Swisscontact promotes economic, social and environmental development by successfully integrating people into local commercial life. Swisscontact creates opportunities for people to improve their living conditions as a result of their own efforts.

The presence of a developmentally capable private sector is central to sustainable economic development. Through its projects, Swisscontact promotes the creation of functional market structures and the establishment of appropriate framework conditions, thereby improving the competitiveness of local businesses. In this way, disadvantaged populations can be integrated productively into the economy and household incomes increased through employment and small business formation.

Swisscontact concentrates on four core areas of private sector development:

- **Skills Development:** enabling access to the labour market and creating the conditions for gaining an occupation and earning an income.
- **SME Promotion:** promoting local entrepreneurship with the goal of strengthening its competitiveness.
- **Financial Services:** achieving financial inclusion by creating access to local financial service providers who offer credit, savings, leasing and insurance products.
- **Resource Efficiency:** promoting the efficient use of resources through production methods that are efficient in their use of energy and materials, and through measures that promote clean air and sustainable waste management practices.

As an expert organisation, Swisscontact carries out high-quality project work. The cost-effectiveness and efficiency of its services is proven by well-documented, transparent monitoring and quantification procedures. Recurring internal and external checks provide proof of continued, sustainable development of expertise, skills and practical knowhow.

Swisscontact was established in 1959 as an independent organisation by prominent individuals from the worlds of commerce and science in Switzerland. It is exclusively involved in international cooperation and since 1961 has carried out its own and mandated projects. Since it was founded, Swisscontact has maintained close ties with the private sector. Swisscontact is active in 28 countries with a workforce of over 900 people. The organisation is based in Zurich.
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Dear Reader,

As promised, Swisscontact’s presence in the Western Balkans has grown even further. It is therefore my pleasure to share with you the good news of our positive development, in the south-eastern part of Europe.

We have started a new programme to support youth employment and private sector competitiveness in Macedonia. The project, called Increasing Market Employability (IME), is undoubtedly one of the biggest of the year.

This is the first time the Swiss Agency for Development and Cooperation (SDC) is giving direct support to Macedonia since 2008 and the first Swisscontact-implemented project in the country.

We have started the implementation phase of the Promoting Private Sector Employment (PPSE) in Kosovo, whilst successfully managing to expand the portfolio of the project with a new area of intervention in Women’s Economic Empowerment.

Walter Horn, Regional Director

2014 – Upwards in the Balkan Peninsula
Our office in Tirana finalised AlbVET, the flagship VET Project implemented by Swisscontact in three phases since 2007.

This year, Swisscontact decided to introduce a Development Programme in Albania, financing the new Coaching for Employment and Entrepreneurship Project.

The Development Programme takes over from the Coaching for Employment Project finalised in Tirana at the end of 2014. The new project will encourage innovative approaches to start-ups, including service provision with a focus on entrepreneurship and institutionalisation.

Our record, reputation, presence and strong network in the region give us confidence in our efforts towards further expansion and diversification beyond Skills Development and SME Promotion, where Swisscontact is recognised as the lead actor in the region.

I would like to take this opportunity to thank all of our partners, sponsors and supporters for the excellent collaborations that made 2014 such a meaningful year for us.

Our joint efforts will allow us to increase the impact we have on the lives of our participants and beneficiaries, which of course remains the ultimate goal for 2015.

We also look forward to a brand new start with a new Regional Office in Tirana, which will focus on creating a Swisscontact regional perspective, improving the cross-learning and synergies within and outside the region.

The new Regional Director, Henry Leerentveld, will build on the work done, experiences gained and accomplishments made during our 20 years of experience in the Western Balkans.

I hope you will enjoy reading this report and learning more about Swisscontact’s work in the region.

Walter Horn
Regional Director, Eastern Europe
Eastern Europe Highlights

2 SME Promotion Projects, one Skills Development Project, one project on Social Inclusion.

Working in Skills Development and SME Promotion in Kosovo, Albania and Macedonia.

Working in 4 different sectors in Kosovo and Macedonia only (Tourism, Green Economy, Creative Industries and Food Processing).

Reaching up to 2000 participants in the SME Promotion Projects at various levels of intervention.

Working with a very wide range of implementing partners (35 in Albania only), where private companies, entrepreneurs, ministries, institutions, organisations, vocational schools, universities, private training providers, regional employment offices and NGOs are all involved in our project implementations.

Through implementing partners, Swisscontact projects reach out to businesses, schools and the private sector for development in these countries.

600 participants enrolled in activities of four coaching cycles in the Coaching for Employment Project.

About 65% of these participants are now involved in employment and/or self-employment activities.

23 coaches, including staff and specialists from 13 partners NGO and three public labour offices, received training and Certificate of Advanced studies from Hoschule Lucerne.

3 resource material sets (comprising more than 1000 pages), were developed during the AlbVET Project, compiled and distributed to all institutional partners and beneficiaries in Albania.

One manual for users of Coaching for Employment (C4E) Approach. The respective information package was developed in two languages (English/Albanian).
Farmers in Kosovo enjoy “Open Day for Tomatoes”, a local activity supported by Swisscontact
Swisscontact current Working Areas within Eastern Europe

**Albania (Regions and towns)**
- Tirana
- Durrës
- Elbasan
- Lushnje

**Kosovo (Regions and towns)**
- Prishtinë
- Gjakovë
- Mitrovicë

**Macedonia (Regions and towns)**
- Skopje
- Prilep
- Ohrid

- Fier
- Vlorë
- Gjirokastër
- Sarandë

- Deçan
- Junik
- Gjilan

- Mavrovo
- Krushevo
- Veles

- Korcë
- Berat
- Lezhë
- Shkodër

- Ferizaj
- Pejë
- Prizren

- Berovo
- Strumica
- Kocani
Members of a Roma family participating in a community activity, organised by the C4E Project in Berat
AlbVET Project, Albania

The cornerstone of VET reform

The SDG-funded AlbVET Project promoted private sector participation and inter-institutional cooperation. AlbVET started in July 2007 and run until 30 June 2014.

On the 30th of June 2014, Swisscontact completed the third and final phase of the AlbVET Project. The project started in 2007 with the aim of contributing to developments and reforms in the VET system in Albania. In the last phase, the AlbVET Project implemented three components and pursued three main objectives:

1. To consolidate the implementation and sustainability of renovated approaches in two selected occupational areas (thermo-hydraulics and post-secondary IT);
2. To promote public-private cooperation through internships and partnerships for learning;
3. To disseminate good practices and lessons learned.

In the public sector, the project initiated substantial innovations and reforms and with Swisscontact as implementing agency and SDC as donor enjoys an outstanding reputation in the VET community. Public-private cooperation and private sector participation still requires further input however.

For the implementation phases, the project cooperated with 35 implementing partners, trained 100 multipliers, and reached out to 4000 participants.

The work focused primarily on capacity development of implementing partners and their multipliers. It worked systemically at all levels: at the level of training delivery as the core business of skills development; at the organisational level of the implementing partners; and at the level of policy and systems development.

The capitalisation process of 20 years’ of Swiss contribution to the VET reform, identified a striking number and quality of traces and footprints left behind by the three major projects implemented by Swisscontact on behalf of SDC since 1994.
Bajram Tirana, thermo-hydraulic instructor at Vocational School Durrës, with his students
Outcomes 2014

- In capacity-building, the AlbVET Project reached out to 35 implementing partners (vocational schools, one university, private training providers, regional employment offices and NGOs). The project reached out (indirectly and facilitated through implementing partners) to businesses for internships and partners in partnership for learning.

- 100 multipliers (teachers, instructors, lecturers, coaches) of these implementing partners developed their skills and competencies in:
  - Facilitating project-based learning,
  - Practicing learning in IT,
  - Coaching of vulnerable groups.

They received intensive training with duration of between 30 and 90 days, depending on the occupational area.

- During its lifetime, the project reached out to 4000 students and participants.

- When multiplied to three occupational areas (thermo-hydraulics, IT and post-secondary IT), the permanent cumulative annual intake capacity is about 850 students.

- In the Thermo Hydraulic System Fitting Profile, cumulatively, 1500 students were directly involved through AlbVET (460 of them have already completed their four year educational cycle). In this profile, 35 teachers and instructors from 10 schools received advanced training from international experts.

- 30 teachers from 17 vocational schools were trained in IT, and 1700 students benefited from these trained teachers. Additionally, learning resources to cover the complete practical learning part of the Curriculum were delivered.

- 1 university, 2 Vocational schools, 5 practice teachers/instructors and 88 students (39 female), were involved in the successful piloting of the Post-Secondary Approach in IT, in three cycles.

- 3 private training centres, 4 workshops, 25 business instructors and other instructors, along with a cumulative 118 participants benefited from the interventions in the non-formal sector, with the Partnership for Learning approach.

- 3 articles in daily newspapers and one TV show were dedicated to AlbVET during 2014.

- The renovated approaches in thermo-hydraulics and post-secondary IT have been integrated into the regular programmes of the respective institutions and implementing partners.

- The awareness within the VET community at all levels of the good practices and innovative approaches of the AlbVET Project is significant.

- The AlbVET Project was equally present in strategy and policy development, at the level of organisational development, and at the level of training delivery.
Swisscontact introduced the elements of a dual system. I have therefore spent 60% of my time practising. After the internship, network and trust we’ve built with business, we have created our own team and are now earning a living, while my friends from general education are still unemployed and unsure of their futures.

Vrion Zyka, recently graduated plumber, instructing a new thermo-hydraulic student in Durrës

Vrion Zyka, graduated plumber from Vocational School “Beqir Çela” Durrës
Coaching for Employment (C4E), Albania

Enabling disadvantaged groups to enter the labour market

Hamit Kodra, who received start-up business support from Swisscontact projects, working in his electro-mechanic shop in Tirana
Coaching for Employment is a new concept and approach developed by Swisscontact. Supported by the Medicor Foundation and SDC, this project started in 2012 and ran until 31 December 2014.

The Coaching for Employment Project (C4E) project focuses on labour market insertion and the integration of vulnerable individuals from marginalised groups, through employment or self-employment. This is achieved through support to partner organisations to implement, expand and replicate the C4E approach as an instrument for school-to-work transition and labour market insertion of vulnerable groups.

Initially started as a sub-component called Social Inclusion under the AlbVET Project in Phase 2, the C4E approach soon proved to be very successful in leading vulnerable groups towards the world of labour. It therefore developed into an individual project and was financed by the Medicor Foundation since 2012.

The Swiss Development Cooperation (SDC) also agreed to co-finance part of the activities in the coaching cycle until the end of the AlbVET Project in June 2014.

With the new development trends in Albania, Swisscontact reviewed the area of intervention in the project and decided to expand it to Coaching, Employment and Entrepreneurship (CEE). This introduced new assistance for the start-up businesses of participants in the project, enhanced the institutionalisation of the coaching approach with the government’s institution (NES), and encouraged the active involvement of the private sector.

During the two-year duration of the project, an impressive number of participants enrolled countrywide: 600 people expressed their interest in becoming involved in activities of the four coaching cycles implemented throughout the project duration. 530 of those participated regularly, and successfully completed the activities envisaged for them in their path of empowerment and preparation for the world of labour.

Bajana Çeveli, Executive Director of the AWSC and NGO in Durrës, working on the 2014 plan of action with C4E Project. The project supports vulnerable women to enter the labour market.
Outcomes 2014

- 505 participants completed the activities of the coaching cycles, learned and gained necessary knowledge on vocational skills, life and other functional skills that make them compatible with the requirements of the labour market.

- About 75% of the participants who completed the Coaching Cycle activities are already active in employment and/or self-employment activities.

- Capacity-building and training for 32 coaches, encompassing staff and specialists from 11 partners NGOs and 3 public labour offices.

- Implementation of 12 training blocks of four or five days’ duration each, amounted to about 50 training days, with training delivered by specialised trainers from Hochschule Lucerne. One training block was held in Lucerne, Switzerland.

- The University of Applied Sciences in Lucerne (HSLU) recognises the modular training of coaches as CAS (Certificate of Advanced Studies) and awarded CAS to 22 coaches.

- Production of C4E information package, in two languages (English/Albanian).
Kristina Simoni lives with her extended family of 10 in Rragam, a Shkodra suburb in Northern Albania. The income for their living is secured only by some limited farming and agriculture activities.

My family situation changed when I decided to participate in the Coaching for Employment Project. I completed my internship in a small private enterprise, where hand-woven goods are made out of a wooden frame loom. This is a very ancient tradition here. I am truly happy and relieved. Working in this small artisan enterprise enables me to add some income to our large family. And I can only dream that I will work harder and create my own small enterprise like this.

Kristina Simoni, trained participant from Shkodër, supported by Swisscontact projects
Promoting Private Sector Employment (PPSE), Kosovo

*PPSE will run until 2017 and offers support in three sectors crucial to the country’s economy: food processing, tourism and health.*

The programme is financed by the Swiss Development Cooperation (SDC) and implemented by a consortium of Swisscontact, Riinvest Institute, and PEM Consult.

The goal of the PPSE strategy is that SMEs that operate in competitive and well-organised economic sectors, selected as focus areas by the project (where public policies better match private sector needs), provide increased sustainable gainful employment for women and men in Kosovo. Special consideration will be given to employment opportunities for youth.

The project aims to attain large-scale sustainable impact through the Market Systems Development (MSD) approach (formerly known as Making Markets work for the Poor or M4P approach). Using this approach, the project targets necessary changes in the market systems to increase growth in selected sectors. For the inception phase, these were the tourism, food processing and private healthcare sectors.

During the PPSE Project, SMEs of the selected sectors will increase their productivity and generate additional income and employment.

Additionally, better organised and empowered SMEs of selected sectors actively will influence sector policies and the respective business environment.

As a final outcome, barriers for women to access sustainable gainful employment will be reduced and their decision making power will increase in the sectors in which PPSE operates.

During the inception phase, MSD helped the project to perform its research and practical sector analyses, sub-sector selection (fruits and vegetables), and identification of sectoral problems, underlying causes, related services, their weaknesses, stakeholders and proposed interventions.
Construction of Via Ferrata - Iron Road in Rugova Mountains, West Kosovo
Outcomes 2014

- Design of organisation of Destination Management, where a public-private taskforce has started to take up functions such as market information, product development and promotion.

- On-line promotion of tourism SMEs.

- Development of a tourism product, Via Ferrata.

- Introduction of industrial tomato variety.

- Development of an aggregation system with quality standards between producers, collection centres and processors of peppers.

- Sensitive Value Chain development was started and stakeholders were included in the capacity building.

- A strategy for intervention in the North of Kosovo (with the inclusion of Serb minorities) was developed. Additionally, a manual for the Opportunity Fund was written.

“Until last year, our ideas were frozen. All touristic offers needed to be harmonised. The regulator for the increased performance was missing. Local offers needed desperate help to become attractive. Such things were only wishful thinking until now, but with the support of PPSE for the establishment of a Destination Management Organisation, we are glad to see our plans transformed into actions. Swisscontact made this possible. Thank you.”

Blerina Sallaj, Regional Tourism coordinator for Dukagjini area
Increasing Market Employability (IME), Macedonia

*Enabling Economic Growth in Macedonia through job creation for men, women and youth.*
The Increasing Market Employability (IME) is an SDC-financed project, implemented by Swisscontact and Preda Plus. The project commenced on the 1st of April, 2014.

The IME Project is anticipated to run for five years. The project aims for market development that leads to improved access to decent employment, private sector growth and higher income opportunities for young women and men.

It seeks to encourage change across three sectors, utilising a market-based approach; one that incorporates effective stakeholder platforms, providing the direction required to achieve sustainable change.

The project has the following objectives:

- Enterprises in Tourism & Hospitality, Creative Industries and Green Economy grow and provide more income and job opportunities;
- More customers benefit from the improved products and service in the three sectors;
- The enabling environment (skills support functions, access to finance and policy dialogue) is improved for enterprises in the three sectors.

The IME Project aims to facilitate change by engaging producers/service providers to shift to more efficient, innovative and service-oriented practices as a platform for increased economic competitiveness and environmental and social sustainability.

It seeks to assist intermediaries with the promotion of improved and diversified products and services to buyers, who are the main drivers of change. It endeavours to engage financial institutions in the improved promotion of financial products, specifically designed for the three selected sectors, as well as to facilitate the networking of private and public stakeholders to work towards favourable regulations, and education systems which promote the transition to more efficient sectors. Strengthening dialogue and introducing new tools for communication among state institutions and the business community will result in simplifying legislation and improving the capacity of the education system to provide skilled human resources in aid of sector growth.
Goal/Impact

- More working-age women and men, in particular the young, are engaged in sustainable, decent employment or self-employment and/or are earning higher incomes.
- IME will work towards contributing to the increased income of men and women in Macedonia by increasing the competitiveness of small businesses in key sectors.
- It is more important that the focus is placed on ensuring systemic changes are sustained. This will allow men and women to access markets, generate income, and adopt system dynamics in the mid- to-long term.

During the inception phase, the project managed to conduct research which included:

- 36 potential tourism destinations;
- 21 sub-sectors in Creative Industries;
- 9 sub-sectors in Green Economy;
- 762 stakeholders interviewed.

Outcomes 2014

Suzana Dimitrievska, Agricultural Cooperative “Demetra”, v. Mustafino, Macedonia

"I am happy to cooperate with the IME Project. Establishment of a national web platform for organic agriculture (organicmacedonia.org.mk) is necessary for the smooth information flow about available products, organic operators and their future production of specific organic products. Better access to information will aim at market driven production of processors and better planning for traders and retailers, resulting in better prices of the local organic products."

Suzana Dimitrievska, in a planning workshop with the IME Project
### Eastern Europe Project Overview

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<tr>
<th>Project name</th>
<th>Country</th>
<th>Donors/Partners</th>
<th>Duration</th>
<th>Results to date</th>
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<td><strong>Skills Development</strong></td>
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<tr>
<td>AlbVET – Support to VET Reform</td>
<td>Albania</td>
<td>SDC</td>
<td>2007 - 2014</td>
<td>35 implementing partners, 100 multipliers, about 120 trained teachers, instructors and coaches, support to 10 vocational schools and 4 private training centres in various profiles. During its lifetime, the project reached out to more than 4000 students and participants.</td>
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<tr>
<td><strong>SME Promotion and labour market access</strong></td>
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<tr>
<td>Promoting Private Sector Employment (PPSE)</td>
<td>Kosovo</td>
<td>SDC</td>
<td>2013 - 2017</td>
<td>Based on inception phase results an implementation vision, strategy and concepts developed. An organisation of Destination Management designed. A tourism product Via Ferrata developed. An industrial tomato variety introduced and an aggregation system with quality standards developed.</td>
</tr>
<tr>
<td>Coaching for Employment (C4E)</td>
<td>Albania</td>
<td>Medicor Foundation</td>
<td>2012 - 2014</td>
<td>By December 2014, 11 partner organisations and 3 Regional Labour Offices completed the coaching for employment approach. 32 coaches organised 55 groups with 570 enrolled participants. 505 participants have completed their cycles out of which 375 participants are employed or self-employed.</td>
</tr>
<tr>
<td>Increasing Market Employability (IME)</td>
<td>Macedonia</td>
<td>SDC</td>
<td>2014 - 2019</td>
<td>IME is still in the research phase: 36 potential tourism destinations; 21 sub-sectors in Creative Industries; 9 sub-sectors in Green Economy assessed and 762 stakeholders interviewed.</td>
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### Team Eastern Europe

**Walter Horn**  
Regional Director

**Edlira Gjoni**  
Regional Advisor

#### AlbVET, Albania

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Jäger Matthias</td>
<td>Country Representative</td>
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<tr>
<td>Zacharian Ana</td>
<td>Project Coordinator</td>
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<tr>
<td>Konini Maksim</td>
<td>Component Coordinator</td>
</tr>
<tr>
<td>Aliko Ilir</td>
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<tr>
<td>Sallaku Brikena</td>
<td>Financial Officer</td>
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<tr>
<td>Neza Fatos</td>
<td>Logistics and Driver</td>
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#### Coaching for Employment, Albania

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<tbody>
<tr>
<td>Hazhiaj Silvana</td>
<td>Project Manager</td>
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<tr>
<td>Rustemi Kleidor</td>
<td>Project Coordinator</td>
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#### PPSE, Kosovo

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<th>Name</th>
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<tr>
<td>Sigrid Meyer</td>
<td>Project Manager and Country Representative</td>
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<td>Fisnik Reçiça</td>
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<td>Venera Dyla Azemi</td>
<td>Secretary/Accountant Support Officer</td>
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<td>Agim Malazogu</td>
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<td>Edona Kurtolli</td>
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<td>Women's Economic Empowerment Facilitator</td>
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<td>Blerina Batusha Xërxa</td>
<td>Market Sector Facilitator, Tourism</td>
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<td>Dren Zatriqi</td>
<td>Market Sector Facilitator, Tourism</td>
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<td>Ivana Bozic</td>
<td>Market Sector Facilitator, Minorities</td>
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<tr>
<td>Faton Nagavci</td>
<td>Market Sector Facilitator, Food Processing</td>
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<tr>
<td>Erblin Ribari</td>
<td>Market Sector Facilitator, Multi-Sector</td>
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<tr>
<td>Ibrahim Bejtullahu</td>
<td>Opportunity Fund Manager</td>
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#### IME Macedonia

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Rozandi Louw</td>
<td>Programme Director and Country Representative</td>
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<td>Marijana Milevska</td>
<td>Deputy Programme Director</td>
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<td>Biljana Solakowska Mihajlovskaja</td>
<td>Monitoring and Results Measurement Specialist</td>
</tr>
<tr>
<td>Zaklina Gestakowska Aleksovskaja</td>
<td>Gender Specialist</td>
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<tr>
<td>Emilija Jovanova Stoilka</td>
<td>Skills Development Specialist</td>
</tr>
<tr>
<td>Elena Ivanova</td>
<td>Tourism and Hospitality Manager</td>
</tr>
<tr>
<td>Filip Sekuloski</td>
<td>Creative Industries Manager</td>
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<tr>
<td>Igor Misevski</td>
<td>Green Economy Manager</td>
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<tr>
<td>Ema Ilkovska</td>
<td>Head of Finance and Admin</td>
</tr>
<tr>
<td>Angel Milosev</td>
<td>Driver and Logistics</td>
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Swiss NPO Code: The structure and management of Swisscontact conforms to the Corporate Governance Regulations for Non-Profit Organisations in Switzerland (Swiss NPO Code), issued by the presidents of large relief organisations. An audit conducted on behalf of this organisation showed that Swisscontact adheres to principles of the Swiss NPO Code.

ZEWO Seal of approval: Swisscontact was awarded the Seal of Approval from ZEWO. It is awarded to non-profit organisations for the conscientious handling of money entrusted to them, proving that donations are allocated appropriately, efficiently, and effectively. In addition, it stands for transparent and trustworthy organisations with functioning control structures that uphold ethics in the procurement of funds and communication. Swisscontact is regularly audited for compliance with these criteria. (Source: ZEWO)

March 2015