	mtm.mk; lokalno.mk; mia.mk; makfax.com.mk; opserver.mk; mia.mk/sq; kanal5.com.mk; brif.mk; mia.mk/en; makpress.mk; biznisvesti.mk; a1on.mk; faktor.mk; vecer.press

Over 3000 weekend tourists visited Krusevo

At the festival "When in Krusevo" last weekend, the city was visited by about 3,000 people including paragliders and everyone interested in the upcoming Polish Paragliding Championship, the municipality said. The open air festival "When in Krusevo" contained musical concerts, mountaineering, cycling, botanicals, kayak tours, of road routes, and other. On the first evening of the open-air concert, Igor Dzambazov and Guru

03 July 2018	TV	MTV 1; TV21; TV21 AL;
	Web	tv21.tv/mk; lokalno.mk; sky.mk; vecer.mk; krusevo.gov.mk; denar.mk; vesnik.com; makfax.com.mk; tv21.tv; makpress.mk; a1on.mk; opserver.mk; kanal5.com.mk; publikum.mk; mia.mk

In the first three months of the pilot program "Youth Guarantee", 419 employees

In the first three months of the Pilot program "Youth Guarantee", 419 people were employed in Skopje, Strumica and Gostivar, 196 began to attend training, and 160 started practice in some company, the Ministry of Labor and Social Policy announced. As they point out, the interest for the youth guarantee is high, and so far, 1532 people have joined the programs. "These results exceed expectations and it is more than certain that after the completion of the pilot phase, the program will be fully implemented", reads the statement of the Ministry of Labor and Social Policy.

	Print	Vecer
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03 July 2018	Web	vecer.press; vecer.mk; opserver.mk; mia.mk; denar.mk; brif.mk; makpress.mk; maktel.mk; a1on.mk; makfax.com.mk; skopjeinfo.mk; biznisvesti.mk; radiomof.mk; vesnik.com; press24.mk; sky.mk
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Nikolovski: We are preparing a strong campaign for promotion of Macedonian agricultural products at international fairs

The Republic of Macedonia presents at the fair with our recognizable agricultural products, our tradition, the famous Macedonian taste, as well as the possibilities for investing in the Macedonian agrocomplex. As a partner country, Macedonia has its own stand in which a total of 27 Macedonian companies are promoting their products, among which there are producers of organic products, fruit and vegetable processors, wineries, representatives from tourism agencies for promotion of tourism in the Republic of Macedonia. The presentation of our products at the Macedonian stand was also supported by the Program for increasing the market employability of the Swiss Agency for Development and Cooperation.

24-27 August 2018	Radio	Makedonsko radio
	Print	Koha
	Web	iportal.mk; mia.mk; faktor.mk; sitel.com.mk; vecer.mk; biznisvesti.mk; standard.mk; libertas.mk; makpress.mk; mia.mk/sq; 24.mk; makfax.com.mk; plusinfo.mk; vecer.press; a1on.mk; novamakedonija.com.mk; kanal5.com.mk; slobodenpecat.mk; moris.mk; vesnik.com; mia.mk; faktor.mk; lokalno.mk; vecer.press; opserver.mk; iportal.mk; plusinfo.mk; makpress.mk; ako.mk; standard.mk; nezavisen.mk; a1on.mk; nezavisen.mk; lider.com.mk; makpress.mk; tribuna.mk; opserver.mk; mkd.mk; denar.mk; 1tv.mk; biznisvesti.mk; lider.com.mk; tocka.com.mk; standard.mk; mia.mk; libertas.mk; vecer.press; slobodenpecat.mk; kanal5.com.mk; lokalno.mk; press24.mk; faktor.mk; makfax.com.mk; vecer.mk; vesnik.com; republika.mk; opserver.mk; brif.mk; a1on.mk; denesen.mk

Macedonian biohumus in Denmark

Fifteen days before the ripening of the cabbage and 150 percent higher price, 80 tons of carrots per hectare, 40-50 percent more grain than the usual yields. These are just some of the direct benefits of using organic fertilizer in agriculture. From grass to perennial plants, the biohumus effect can be seen no later than 20 days in the color of the leaves, leaf mass, the quantity of yield, the endurance in transport, the long standing, the earlier attainment. An indirect and very important benefit is the protection of nature, the environment. Interestingly, they twice applied for funds in the Innovation Fund, but were rejected. Once because of a

supposedly unserious business plan, they did not receive it again, although the project was prepared with a consulting firm and Swiss support.		
08 September 2018	Web	opserver.mk; lokalno.mk; denesen.mk; post.mk; 1tv.mk; slobodenpecat.mk; sitel.com.mk; makpress.mk

Mariovo organic honey" won the silver medal "AGRA 2018"		
The beekeeper Mende Trajkovski from the village of Makovo, Municipality of Novaci, won a silver medal for "Mariovo organic honey" at the International Food and Agriculture Fair "AGRA 2018" in Slovenia. The prize has won in a competition of 147 honey samples from Europe and beyond. Trajkovski is engaged in beekeeping for many years and participates in many fairs, presenting the most quality organic honey from Mariovo as the cleanest, unpolluted area. - The award means a lot to me. From the honey I had sent samples that were examined in a laboratory, and on the basis of the results, the decision on the award was made by a commission composed of three members. It is great pleasure, and satisfaction not only for me, but also for the region and the state. This is a proof that we also have quality organic honey, that we can also produce a good product, says Trajkovski.		
19 September 2018	Print	Sloboden Pecat; Vecer
	Web	kanal5.com.mk; mia.mk; vecer.press; economist.mk; denesen.mk; 1tv.mk; a1on.mk; slobodenpecat.mk; sitel.com.mk; makpress.mk

Dragi Manev: I started organic production, and I do not mean to give up at any cost		
57-year-old Dragi Manev from the village of Palikura has been engaged in agriculture for almost four decades and has been a certified organic producer for five years, which was preceded by one to two years of probation. He produces organic peaches, eggplant, industrial tomato and pepper ajvarka. He invested a lot of money for this job. He says that 1500 euros were spent only for purchasing seeds from Switzerland, plus a drip irrigation system, and other costs, but still the job fulfills him. Working with his family, has an area of 2.5 hectares with organic production, and has secured a ranking for the Serbian market.		
26 September 2018	Web	faktor.mk

Minister Bekteshi awarded the most successful tourist stakeholders on the occasion of the World Tourism Day		
Over 50 recognition awards have been awarded to most successful tourism workers, associations and companies in tourism in several different categories.		
27 September 2018	TV	Sitel
	Web	vesnik.com; bankometar.mk; ohridpress.com.mk; strugaonline.mk vecer.mk; denar.mk; makfax.com.mk; aktuelno24.com.mk; emagazin.mk; spektra.com.mk; lokalno.mk; ekonomski.mk; inovativnost.mk; libertas.mk; faktor.mk; faktor.mk; inovativnost.mk; libertas.mk; faktor.mk; lokalno.mk; faktor.mk; ekonomski.mk

First register of operators with organic products
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Over 50 recognition awards have been awarded to most successful tourism workers, associations and companies in tourism in several different categories.		
29 September 2018	TV	Kanal 5; 1TV; Televizija 24
	Radio	Makedonsko radio
	Print	Sloboden Pecat Vecer; Слободен печат
	WEB	novamakedonija.com.mk; faktor.mk; zhurnal.mk; biznisvesti.mk; webohrid.com; vecer.mk; vesnik.com; vecer.press; makfax.com.mk; tetovasot.com; pressingtv.mk; slobodenpecat.mk; standard.mk; flaka.com.mk; 24info.mk; post.mk; mia.mk; denar.mk; zelenaberza.com.mk; netpress.com.mk; medial.mk; pacensure.com; 1tv.mk; a1on.mk; makpress.mk; libertas.mk; mms.mk; kanal5.com.mk; portalb.mk; civilmedia.mk

Michelin chefs cooked specialties from local products		
One of the biggest events in the field of gastronomy this weekend was held in Ohrid. The first edition of "Taste Ohrid 2018", within which "Gastro Tour" was held, attracted numerous guests and visitors from the country and abroad who had the opportunity to taste specialties prepared by top chefs, including the head of Michelin star Giorgio Diana. A real experience for the casual passers-by on the quay "Macedonia" was that according to their wish in the park in front of the hotel "Su", the chefs cooked specialties from local products. According to the announcements, the prepared dishes with specific Ohrid names should be found on the menus in Ohrid hotels and restaurants.		
16 October 2018	Print	Vecer
	Web	webohrid.com; publicitet.mk; mkvesti.mk; tocka.com.mk

Ohrid keeping up with the world trends		
Italian chef with Michelin star Giorgio Diana arrives in Macedonia, and everyone who will be part of the special dinner at the Su Hotel restaurant on Saturday, October 13th in Ohrid, will have the honour to try his specialties. This is part of the manifestation Taste Ohrid 2018, which will be held from October 12th to October 14th in several locations around Ohrid. Among other guest chefs who will enrich the gastronomic offer are the Serbian chef, Djordje Krstic, the Romanian chef Radu Zarnescu and the Macedonian chef Dejan Karapeev. The event "Taste Ohrid 2018" is supported by the Municipality of Ohrid, ONE - a tourist cluster for south-west Macedonia and the Swiss program for increasing market employability.		
12 October 2018	TV	Televizija 24; MTV 1; TVM; Televizija 24; Sitel;
	Print	Sloboden Pecat
	Web	ohridnews.com; inpress.com.mk; ohrid1.com; libertas.mk; makpress.mk; 24.mk; ohridpress.com.mk; webohrid.com; novamakedonija.com.mk; tvn.mk; ohridpress.com.mk; mia.mk; a1on.mk; inpress.com.mk; ohridpress.com.mk; tvn.mk; spektra.com.mk; sitel.com.mk; skopje1.mk; ohrid1.com; 24.mk;

		webohrid.com; off.net.mk; moris.mk; ohridsky.com; ohrid.gov.mk; standard.mk; spektra.com.mk; ohridnews.com; crnobelo.com; moris.mk; publicitet.mk; ohridnet.com; plusinfo.mk; ohrid1.com; crnobelo.com; ohridnet.com; artkujna.mk; skopje1.mk
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Two attractive cycling tours of Taste Ohrid 2018!		
<p>This weekend, from October 12th to 14th, will be the first edition of Taste Ohrid 2018 where the participants will have the opportunity to get involved in bicycle tours through the beautiful scenery of the National Park Galicica and around the Ohrid Lake organized by EkoDrom Ohrid, as and to taste some of the specialties of top world and local bosses. The first biking "Tour of the lake, respect the lake", to be held on October 13th at 9:00 am will take place along the coast of the world's largest swimming pool with fresh water and the oldest and deepest lake in Europe - the beautiful Ohrid Lake. The event "Taste Ohrid 2018" is organized by the Municipality of Ohrid and ONE - tourist cluster for south-western Macedonia, and supported by the Swiss program for increasing market employability.</p>		
11 October 2018	Web	moris.mk; inpress.com.mk; ohridpress.com.mk; ohridlive.com; skimacedonia.mk; webohrid.com; ohrid.gov.mk

Increased demand for organic products		
<p>"Fortunately, organic production in recent years shows intense growth. Our legislation is completely in line with the EU legislation, which gives us the opportunity for all our products that are produced in our country to simply be exported to the EU. What I also want to notice is that it is especially pleasing to me that the final consumers are increasingly recognizing organic products and wanting to have them at their table. However, in recent years, there has been little problem with persuading large markets to provide places for fresh organic products on their shelves", said Gabriela Mitrikeska Micevska, "IME", a Swiss program for increasing market employability.</p>		
07 October 2018	TV	Kanal 5
	Web	kanal5.com.mk

Exhibition of indigenous seeds "Old Varieties for top organic products"		
<p>An exhibition of indigenous seeds "Old varieties for top organic products" and promotion of organic products will be held today at the premises of the Faculty of Agricultural Sciences and Food -Skopje. The dean of the FZNH-Skopje Vjekoslav Tanaskovic and the Minister of Agriculture, Forestry and Water Economy, Ljupco Nikolovski will address the event. Addresses will be given by the Deputy Ambassador of Switzerland Stefan Tomazhan, the Mayor of the Municipality of Gazi Baba, Borce Gerogievski and the Director of the Seed and Seedlings Directorate, Hilmi Gashi.</p>		
30 November 2018	Web	vecer.press; opserver.mk; a1on.mk; mia.mk; kurir.mk

Mayor of the Municipality of Ohrid Stojanoski with a report: The debt of old liabilities decreased by over 100 million denars		
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<p>Stojanoski also informed about the start of the development of the strategy for urban mobility for the period from 2019 to 2030, thus the Municipality of Ohrid will be the first in Macedonia with this strategic document. Regarding traffic problems, Stojanovski said that it is decided on the basis of a special study whose work is underway. It is also working on revising the strategy for tourism development for a longer period, which is being prepared with the help of the Swiss agency "Swisscontact".</p>		
20 November 2018	Web	libertas.mk; ohridnews.com; moris.mk; webohrid.com; ohridpress.com.mk; publicitet.mk; ohrid.gov.mk; ohridsky.com

<p>Conference on spa tourism and tourist exchange in Skopje</p>		
<p>On 5th and 6th of December in Hotel Bushi Resort and Spa, in Skopje, there will be a Conference on SPA tourism and the THIRD Tourist Exchange 2018, organized by the Ministry of Economy and the National Association for Incoming Tourism of Macedonia. The conference under the motto "We are all part of the same tourist story" that will be launched on December 5 at 11:00 will be opened by State Secretary of the Ministry of Economy Zoran Pavlovski and the President of the Board of the Macedonian Tourism Association Vlatko Suljev.</p>		
05 December 2018	Web	makpress.mk kanal5.com.mk mtm.mk denar.mk republika.mk lokalno.mk kurir.mk sitel.com.mk vecer.press mia.mk a1on.mk opserver.mk mia.mk

<p>Switzerland wants Macedonian organic products</p>		
<p>Ten years were needed to realize the idea, and the last two unfavorable weather conditions completely destroyed the genus of the beans. Nevertheless, Suzana Dimitrievska from Mustafino does not give up organic production. Optimistic and without any hesitation continues to grow garden crops, fruits, vegetables, grapes. On the surface, which has a total area of 51 hectare, there are tomatoes, peppers, onions, peas, spinach, carrots, turnips, ... Produced and processed: mango, dried tomatoes in oil, hot peppers in a jar, jam, sweet wine and last year it started with the production of organic seed for corn and beans. Dimitrievska is one of the pioneers of organic production in Macedonia. With a high school nurse, and with a high social worker, she never thought that agriculture would be a life-long commitment.</p>		
15 January 2019	Web	mms.mk libertas.mk mtm.mk lokalno.mk mia.mk makpress.mk vecer.press plusinfo.mk slobodenpecat.mk

<p>Promoted tool for improving the tourist offer</p>		
<p>Promotion of digital tool in catering and tourism for reservation of tourist guide as well as mobile application for Mavrovo National Park. With them, the tourist offer will significantly improve, and it will also help in opening new jobs. "Any foreign or domestic agency, when searching for hotels, transportation and other means to make the product, is also normally interested in tourist guides. Here it is very easy, on the platform you can find a guide profile that is appropriate for their group, by voice, by region, by specialization because there are presented archaeological tours, mountain tours, church tours, general cultural heritage", said Branko Bosilkov, president of the Association of Travel Guides and Companions.0</p>		
05 February 2019	Web/TV	TV: Sitel Online:vesti24.mk sitel.com.mk a1on.mk bi.mk mms.mk mkd.mk studenti.mk plusinfo.mk sitel.com.mk marketing365.mk plusinfo.

		mk mtm.mk mia.mk inovativnost.mk standard.mk opserver.mk ma kpress.mk emiter.com.mk
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