

BY LEAP

BALKANS YOUTH: LINKING EDUCATION,
ABILITIES AND PARTNERSHIP POTENTIAL
IN REGIONAL EMPLOYMENT PRACTICE

Funded by
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BASELINE



National Youth Council
of Macedonia



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Abbreviations list:

AP	Action Plan
CSFM	Civil Society Facility and Media Program
CSO	Civil society organisation
E2E	Education to Employment Programme
ESRP	Employment and Social Policy Reform Programme
EU	European Union
IPA	Instrument for pre-accession
JA	Junior Achievement (Albania, Serbia, Turkey)
LIP	Local Initiative program
LSU	Local self-government unit
NALED	National Alliance for Local Economic Development
NEET	Not in employment, education or training
NES	National Employment Service
NFE	Non-formal education
NYCM	National Youth Council Macedonia
OECD	Organisation for Economic Cooperation and Development
PCM	Project cycle management
PRAG	Practical guide on contract procedures for European Union external action
SBC	Student Business Center
SIM	Social innovation mechanism
SIPRU	Social Inclusion and Poverty Reduction Unit
(M)SME	(Micro) Small and medium-sized enterprises
WEBIN	Western Balkans Institute



1. Intro

The Baseline survey is prepared and conducted in the scope of Balkans Youth: Linking Education, Abilities and Partnership Potential in Regional Employment Practice (hereinafter BY LEAP) project implemented in the Western Balkans countries (Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia and Turkey) and supported by the Junior Achievement Brussels in the field of youth employment.

The project is funded by the European Union (hereinafter the EU) Civil Society Facility and Media Program 2018-2019 meant to support to regional thematic networks of civil society organizationsⁱ in creating Innovative solutions to promote youth employment.

Project partners participating in the studyⁱⁱ are as follows:

Table 1 – List of partner organisations

Partner organization	City	Country	Scope of work
Junior Achievement Albania	Tirana	Albania	National outlook contribution for Albania
Munja	Sarajevo	Bosnia and Herzegovina	National outlook contribution for Bosnia and Herzegovina
Student Business Centre	Podgorica	Montenegro	National outlook contribution for Montenegro
National Youth Council of Macedonia	Skopje	North Macedonia	National outlook contribution for North Macedonia
Junior Achievement Serbia	Belgrade	Republic of Serbia	National outlook contribution for Serbia
Western Balkans Institute	Belgrade	Republic of Serbia	National outlook contribution for Serbia and the region
Junior Achievement Turkey	Istanbul	Turkey	National outlook contribution for Turkey

1.1. Motivation & objectives

In the background of this document lies the Western Balkan region longterm high youth unemployment (Western Balkans Regular Economic Report, World Bank) that underpin the top regional issue of *the brain drain*. According to recent Gallup survey 2015-2017, the WB performed worse in Europe when it comes to brain drain with 57% of youth from Bosnia eager to emigrate; 46% from Serbia; 25% from Albania. The situation is generating mismatches between the available and the required workforce skills in a number of sectors – primarily in IT where most startups and entrepreneurs are born.

The document is prepared in the inception project phase with the following major objectives:

- to collect information (quantitative and where possible and applicable also qualitative) on the current status of key subjects/domain on study topic in given populations before any type of intervention affects them (benchmark)
- to determine/confirm the priority areas of project intervention given its multiple objectives ensuring optimal use of partners resources towards achieving the set goals
- to provide a starting platform for the long-lasting regional networking activities and opportunities



- d) to essentially set the analytical fundamentals for the project implementation enabling proper monitoring and evaluation process as well as impact assessment (comparing data to end line report) - attributing change in the target populations.

The baseline process and output – study is meant to underpin project processes specifically in relation to:

- ◆ Collaboration of/with stakeholders in each country which will include action implementation extending beyond the project period as well as continuing development in the field and implementation of programmes in an integrated and sustainable manner
- ◆ Networking by members of junior achievement group and other organizations and interested parties and grassroots across the partnership countries and across the private, public and civic sectors
- ◆ Transnational exchange and learning between and among project partners and other stakeholders during study visit and through providing peer to peer support and job shadowing opportunities
- ◆ Community engagement in the process of understanding and analysis of relevant issues and in developing and testing ideas for actions
- ◆ Integrated policy planning by engaging partners in understanding challenges and opportunities from its social and economic development perspectives that will have impacts across all project strands in the mid-term.

1.2. Methodology

Baseline survey is conducted mostly using CBPR – Community Based Participatory Research as a way of organizing study where experts work together with non-governmental organizations, communities and other groups of society to co-create new knowledge

or understand community issues. The new knowledge can later be used to attain change in the community.

The idea behind the approach is to make research process more transparent and the results spread more efficient. Community stakeholders bring in their knowledge and perspective and will also get an increased understanding of the value of new knowledge gained. They also understand the methodological background and are more likely to effectively implement necessary programs and actions than they would if being faced by expert advice alone.

Also, CBPR may support out of the box thinking in answering questions that are relevant for specific society/local context and being noticed and understood by a wide audience. The methodology allows for new perspectives to be included and for project partners to see ‘the bigger picture’.

The study maps out key domains of project intervention per each participating country, while it also reflects on the regional commonalities and trends in the field tackled – youth entrepreneurship development and promotion.

The baseline study uses identified project indicators as outlined in the logical framework matrix. These indicators formed the base for designing of the survey/questionnaire and will also be used as evaluation indicators. Likewise, the sample is only limited to the target population/groups identified in the project.

Two sets of indicators are included - administrative and quality as follows:

1. Administrative indicators – ensuring proper implementation, i.e. management of project activities
2. Quality indicators ensuring suitable outcomes delivery

Data is collected through surveys designed by WEBIN and conducted by each partner’s delegated responsible person (i.e. survey contributors). Should some data be required to be obtained or checked



with parties other than consortium members, these shall be collected through prior received respondents' informed consent giving them the option to opt out. Provided they do participate, national project team

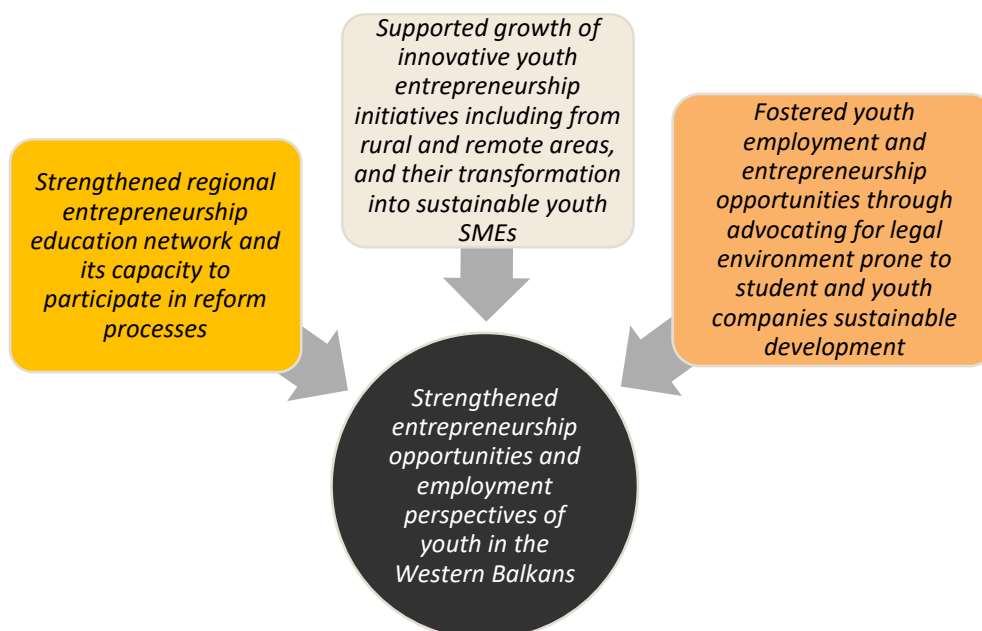
will make sure they understand the reason for the study, who researchers are, and how their data will be used. Baseline document also contains data collected through secondary sources.

Table 2- steps in baseline development

Steps in baseline development	Description	With
Step 1: Confirmation of themes and methodology	to confirm key themes, identify likely interactions	Key partner with lead partner
Step 2: Gather information about key themes (secondary sources)	Review and compilation of information from existing sources (papers, reports, policies, etc.)	Key partner
Step 3: Data collection to fill in gaps, local review, analysis, and confirmation (primary sources)	Project-specific data-sets, analysis and findings review and defining the stakeholders' participation	All partners (with stakeholders)
Step 4:	Baseline report drafting	Key partner & local contributors
Step 5:	Additional data collection and verification is ongoing.	Key partner & local contributors

Table 1. Baseline development steps

The Baseline approach also follows the strategic commitment (outcomes and impact) of the project (figure1).



Graph 1 Project strategic commitment framework



Figure 1: Project strategic commitment framework

Study limitations. The Baseline is based on the existing literature (secondary data) and organizational knowledge on the topic. Baseline survey questionnaire (sent to each partner institution with possible further distribution to local CSOs) thus reflected on the main issues addressed with BY LEAP project grouped around the following:

1) The dialogue between the governmental and the non-governmental sector is weak and not institutionalized at all levels, and 2) Capacities of CSOs, particularly at grass-root level, remain low. The

questions assist further understanding of the causes of these and other challenges and how it would be best to resolve them given the initial settings – structured around different programs and policies in the field of youth employment and entrepreneurship, and different organizational capacities and needs (including strategic orientation, human and financial resources, networking opportunities, etc.) enabling innovative approaches and results to take place for the period after 2020.

2. Country level survey results

2.1. ALBANIA

2.1.1. Domain: CSOs networking and coalition building in youth employment and entrepreneurship – exploring the context

a) CSOs actors and activities mapping

The lack of an electronic register with comprehensive accessible data on the CSO in Albania, makes it difficult to make a categorization of CSO working on youth employment and entrepreneurship. Never the less, if we refer to the National Business Center, in 2019 there are 319 CSOs that possess licenses and provide educational services to youth and children in Albania.

The Albanian Assembly also counts 111 CSOs listed under the category of *Work and social Issues*. No information is trackable on the number of CSOs in the rural areas, grassroots or those led by women in the field.

There is no measurable variable to classify the most prominent among the CSOs that operate in the field

of youth employment and entrepreneurship in Albania. Based on the JAA contacts and the desk research the following CSOs might be considered prominent and consolidated in the field:

1. AIESEC
2. Albanian American Development Foundation (AADF)
3. Albanian Innovation Accelerator
4. CEED Albania
5. Nucleus Albania supported by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
6. Junior Achievement Albania
7. Partners Albania
8. Protik ICT Center
9. Startup Grind
10. Yunus Social Business Balkans (YSBB)

These CSO work both in urban and rural areas. GIZ operations are merely concentrated in the rural and mountainous areas of Albania.



Some of the **strengths/successes** of the most prominent (known) CSOs in the field include:

- Years of activity of the CSO in the Albanian civil society sector and focus on specific issues;
- High capacities of their staff members and continuous investment on capacity building;
- High exposure and practices on local and international network of CSO;
- Most of the listed CSO are organically linked international and worldwide CSO and civil society programs.
- Financially stable due to the expertise in the field and high capacities on project proposal writing and management, accessing so EU and other international donors' funds;
- Strong advocates of CSOs in Albania and strongly affecting the legal developments and improvements on civil society sector in Albania.

Most relevant **challenges** in the work of the prominent CSOs in the field can be classified as follows:

- Nascent tendencies of control over CSO activities manifested by increased financial control and tax regulation and other attempts to control CSOs independence;
- Sustainability of CSOs is project based and remains a challenge for the sector;
- Participatory mechanisms established to ensure CSOs contribute to important issues, are ineffective or show little effectiveness;
- Lack of proper legislation on youth entrepreneurship brings confusion and delays in progress on CSOs' activities;
- Grassroot CSOs are very risked from lack of funds and projects;
- Need for strengthened capacities and staff sustainability;
- Lack in time and qualitative information in the field and lack of networking.

Sources of funding for the CSOs in the field include foreign donor institutions grants; European Commission Grants; IPA and IPARD funds; Central and local government agencies funds; CSO's economic activities; Membership fees; other Donations.

Some of the most successful programs in the field of youth employment and entrepreneurship in Albania include:

- JAA entrepreneurship and financial education present full-scale in the pre-university education system in Albania;
- AADF Crimson Fund;
- Green Businesses Program of Partners Albania;
- UNDP Youth Self Employment Program;
- Partners Albania for Change and Development Green Businesses and financial support schemes;
- GIZ – ProSME
- YSBB - Entrepreneurship ecosystem building support

b) CSOs and entrepreneurship environment NEEDS/GAPS analysis

The overall capacities of CSOs dealing with youth employment and entrepreneurship may be improved with the following in mind:

Strategic planning. According to the last Needs Assessment Report on CSO in 2019ⁱⁱⁱ, only 58% of organizations have a strategic plan. With this regards, strategic planning is normally not seen as part of the capacity building activities, there is a lack of experience in strategic planning and also funds to pay for external expertise.

Fundraising. Fundraising remains a challenge of the CSOs sector in Albania in terms of sustainability and donor-oriented developments. At the same assessment report, grass root CSOs need training and networking in local and international level, to increase their sources of funding. There is a need to support CSOs with regards to increasing shared information on fundraising and calls opportunities, distribution of information and capacity building on proposal writing.

Advocacy. Some of the most consolidated CSO listed above, are strong advocates of CSOs in Albania and strongly affecting the legal developments and improvements on civil society sector in Albania. Identified needs in this segment to support CSOs further work include involvement on the consultation on initiatives on local and central level and information and training in the networking and lobbying.



Programs implementation. The prominent CSOs have shown high capacities in implementing programs and building up on the results of the past projects and programs on youth entrepreneurship. CSO would benefit from capacity building of staff in this segment and especially in terms of ensuring the sustainability of the results obtained.

Collaboration practices with other CSOs. It has been assessed that there is lack of collaboration practices among CSOs in implementing their programs in youth entrepreneurship. The lack of information on networks evolving, and donor conditions are some of the reasons behind this situation. This is true for both formal and/or informal cooperation initiatives (e.g. coalitions, networks, consultations platforms, etc.) among CSOs in the sector. The level of collaboration among CSOs in general is weak and in the entrepreneurial sector the competitiveness prevails.

Collaboration practices with governmental institutions and local institutions (e.g. schools, etc.). Most of the CSOs have good but limited collaboration practices with governmental institution on local and central level. The collaboration is mainly institutional one with rarely financial support for the CSO. In the last year the collaboration of the CSOs with the schools is hindered from the rigid measures taken from the line ministry of education.

Collaboration practices with business sector entities. The cooperation between the private sector and that of civil society, is still underdeveloped. The assessment data of 2019 shows that the business sector's effort to get to know and collaborate with non-profit organizations is low. The needs of CSOs in this segment include more information on existing fiscal legislation and incentives/mechanisms related to business financial support for CSOs; more information and promotion of best practices of CSOs-business cooperation models; establishing common platforms for meeting mutual needs; frequent periodic meetings in fairs, workshops and conferences with the business sector.

Operations of entrepreneurial boosters In Albania there are 3 Business Incubators; 2 business accelerators; and 10 co-working spaces whose

activities are funded by AADF - Crimson Fund; AIDA – Gov funds; GIZ funds; EU funds; MFI.

Prominent coworking and acceleration boosters are:

- Yunus Social Business Balkans;
- Protik Center
- Tech Space;
- Ofiçina,
- Albanian Innovation Accelerator
- UK-Albania Tech Hub
- Dutch Hub- Your Coworking Space in Tirana
- Open Labs Hacker Space Albania

2.1.2. Domain: CSOs in entrepreneurial ecosystem – lessons learnt

a) Concept of youth entrepreneurship and young entrepreneur defined in national legislation

In the Albanian legislation there is no exact definition on the concepts of youth entrepreneurship/young entrepreneur.

There is a commonly agreed understanding, coming though from existing practices, that social entrepreneurship and entrepreneur are concepts that apply to youth entrepreneurship.

Youth/young entrepreneurship is solely treated under the SME related legislation and the social entrepreneurship one. The legal framework on the latest has been enriched since 2016, but in so far, no business or CSO has the status of social enterprise. The only relevant document that uses the concept “youth entrepreneurship” is the National Youth Action Plan 2015-2020. The term “youth/young entrepreneurship” is used to describe an emerging enterprise in the local market registered in the National Business Center from less than 2 years.

In the last three to four years there has emerged the concept of *Start-Ups*, yet a non-defined concept by law, but commonly used to describe young emerging entrepreneurs on the Albanian market, liked to using innovative approached and technologies.

The legal framework on youth, entrepreneurship, employment and social inclusion gives some



definitions that imply the young entrepreneurs as one of the beneficiaries' categories, "special groups", "disadvantaged groups", but there is no exclusively agreed definition of the concepts of "youth entrepreneurship and young entrepreneur".

Despite this lack of clarity on definitions, there are initiatives to support young entrepreneurs on central and local level of governance such as "The social entrepreneurship support fund", "The start-up fund"

AIDA, "The start - up grants of Tirana Municipality" etc. Nevertheless, the definition of youth entrepreneurship itself is still a debatable issue in EU and wider according to Eurofound (2015), Youth entrepreneurship in Europe: Values, attitudes, policies, Publications Office of the European Union, Luxembourg. and A background paper for the OECD Centre for Entrepreneurship, SMEs and Local Development.


**B) STATE OF ENTREPRENEURIAL
 CULTURE AND THE ROLE OF
 CSOS**
ALBANIA

The entrepreneurial culture in Albania is facing at the same time fast developments and challenges to the traditional mindset of structured and state-controlled enterprises, to a largely informal economy for many transitional years, lack of support schemes and a missing legal framework on regulating new form of economic activities. The challenges remain, they also develop at the same rate with the new practices and entrepreneurial mindset. Entrepreneurship is influenced by cultural values and regardless the fact that changes in culture and mindset are the hardest to be measured and change, initiatives from governmental, non-governmental and business sector make us believe that soon a positive shift will be reflected in the entrepreneurial practices and culture in Albania.

Strenghts
S

- Support schemes are being created to bust the entrepreneurship culture amongst youth
- There is growing interest and attention of education policies toward entrepreneurship and financial education
- CSOs have engine and contributed to the education and promotion of entrepreneurial culture in Albania and are the only institutions that offer mentoring, coaching and guidance to young entrepreneurs
- Short time and eased procedures for business registration
- Large number of SME and their contribution to the national employment and GDP (99.8 % of active enterprises are SMEs as per data of INSTAT 2019)

Weaknesses
W

- Lack of risk taking in entrepreneurship; Low capacities in fund absorption;
- Remains of the state economy mindset still mine the entrepreneurial spirit to grow
- Insufficient incentives and little dissemination on the existing ones
- CSO sector dedicated to entrepreneurship, remains donor dependent, despite its great contribution to the entrepreneurial mindset in Albania
- Rigid banking system with little products tailored to young entrepreneurship and rough tax regime for new businesses
- Lack of initial funds and difficulties in market penetration
- Bankruptcy procedures are complicated and bureaucratic

Opportunities
O

- Existing support schemes from the government and the international communities can grow
- Increased focus on entrepreneurial and financial education will result in changes in traditional mentality on entrepreneurship culture
- best practices and successful models of young entrepreneurs might serve as role models
- Regional and international cooperation and shared expertise will impact the local mindset and culture

Threats
T

- Migration and brain drain
- Economic, financial and political local, regional and global instabilities
- Rapid change of global markets and finance
- Climate change and global crisis

SWOT 1 Albania - state of entrepreneurial culture and the role of CSOs


**C) STATE OF ENTREPRENEURIAL
 LEARNING AND THE ROLE OF CSOS**

ALBANIA

Entrepreneurial and financial education is a new discipline in Albania. JAA entrepreneurial and financial education modules are inserted in the national K9 curricula from the pre-school to the 8th grade of lower secondary education starting 2013 and full scale in 2018. In the upper secondary education, there has been an increase of attention and insight on the entrepreneurship, with the introduction in the core curricula of High Schools and in the Matura State Exams of the JA modules on Be Entrepreneurial, Business Ethics and Economy for Success and Personal Finances as well as the ones of Students' Company and Job Shadow, inserted in the elective curricula. In the tertiary education system, entrepreneurship is not an integrated subject, but as part of the special curricula on certain study programs. To this are very few exceptions on public and private universities. The upcoming challenges on this regard are related to building a cross sector collaboration to ensure entrepreneurial education in the formal and non-formal education institutions, in close collaboration with all relevant actors.

S
Strenghts

- JA modules are part of core and elective curricula on Entrepreneurial and financial education national wise
- Extracurricular activities and collaboration with the business sector ensure a practical approach to the JAA formal education
- Start Up support schemes and mentorship and acceleration hubs are being consolidated in Albania serving as life-long learning tools for entrepreneurs

W
Weaknesses

- Lack of a national guideline or strategy on entrepreneurial and financial education
- Poor implementation of the existing cross cutting strategies on skills, education and employment
- Low collaboration among business and academia institutions to fill the skills gaps and the lack of needed technical and trained work force.

O
Opportunities

- Competence based curricula for lower and upper secondary education is flexible to introduce modules related to entrepreneurial education
- Professional masters or other alternative curse of studies on entrepreneurial learning could be established in public and private universities
- Traditional and social media could be used to increase interest and attention of the young people toward entrepreneurial education

T
Threats

- Lack of vision
- Lack of interest form relevant stakeholders
- Migration and school abandonment
- Corruption

SWOT 2 Albania - State of entrepreneurial learning and the role of CSOs



D) THE START-UP SUPPORT AND THE ROLE OF CSOS – SWOT

ALBANIA

A proper definition of the startup is still missing in Albanian regulatory legislation and this creates confusion and burdens in the fiscal treatment of the startups. Along with this, a clear strategy on startups and entrepreneurship is missing as well in the governmental vision. Nevertheless, the Albanian government with the assistance of the Eu for Innovation, is in the first stages of developing the Law on Start-Ups hopefully to be ready and applicable soon. The confusion in definition and lack of clarities in the fiscal treatment of the startup and youth enterprises, leads to another level of confusion when it comes to analyzing and cataloging the support schemes effective to them. CSOs and international donor community play a crucial role in guiding the start ups and supporting them beyond the ideation phase, but yet this sector operates in the pool of "grants economy". In Albania the concept of business angel is still in its beginnings, but interestingly enough a TV show of some years ago and the webpage of Tirana Municipality offers a simplified map of the concept and similar opportunities in Albania. Albania does not have a local angel investment network. Despite its positive push to the startup sector this approach at a certain extent damages in long the proper entrepreneurial spirit and the real story behind entrepreneurs without seed funding or non-conditioned support schemes. On the public sector, there are no such public support and guidance for the startups, from ideation to incubation phases. The approved support schemes are a positive development, but yet the start ups need to be guided and supported on how to operate meeting the fiscal and administrative requirements applied. .

In terms of funding it is relevant to mention the following opportunities: Public support Schemes

- a) "The social entrepreneurship support fund" 2018
- b) Albanian Investment Development Agency (AIDA) The start-up fund 2016* Competitiveness Fund - (AIDA). Creative Economy Fund (AIDA). Start Up Fund for New Startup Enterprises (AIDA). Innovation Fund (AIDA)
- c) "The start - up grants of Tirana Municipality"
- d) Tirana Municipality Women Entrepreneurs Fund
- e) Tirana Young Entrepreneurs Fund

Other support schemes:

- a) AADF - Crimsons Fund
- b) Skills Development for Employment – UNDP
- c) Yunus Social Business Balkan Fund - YSBB
- d) OFIÇINA - Entrepreneurship & Innovation Lab
- e) Agro & Social Fund - Start Up Loan
- e) ProSEED - implemented by GIZ
- f) EU for Innovation - Challenge Fund
- g) Besa Fund – Youth Loan
- h) FED Invest – Small Grants
- i) NOA
- j) Partners Albania for Change and Development – Green Business Competition

Strenghts

S

- The CSO in Albania are the first ones to fuel and educate the start up ecosystem in the country, mainly in the capital and big cities
- Emerging start up support schemes form central and local government and especially international investors and donors' community
- Increased interest on tech start -ups Increased exposition of the Albanian start ups in the reginal scene
- CSOS consolidated on offering services and full cycle support to start up
- Increased regional cooperation due to EU support schemes.

Weaknesses

W

- Insufficient interest and incentives to ensure start up sustainability
- 99% of start ups die the first year of activity
- Weak entrepreneurial culture and financial education
- Inequalities among the capital and other regions on startups
- Lack of state strategy on offering full cycle support for startups.

Opportunities

O

- Eu and regional competitions and support schemes to be explored
- Hopefully a multisector strategy and action plan on entrepreneurship will be designed and implemented
- Increased collaboration among public, CSOs, Academia and business sectors

Threats

T

/

SWOT 3 Albania - The start-up support and the tole of CSOs


**E) PUBLIC POLICY SUPPORT FOR
 YOUTH ENTREPRENEURSHIP**
ALBANIA

As mentioned above, in Albania is missing a clear objective and dedicated strategic vision on youth entrepreneurship. There are some initiatives, and action plans on public central and local level of governance, but yet there is much effort to be done in approximating the Albanian legislation with the EU one on YE. Being at the moment where many of sectorial and cross sectorial strategies linked to entrepreneurship and youth are at their last year of implementation (National Employment and Skills Strategy 2014-2020; National Strategy for Development and Integration 2014-2020; STRATEGY ON PRE-UNIVERSITY EDUCATION DEVELOPMENT 2014-2020; THE BUSINESS AND INVESTMENT DEVELOPMENT STRATEGY 2014-2020) the momentum is optimal to put positive pressure and contribute to the approximation of the Albanian policies and legislation with the one of EU on youth entrepreneurship, regardless the challenges that the ecosystem itself faces worldwide. There are positive models of EU support schemes and mechanism to youth entrepreneurs, EU for Innovation program is playing a crucial role on the scene, but the weakness and the challenges mentioned above will persist.

S
Strengths

- EU for Innovation is assisting Albanian Government on the drafting of the Law on Start Ups
- Support schemes of the public and CSO sector on youth
- increased attention to entrepreneurial learning throughout all the education cycles;

W
Weaknesses

- Insufficient capacities of young entrepreneurs in understanding and absorbing EU funding opportunities
- Lack of role models in Albanian "grown-ups" entrepreneurial scene to inspire and lead the young entrepreneurs
- Missing effective collaboration among stakeholders and actors in the field
- Sometimes overlapping of fund and uncoordinated donor action;

O
Opportunities

- Capacity building and experience sharing activities
- Best practices shared
- Preparation and approval of Law on Start Ups
- Contextualization of the EU programs for young entrepreneurs in Albania
- Better dissemination of EU funding program and opportunities through social media and traditional one

T
Threats

- Migration
- Corruption
- Bureaucracy and lack of contextualization of the EU funding priorities

SWOT 4 Albania - Public policy support for youth entrepreneurship



f) Youth entrepreneurship training programmes, coaching and mentoring initiatives, and business development services

Early education and hands on practices on entrepreneurship should be strengthened in the education system; most of the policies and strategies and also international donors and investors, focus on the tertiary level of education and above, but at this time is too late to root the entrepreneurial and risk-taking spirit to the young ones.

The entrepreneurial education programs of JAA are an excellent model to be replicated above being a combined model of theoretic and hands on program for young students since early stages of education; Tailor made training coaching and mentoring of youth entrepreneurship should be prepared and delivered;

2.1.3. Domain: Participatory governance – stakeholders' engagement, policies and tools

a) Mechanisms of exchange of practices among public, private and civic sectors for promotion and development of entrepreneurial learning

Currents exchange mechanisms include a major part of CSO's in the country cooperate between them by being part of different CSO networks. These networks vary by their focus, mostly human/children rights, economy, social. Another type of collaboration are coalitions between local CSO's. CSO's that are part of the networks share the same values and assist on different joint activities. Apart from the capital, collaboration between CSO's in the country and the local level is typically weak.

Also, Albania faces lack of collaboration inside the networks too. The networks are often part of hearing sessions from the public sector.

Desired exchange mechanism should respond to:

- The need for empowerment of local networking, by creating a strong structure where both sides share their experiences

The alfa of training should be the education and good knowledge of the fiscal and tax regime in Albania because there is a lot of attention on business models and coaching and mentoring but little education of the legislation in place and fiscal and tax regimen applied to stat ups, SME or youth enterprises in Albania, no matter how complex and confused it is;

Existing models of training mentoring, coaching and acceleration of startup exist, but there should be coordinated efforts among actors not a wild race for numbers;

As mentioned above, the momentum is positive to introduce in crucial cross sector strategies, elements of entrepreneurial continues education and incentives.

- and cooperate on several advocacy fields, and
- Greater international networking, ideas sharing and working together^{iv}.

b) Current/pending advocacy initiatives in the field to be supported through the BY LEAP

Most of the CSO's have their advocacy plan from different fields including environmental protection, women's and children's rights, high education reform, and rule of law and good governance (EU Commission, 2019). A very low number of CSO's would advocate for the young people employment and entrepreneurship

One of the initiatives taken by the government to empower the National Employment Service, in order to greater this institution and make it more credible to the youngsters. Hence, to lower the number of unemployed young people in the country and more^v.

c) Relevant youth employment and entrepreneurship policies & flagship initiatives

The majority part of initiatives that affect youth employment and entrepreneurship policies depend

Table 3 Albania - Different institutional players in entrepreneurship policy and practice



on government policies. Referring to the **National Strategy for Employment and Skills Action Plan**, several initiatives were taken to create a better environment for employment. Less is seen for the entrepreneurship field. As mentioned above, regarding youth employment, in order to lower the number of unemployed youths was taken the initiative to revitalize the National Employment Service, so young people can have a point center where to search for a job at least.

Also, **SEE 2020 Strategy** has been prepared and approved, which in overall supports the creation of new job places. All the above strategies are **approved until 2020**.

The taken initiative, by CSO's, locals or government, do focus on employment but they lack to address the youth employment and specially entrepreneurship filed, which is very little addressed^{vi}.

Different institutional players in entrepreneurship policy and practice

ALBANIA

NATIONAL YOUTH COUNCILS	VET SCHOOLS (TEACHERS)	BUSINESS HUBS	PARLIAMENT	LINE MINISTRIES
	TEACHERS	ACCELERATORS, CO-WORKING SPACES, BUSINESS INCUBATORS, CHAMBERS OF COMMERCE	COMMITTEES	MINISTRY OF EDUCATION AND SCIENCE MINISTRY OF LABOUR, SOCIAL AFFAIRS AND EQUAL OPPORTUNITIES MINISTRY OF CULTURE, TOURISM, YOUTH AND SPORTS MINISTRY OF ECONOMY, TRADE AND ENERGY
/	Supportive Main actors on promoting entrepreneurship Low impact on decision level	A special agency that focuses on entrepreneurship and it's acceleration; Lack of advocacy plans regarding entrepreneurship.	A special agency that focuses on entrepreneurship and it's acceleration; Lack of advocacy plans regarding entrepreneurship.	Supportive on administrative level; No entrepreneurial policy in place Unstructured communication with CSOs

Table 3 Albania: Different institutional players in entrepreneurship policy and practice



2.2. BOSNIA AND HERZEGOVINA

2.2.1. Domain: CSOs networking and coalition building in youth employment and entrepreneurship – exploring the context

CSOs actors and activities mapping

Around 30 CSOs operate in the field of youth employment and entrepreneurship in Bosnia and Herzegovina. Few of these are located in rural areas, while some networks have also their branches in various municipalities (e.g. Omladinske banke). Several CSOs are grassroots, but most of them are in the biggest cities and covering regional or national area in their interventions. When it comes to gender specifics in terms of leadership this is subject to change and team leadership prevails.

Some of the most prominent CSOs operating in the field include:

- Impakt Foundation – capacity building and mentorship for YE in small communities;
- BIT Center Tuzla – start ups in IT sector;
- Social Innovation Incubator MUNJA – State competition for school entrepreneurship
- Nešto više – social entrepreneurship support (also in rural areas);
- Innovation Center Banja Luka – mentorship, incubator, education for start ups and YE;
- Intera Mostar – education, events, internship, mentorship, coworking space for YE.
- Foundation Mozaik with start up studios and youth banks.

Most important **strengths** of the most prominent (known) CSOs in the field are:

- Provision of mentorship support;
- Education/training capacity (curricula, methodology, trainers);
- PR and promotion;
- Attracting local communities for matching support;
- Social impact focus (development or targeting social entrepreneurship).

Some of the most successful stories in the field include:

Impakt Foundation (ex Swiss YEP) which supported 120 small businesses (mostly led by youth in small communities);

BIT Tuzla which supported more than 50 start up IT companies;

Ministry of Programming is one of the largest and fast-growing company in the Balkans that supports start up worldwide.

On the **challenges** side, most organizations are faced in their work with:

- Long term sustainability/ financing model;
- Capital and investors;
- Measuring impact;
- Developing and implementing holistic approach;
- Outreach and mindset of youth (not enough interested in YE);
- Environment (complicated political and admin system, taxes, security, procedures etc.).

CSOs are funded mostly through international donors' aid (bilateral agencies, EU etc.); business sector;

and the government funds (mostly issued by the local authorities – cities and municipalities).

b) CSOs and entrepreneurship environment NEEDS/GAPS analysis

With regards to core development aspects in the given areas, CSOs needs in Bosnia and Herzegovina training are focused on:

Strategic planning (overall capacity mark 3/5)

- Defining a meaningful mission, vision and target group
- focusing on the implementation of desired interventions

Fundraising (overall capacity mark 2/5)

- Skills for fundraising (multifundrasing sources)
- Crowdfunding skills
- PR and design of business packages
- Pitching skills



- Training on B2C and B2B fundraising activities

Advocacy (overall capacity mark 1/5)

- Advocacy skills
- Campaigning
- Knowledge on political system in BH and political processes
- Network
- Media connections and skills
- HR for advocacy

Programs implementation (overall capacity mark 4/5)

- Youth friendly methodology
- Mentorship approaches
- Youth information and outreach
- Strategies
- Networking
- New and creative approaches (design thinking)

Collaboration practices with other CSOs (overall capacity mark 3/5)

Rather informal cooperation initiatives (e.g. coalitions, networks, consultations platforms, etc.) among CSOs in the sector take up the form of different meetings, forums as events, not real collaboration under any formal platform. There are more focused associations like Association of Freelancers or BIT Alliance for IT companies. There are also joint projects with several different NGOs (e.g. Start Up Academy in cooperation of BIT Tuzla, ICBL and Intera Mostar supported by Norwegian Embassy). Collaboration practices among CSOs in the field may be improved through

- Networking skills training
- Increasing different opportunities for exchange of knowledge
- Creation of forums for advocacy and joint work around common interest

Collaboration practices with governmental institutions and local institutions (overall capacity mark 2/5)

- Opportunities for networking and promotion in front of governmental institutions
- Advocacy skills and training
- Communication training
- PR and media skills and marketing/Sales

Collaboration practices with business sector entities (overall capacity mark 1/5)

- Corporate social responsibility
- Stakeholder/market analysis
- PR/marketing/sales skills
- Opportunity to meet potential business partners

Operations of entrepreneurial boosters In BiH there are approximately 5-10 entrepreneurial boosted in urban settings, and 3-5 in rural areas with two-folded purpose: to support YE and start ups and enable promotion and raising awareness on entrepreneurship. Their dominant strengths are perceived in the fact that these are becoming popular (new and *in*) and multifunctional entities (providing space, specific programs and events, networking opportunities, and mentorship). Regardless of this, entrepreneurial boosters still face issues with ensuring **sustainability and adequate funding**. **Operators would also benefit from advanced networking and pr and marketing training for their management staff.** Mostly IT companies' staff, final year students, and recent graduates benefited from entrepreneurial boosters' operations. International donors' assistance, smaller governmental support and private investment are the funding sources supporting the work of entrepreneurial boosters in BiH.



2.2.2. Domain: CSOs in entrepreneurial ecosystem – lessons learnt

a) Concept of youth entrepreneurship and young entrepreneur defined in national legislation

Based on legislation, youth entrepreneurship could be defined as a registered entrepreneurial activity (craft or business) owned by a person aged between 18 and 30. Young entrepreneur would be a person between 18 and 30 owning a craft or a business.

There are no specific definitions of youth entrepreneurship and young entrepreneurs. There are definitions of youth and different registration forms.

- The definition of youth: “youth” or “young” means people between the ages of 15 and 30

The definition of entrepreneurship/business:

- Crafts and similar activities (registered at local government level – municipality): are an independent and permanent performance of permitted and registered economic activities in the basic, supplementary or additional occupation, by natural persons for the purpose of achieving profit generated by production, trade or provision of services on the market.
- Companies (registered at courts): A company is a legal entity that independently performs the activity of production and sale of products and provision of services on the market for the purpose of gaining profit. A company may be established by both domestic and foreign natural and legal persons, unless otherwise provided by law.



B) STATE OF ENTREPRENEURIAL CULTURE AND THE ROLE OF CSOS

BOSNIA AND HERZEGOVINA

State of entrepreneurial culture in BiH is characterized by the following elements:

- Fear of failure – present but less than in EU on average
- Entrepreneurial intentions – higher than in EU on average (but mostly out of necessity)
- Entrepreneurship as desirable career choice - higher perception than in EU on average
- High-status of successful entrepreneurs - higher perception than in EU on average
- Media attention towards entrepreneurship - less than in EU on average

Role of CSOs in developing entrepreneurial culture is crucial as they carry most of the activities in changing entrepreneurial mindset/culture. Second most important stakeholder is the media. In addition, culture of success (including entrepreneurial) is seen as an exception rather than a rule. Government employment culture and one job for life is still predominant culture in the society.

S

Strenghts

- Growing number of entrepreneurial initiatives and programs (it is hot topic)
- Example of good practice: SBF Start-up Challenge TV show (collaboration of BBI bank, Sarajevo Business Forum, TV Hayat, RSG Media Group, Mozaik Foundation and Impact Foundation/YEP).

W

Weaknesses

- Despite growing number of initiatives, they are mostly not strategically funneling youth towards entrepreneurial career
- Example of challenges: CSOs' activities are mainly donor driven (both local and international) and they usually do not prefer sole mind setting activities although it is crucial step in developing entrepreneurial culture

O

Opportunities

- Youth employment and entrepreneurship are popular topics with many potential donors
- High and growing unemployment rates are shifting focus on entrepreneurship as alternative career choice
- Easier access to information and inspiration (success stories)

T

Threats

- Global recession due to the Corona virus outbreak and reporting about negative impacts on global and local level
- Severe brain- drain
- Overcomplicated and corrupted system
- Government employment still seen as most desirable career due to stability

SWOT 5 Bosnia and Herzegovina - State of entrepreneurial culture and the tole of CSOs


**C) STATE OF ENTREPRENEURIAL
 LEARNING AND THE ROLE OF CSOS**
BOSNIA AND HERZEGOVINA

In formal education in BiH entrepreneurial learning opportunities are as follows:

- Pre-school - non-existent
- Primary and secondary schools - extensive preparatory activities conducted within the EU funded project in 2015 (programs, learning outcomes, guidelines, training manuals, teaching materials, capacity building for dissemination and monitoring of the integration of entrepreneurial key competence). However, entrepreneurial key competence was introduced in only 10% schools in BiH (out of 1797 primary schools and 311 high-schools). All VET high-schools teach entrepreneurship as separate courses. Student companies practice in RS.
- University - at public universities very few non-economic faculties teach entrepreneurship. At private universities entrepreneurship is given more attention and usually taught either within courses or as separate courses. Good practice example International Burch University Start-up Incubator.
- Role of CSOs most important in advocacy

In non-formal education entrepreneurial learning activities include:

- Developing successful business ideas and business models (trainings)
- Moving from business idea to business implementation (finance and mentoring)
- Managing business and growth (finance, mentoring, networking, promotion)
- Role of CSO is crucial in providing these services and activities alone or in partnership with authorities

S

Strengths

- Formal learning: Entrepreneurship is taught at all vocational high-schools and economic related faculties
- Good practice example: International Burch University Start-up Incubator.
- Non-formal learning: growing number of non-formal entrepreneurial learning opportunities and consolidation of stakeholders in regards to the activities and areas covered (Mozaik Foundation, Impact Foundation)

W

Weaknesses

- Lack of entrepreneurial key-competence development (vs. traditional entrepreneurial learning focusing on starting a business)
- Lack of entrepreneurial learning at non-economic faculties
- Quality of formal entrepreneurial learning (teachers and their competences, practice opportunities)

O

Opportunities

- Integration of entrep. key-competence is one of the terms for EU accession, so funds can be raised
- Synergy and cooperation among CSOs dealing with different phases of entrepreneurial learning (mindset, training, mentoring, funding, prototyping, office space)

T

Threats

- Slow and self-interest driven governments
- Lack of trust among key stakeholders

SWOT 6 Bosnia and Herzegovina - State of entrepreneurial learning and the role of CSOs



**D) THE START-UP SUPPORT AND
THE ROLE OF CSOS – SWOT**

BOSNIA AND HERZEGOVINA

Significant improvement from sole finance support, to training to mentoring has been made in the past several years.

Efficiency, effectiveness and impact of the start-up support provided by the authorities is questionable as it is not market but socially oriented. Start-up support includes:

- Trainings
- Mentoring
- initial investment capital
- working capital / salary taxes and contributions reimbursement
- small deductions of registration fees on local level premises
- networking opportunities • promotion opportunities

Business angels, venture capital availability: in 2012 and 2013 several initiatives (ICBL; BIZOO) started but had no significant activities up to date

- Loans are not easily accessible by young entrepreneurs as they do not own collateral when starting a business •
- Grant schemes are omnipresent and provided by local governments and/or international donors;

Role of CSOs is crucial in providing the support alone or in partnership with (mainly) local authorities

S

Strenghts

- More support options than ever (by government agencies, CSOs, international community, and few private investors)
- Increasing number of holistic approach support opportunities

W

Weaknesses

- Providing holistic approach year round
- Funneling potential entrepreneurs though support channel
- Defining target groups based on their entrepreneurial potential vs social status
- Providing sufficient funds for business development and not distributing funds to too many applicants

O

Opportunities

- Continue developing and providing holistic support during nascent and new business stages
- Stakeholders partnering up on existing initiatives and their expertise

T

Threats

- Most of the start-up support programs and initiatives are not self-sustainable and there is a risk of funds being reduced or transferred to tackle Corona effects

SWOT 7 Bosnia and Herzegovina - The start-up support and the role of CSOs


**E) PUBLIC POLICY SUPPORT
 FOR YOUTH
 ENTREPRENEURSHIP – SWOT**
BOSNIA AND HERZEGOVINA

Ministries in charge of youth have no specific policies focusing on entrepreneurship development (Ministry of culture and sport in FBiH, Ministry of family, youth and sport in RS).

Ministries in charge of entrepreneurship:

- Federal ministry of development, entrepreneurship and crafts (FBiH) - law on encouraging the development of small businesses + plan <https://www.fmrpo.gov.ba/projekti/projekti-ministarstva/>
- Ministry of Economy and Entrepreneurship (RS) - Strategy of SMEs development 2016-2020 - several points focusing on youth

EU funding opportunities for youth entrepreneurship programs and its use

- EU4Business - jointly implemented by GIZ, UNDP and ILO, from April 2018 to March 2022 and jointly funded by the European Union (EUR 15 million) and the Federal Republic of Germany (EUR 1.1 million). One of the components is support to promote the entrepreneurship and start-ups of young people and vulnerable groups. Training, mentoring and financial support are provided
- Erasmus+ - provides grants for a wide range of actions and activities in the fields of education, training, youth and sport. The programme gives opportunities to students, trainees, staff and volunteers to spend a period abroad to increase their skills and employability

S
Strengths

- Law on crafts in Republic of Srpska enabling crafts to engage in foreign trade (which is not the case in FBiH)
- Most municipalities exempt young people from paying a fee when registering a craft
- Most municipalities have funds to support young entrepreneurs and it is growing trend to pair these funds with other (usually international donor) activities (e.g. Impact foundation and CEFE BiH approach)

W
Weaknesses

- Lack of tax incentives for start-ups
- Lack of incentives for existing entrepreneurial infrastructure
- Lack of legal motivation and protection of potential investors in start-ups

O
Opportunities

- Redefine the way of calculating contribution for craftsmen (independently from the average salary)
- Enable faster and easier registration online
- Regulate the status of self-employees (freelancers) who can work from home where no office space is required.

T
Threats

- Oversized and complicated system of decision making with no clear accountability for the topic of youth entrepreneurship making it cross-sectoral issue, which makes it even more complicated for change making

SWOT 8 Bosnia and Herzegovina - Public policy support for youth entrepreneurship



f) Youth entrepreneurship training programmes, coaching and mentoring initiatives, and business development services

Key ingredients, content and delivery methods of successful training, coaching and mentoring for youth entrepreneurs are perceived to be:

- Needs assessment
- Using adult learning principles (Relevance, Experience, Practice, Involvement, Learning by Doing, Self-directing)

Depending on the youth age group, the following applies:

Age: 15-18

- education level: high-school students
- content: entrepreneurial competence and mind set, business idea and opportunity generation, business modeling, basics of marketing and management, doing business in digital era, creative problem solving
- delivery methods: cross-subject approach, separate subject, non-formal entrepreneurial culture and mindset development activities, competitions and practice in student companies

Age: 18-25

- education level: university students (and/or high-school graduates)
- content: business idea and opportunity generation, business modeling and planning, marketing and management, business

growth, networking, legal framework, registration process, product prototyping

- delivery methods: cross-disciplinary approach, separate courses, student companies and co-ops, internships and exchanges, competitions, trainings, mentoring, coaching

Age: 25-30

- education level: university and high-school graduates
- content: business idea and opportunity generation, business modeling and planning, legal framework, registration process
- delivery methods: trainings, mentoring, coaching, business plan competitions, exchange programmes

Relevance and adequacy of mainstream support programmes and initiatives

- Mainstream support programmes (from government) are mainly focused on unemployed persons whom are not the best target group to become successful entrepreneurs
- Most of the mainstream support programmes provide training, mentoring and grants for free - which is not the best way to support entrepreneurship culture and activity
- Most of the mainstream support programmes are project oriented and not open year-round for applications



2.2.3. Domain: Participatory governance - stakeholders' engagement, policies and tools

a) Mechanisms of exchange of practices among public, private and civic sectors for promotion and development of entrepreneurial learning

b) Current/pending advocacy initiatives in the field to be supported through the BY LEAP

It would be good to use Information on implementation of the State Strategy on EL and to take certain policy recommendations (especially on raising awareness of young people and curricula - skills for YE within school system)^{vii}.

c) Relevant youth employment and entrepreneurship policies & flagship initiatives

State Strategy on Entrepreneurial Learning 2010-2015 (thanks to EU project) and with weak

Currents exchange mechanisms Munja Business Challenge (as competition for school students since 2013) with involvement with different CSO, government and business partners.

Youth Banks under Foundation Mozaik in cooperation with different municipalities, with co-management in decision making, small funding and capacity building.

Desired exchange mechanism Advocacy platforms and working groups on EL, campaigns and networking opportunities.

implementation, but still the only real strategic document at the national level^{viii}.

One example of the recent Advocacy campaign of Association of Freelancers for tax reduction (as initiative to support dominantly youth in freelancing businesses)^{ix}.

In 2015 Federal Employment Service initiated Platform for Social Entrepreneurship but list of different proposals and policy recommendations but without too many results later^x.



Different institutional players in entrepreneurship policy and practice

BOSNIA AND HERZEGOVINA

NATIONAL YOUTH COUNCILS	VET SCHOOLS (TEACHERS)	BUSINESS HUBS	PARLIAMENT	LINE MINISTRIES
	TEACHERS	ACCELERATORS, CO-WORKING SPACES, BUSINESS INCUBATORS, CHAMBERS OF COMMERCE	COMMITTEES	MINISTRY OF EDUCATION AND SCIENCE MINISTRY OF LABOUR, SOCIAL AFFAIRS AND EQUAL OPPORTUNITIES MINISTRY OF CULTURE, TOURISM, YOUTH AND SPORTS MINISTRY OF ECONOMY, TRADE AND ENERGY
There are 3 (politically/advocacy weak) regional youth council - VMFBH, OSRS and VMBD. They are not capable and interested in this field.	Schools are running different subjects that cover to certain amount YE or E skills. Teachers are not too motivated, principles are not willing to have additional collaborations and there is huge decrease number of students in schools. Due to Covid-19 there are even more vulnerable because they have to figure out online teaching	All mentioned exist and have practical work, less in advocacy field. Only Chamber of Commerce (fragmented in B&H) are not involved at all. Associations of Employers are more active in advocacy regarding taxes reduction and some other help from authorities for economy growth	Bosnia and Herzegovina has 14 parliaments (16 houses) and although they have economics committees their level of policy work is on low level.	Bosnia and Herzegovina has 14 ministries that cover economy. 14 for education 14 for social affairs Cooperating among those is weak and even non-existent neither vertically or horizontally

Table 4 Bosnia and Herzegovina - Different institutional players in entrepreneurship policy and practice



2.3. MONTENEGRO

2.3.1. Domain: CSOs networking and coalition building in youth employment and entrepreneurship – exploring the context

a) Actors and activities mapping

There are approximately 5000 NGOs in Montenegro but there is no data on the number of organizations in the field of youth employment and entrepreneurship; in fact, no classification of NGOs according to the operations fields/areas of work is present. There is also a lack of formal data about the operations of NGOs in rural areas as well as on the number of grassroots organizations/initiatives. Legal

assistance to women and minorities, informal education, and social services to children with disabilities, women and children, and victims of domestic violence are among the most recognized services provided by the CSOs in Montenegro.

There are no accurate and relevant data that show how many NGOs/CSOs in general and also in the field of youth employment and entrepreneurship are led by women. However, the Strategy for the Development of Women's Entrepreneurship 2015-2020^{xi} stipulates that overall women in Montenegro are still one third less likely than men to find employment while there are also significant differences in the level and type of economic engagement of women, depending on age, level of education and place where they live. Women who are more present in the category of inactive population are more and more often present in the gray economy of Montenegro.



MOST PROMINENT CSOs in MONTENEGRO in the field of youth employment and entrepreneurship

IEED	UYEM	D.ME	SBA
INSTITUTE FOR ENTREPRENEURSHIP AND ECONOMIC DEVELOPMENT	UNION OF YOUNG ENTREPRENEURS OF MONTENEGRO	MONTENEGRIN DIGITAL COMMUNITY DIGITALIZUJ.ME	STUDENT BUSINESS CENTER OF UNIVERSITY OF DONJA GORICA
carrying out researches, preparing recommendations for policy development, conducting educational for entrepreneurs	support to young entrepre- neurs through various training programs and networking. It tends to promote and encourage entrepreneurial spirit and cooperation among young people at local, national and international levels	Digitalizuj.Me is a partner within the Innovation Laboratory for Youth in Montenegro, called "Creator", a UNICEF initiative, financially supported by ING and implemented in partnership with the Ministry of Education and the Ministry of Sports. This organization is recognized for quality education and seminars that are completely free for participants of which stand out workshops dedicated to digital marketing, blog workshops and program- ming schools for primary school students	promote an entrepreneurial lifestyle to younger genera- tions and to raise awareness about it through projects; encourages young people to think and live entrepreneur- ially, but also influences young people to recognize their potential and develop it through a network of acquaintances; connected with the University of Donja Gorica - members of the organization that implement the projects are also students from different faculties from the University of Donja Gorica

Table 5 Montenegro - Most prominent CSOs in Montenegro in the field of youth employment and entrepreneurship

These CSOs are marked by the following achievements in so far:

1. Watchdog role and provision of checks and balances
2. Advocacy for overall improvement of legal, institutional and financial environment under which CSOs operate including:
 - a. the strengthened legal framework regulating the work of civil society organisations provided with the adoption of 5 pieces of secondary legislation
 - b. Transparency and standardisation of state funding mechanisms with the adoption of

related secondary legislation, though hindered by lengthy delays

3. Dialogue on cooperation between public institutions and civil society has significantly improved since the Council for the Development of NGOs has resumed its work in September 2018 with a new organisational structure
4. General acknowledgement that civil society has an important role to play in the accession process

The same group of CSOs are commonly faced with the following key **challenges** in their operations:



1. Genuine inclusion of CSOs in the policy-making process is yet to be ensured in practice - consultation practices require better planning, transparency and openness to CSOs' suggestions. Cooperation between civil society and local government is yet to be developed;
2. Controversial dismissals of prominent NGO representatives;
3. Growing trend of public institutions declaring information as classified;
4. Legal framework for volunteering remains restrictive and not conducive to voluntary work;
5. CSO's inclusion is deficient and uneven in practice, CSOs are not given sufficient information or notice to be able to contribute meaningfully to the process;
6. Media campaigns aimed at discrediting NGO representatives are not conducive to creating a trustful and enabling environment for civil society;
7. CSOs' active participation has to be recognised and fostered as an asset by the state institutions.

CSOs funding. The main sources of funding for CSOs in Montenegro are: state budget allocation for CSOs - the management of funds is under the responsibility of sectoral ministries, the rules for public funding of CSOs are in place, with a 0.4% minimum percentage of the state budget to be allocated to civil society under the Law on NGOs. Other sources of funding include projects funded by the private sector in Montenegro, EU funds, partnership agreements, individual donations (from philanthropists) who want to help and support the work of organizations.

Although organizations work in the field of entrepreneurship and employment of young people, each organization works in a different way and in a different way contributes to the development of entrepreneurial awareness and entrepreneurial behavior. One of the success stories that has been recognized by the public and private sector in Montenegro is the project Exchange of Entrepreneurial Ideas, supported by Freedom and Entrepreneurship Foundation, which is held every

year at the University of Donja Gorica in the realization of volunteers' members of the Student Business Center. Some of the ideas are created in the Entrepreneurial Nest which is part of UDG. Young people, students and high school students can apply with their ideas that can be mentored and financially supported by the demand made by the most successful companies from the private sector, from Montenegro and beyond. Apart from the projects implemented by SBC, Digitalizuj.me is recognized in this field as one of the organizations that most successfully implements educational workshops related to entrepreneurship with a special emphasis on presenting entrepreneurship and digital technologies to the youngest members of our community.

b) CSOs and entrepreneurship environment NEEDS/GAPS analysis?

The overall capacities of CSOs dealing with youth employment and entrepreneurship vis-à-vis the sector most relevant areas in Montenegro is observed as follows:

Strategic planning. Under the Law on NGOs, overall strategic planning is ensured at central level by the Ministry of Public Administration. With regards to the specific needs for proper youth employment and entrepreneurship CSOs strategic planning the following gaps should be considered:

- Lack of official data on employees, income, employment offices, technical equipment, which results in difficult planning and consideration of further directions of NGO development
- Limited capacity of CSOs to actively participate in the decision-making process at the local and state levels

Fundraising. Some steps have been taken to improve the overall fundraising of CSOs through transparency of the CSO funding process, notably with the set-up of an online database on all state funding beneficiaries and the forthcoming adoption of an annual government report on state funding for CSOs.



Advocacy. CSOs are an effective mechanism for public expression of opinions and interests on important issues of entrepreneurship and employment in Montenegro. Through their actions, proposals and initiatives, NGOs show that they are a significant potential source of knowledge and skills and their capacity to influence decision-making is on a satisfactory level. In terms of the needs of CSOs in exercising their advocacy role in the best way, the following stand out:

- Reviewing the possibility of establishing monitoring of certain data related to the specifics of the work of NGOs, which would achieve greater transparency of data on activities and funding of NGOs
- Organizing informational and educational campaign on what is entrepreneurial learning, to encourage the inclusion of these NGOs in European networks, gather experiences and successful practices from out of the country inputs.

Programs implementation. Legal framework which defines the areas of relevance the young people in Montenegro is extremely broad – it is stretched from education to organizing their leisure time. In accordance with a youth law, when speaking about the implementation policy, besides the national youth strategy, municipal youth strategies need to be adopted as well. They define the goals, measures and activities of youth policy at the municipal level in order to achieve the interest of young people. In order to sustain the programmatic focus of CSOs in the field and strengthen its impact, further efforts are needed to:

- Enhance the monitoring and evaluation of such projects, and to alleviate CSO concerns that funds are not available for watchdog activities
- Include all available potentials of the CSO sector in the development and application of the concept of lifelong entrepreneurial learning, especially in the field of civic education

- Strengthen the capacities of CSOs in the field of entrepreneurial development and in the areas of their activities
- Provide support to the process of consulting and quality management within certain areas of CSO activities

Collaboration practices with other CSOs.

Cooperation of civil society organizations in Montenegro is not at a satisfactory level and the main culprit for this are the sources of funding because each organization has its own ways of obtaining financial support. There exists competition rather than collaboration practices and hence greater networking and better implementation of ideas that affect the spread of entrepreneurial awareness and other topics of interest in the sector is much needed. Observed collaboration practices are mostly project driven and thus short term. Hence, it may be concluded that collaboration among CSOs in the field is improved through establishing:

- Networking mechanism that would go beyond project networking, and also enable a continuous process of consultation for CSOs
- Establishing a single information point for monitoring the results of approved CSO projects and programs in the field of entrepreneurship and employment
- Ensure equal participation of networked CSOs in EU pre-accession funds and in the negotiation process with the EU

Cooperation and dialogue with civil society with regard to sector strategies should be improved if the new model of public funding to CSOs is to reach its full potential.

Collaboration practices with governmental institutions and local institutions (e.g. schools, etc.).

The collaboration is of rather technical and one-off stand nature among CSOs in Montenegro and government institutions and it often takes place when the quality of a particular project is recognized and government institutions decide to support such a project. In addition to the above, cooperation occurs



when institutions publish a public call for CSOs to apply for a project (provision of further information on the call, etc.). CSOs cooperate with kindergartens, schools, universities (public and private) in the implementation of projects and educational seminars that are organized for participants – the citizens of Montenegro. Major points in improving collaboration practices between CSOs and the governmental institutions are as follows:

- The growing trend of public institutions declaring information classified needs to be reversed as a matter of priority as it prevents effective oversight by civil society
- The need to define a stronger link between public policies that are a priority of the Government in a given period and CSO programs and projects that are financed from the budget in the same period.
- In addition to financial, the support of state institutions and local governments, through other instruments of material support for the development of the CSO sector
- Provide an efficient accreditation system for non-formal entrepreneurship education programs

Collaboration practices with business sector entities.

The business sector in Montenegro is very receptive when it comes to cooperation with the civil sector. Companies operating on the Montenegrin market are open to cooperation and thus try to show that they are socially responsible companies. A small number of companies initially supported the project *Exchange of Entrepreneurial Ideas* implemented by the Student Business Center with the University of Donja Gorica, but this number has increased from year to year so that now a large number of companies from Montenegro and the region participating as partners in the project because they recognized it as a project of great importance and influence for the spread of entrepreneurship and moving young people to think entrepreneurially in order to get acquainted with the market in the early years and be part of the market. Apart from projects, Montenegrin companies have shown great interest in the development of the Entrepreneurial Nest, a body of UDG, in which

students can develop ideas that can become part of the Montenegrin and wider market. The following gaps should be considered in further supporting the collaboration practices between business sector entities and CSO:

- Substantial efforts are needed to ensure meaningful consultations with civil society actors as part of an inclusive policy dialogue, both at central and sectoral levels
- Formally verify the training of CSO sectors through which they provide informally acquired knowledge and skills to the economy
- Increased degree of compatibility of decisions on criteria, manner and procedure of distribution of CSO funds, with the real needs of these companies and the economy

Operations of entrepreneurial boosters in Montenegro

Entrepreneurial boosters in Montenegro (i.e. business hubs, accelerators, co-working spaces, etc.) represent a *tool* for advancing development of entrepreneurship, which enables the establishment of new companies, job creation and development of companies based on new, innovative ideas and technology. Entrepreneurial boosters are financed by various Montenegrin ministries, but also by private companies (e.g. Mtel finances the Digital Factory). In addition to ministries and private Montenegrin companies, large financial support is provided by companies from the region, which are mostly partners in projects implemented by entrepreneurial boosters. Operations of entrepreneurial boosters are supported also through EU funds that recognize the usefulness of these types of organizations.

There is no official data on entrepreneurial boosters in rural and city areas in Montenegro but the most prominent ones in Montenegro are situated in urban areas and include: Tehnopolis, BSC Bar, Entrepreneurial Nest -UDG, Chamber of Commerce of Montenegro, and Mtel digital factory.

Accomplishments. Other than working on developing an idea business booster offer the creators of a good



idea the perfect conditions for establishing and developing their own business, in order to start projects as soon as possible and develop a successful business. Providing support, a customized workplace,

Projects implemented by business boosters in Montenegro are mostly intended for young people who want to learn something new and learn more, to hear the experiences of successful individuals from the country and the region, to educate about entrepreneurship, to connect with peers and successful young people both from the region and from around the world - networking is usually done through digital platforms involved in projects of this kind. For example, the Technopolis Innovation and Entrepreneurship Center was a participant in a successful project, where the British Council, which supports the prosperity, security and stability of the UK and the region, shares and improves digital policies and strategies of city administrations and develops skills and cooperation of digital professionals. During the project Bootcamp was held on capacity building in the areas of product management, blockchain technology, strategic marketing for digital businesses, team cultures, etc.

Challenges. Entrepreneurial boosters do not have a specific target group of young people with whom they should work more, but they intend to work with those who want to do business. Nowadays, the younger generations will master the techniques much easier and faster, so they should be directed more towards high school students and university students who belong to the group that shows the greatest desire for independence, inclusion in the labor market, etc. Focusing on such groups would increase the interest of young people in entrepreneurship and business, while working with them would increase creativity, tolerance, versatility, openness, productivity, as well as many other qualities that we can find in successful entrepreneurs.

Formal and/or informal cooperation initiatives (e.g. coalitions, networks, consultations platforms, etc.) among CSOs in the sector Student Business Center

development platforms, technical, administrative and legal advice - business boosters are the right place for entrepreneurial work but also for meeting and networking with other entrepreneurs.

Beneficiaries. Entrepreneurial boosters do not have a specific target market by age groups, but their market consists of all those who want to learn how to start, upgrade/advance their own business or simply want to create a good network of acquaintances to use later when they have enough funds and knowledge to be able to enter the world of entrepreneurship and business. Although not intended for certain age groups, the implementation of projects is carried out in such a way as to be as receptive as possible to the younger generations so that as many young people as possible are part of the business network. Globalization and digital technologies have enabled young people to get to know the world's youngest millionaires virtually - so they become aware that the sooner they get involved in entrepreneurship, the sooner they will be able to achieve their goals. Guided by the policy of entrepreneurship to kill poverty, entrepreneurial boosters help individuals to realize themselves as entrepreneurs in the best possible way. knowledge to be able to enter the world of entrepreneurship and business. Although not intended for certain age groups, the implementation of projects is carried out in such a way as to be as receptive as possible to the younger generations so that as many young people as possible are part of the business network. Globalization and digital technologies have enabled young people to get to know the world's youngest millionaires virtually - so they become aware that the sooner they get involved in entrepreneurship, the sooner they will be able to achieve their goals. Guided by the policy of entrepreneurship to kill poverty, entrepreneurial boosters help individuals to realize themselves as entrepreneurs in the best possible way.

has formal cooperation initiatives with other CSOs in Montenegro such as:



- NGO Student Union of the Faculty of Economics; Goal: Entrepreneurial learning – Project: Bank & Business Conference
- NVO WAT Montenegro; Goal: Student employment – Project: Work & Travel Programme

All initiatives have almost the same purpose - to spread entrepreneurship among young people; to educate, listen and work in the field of entrepreneurship as much as possible or to find employment in Montenegro or abroad. Also, in most

2.3.2. Domain: CSOs in entrepreneurial ecosystem – lessons learnt

a) Concept of youth entrepreneurship and young entrepreneur defined in national legislation

The Montenegrin strategic framework clearly positions *youth entrepreneurship* as a matter of interest to Montenegro and emphasizes that can speed up the process of economic development, which involves the creation of new jobs, increasing income, introducing innovation and the creation of knowledge-based economy. Analysis of current policies, not only in Montenegro, but also in countries of the European Union, tells us that youth entrepreneurship is seen as one of the instruments to

initiatives implemented with other CSOs, young people are exposed to companies that provide employment, but during the project they are obliged to do the practical part of the project alone or with their team, where the goal is usually to present an idea created together or create a business plan for an already existing idea. In this way, young people prepare for the labor market and for the seriousness and responsibility it carries. For those individuals who are most prominent during the projects, there is the possibility of employment in companies that support such initiatives^{xii}.

mitigate the problem of unemployment of this population, and to a lesser extent, it is being promoted and supported as an element of an overall shift of social development towards a society based on entrepreneurial culture and value system.

Young people involved in entrepreneurial process are considered young entrepreneurs. Also, policies to support young entrepreneurs can be defined as a set of measures aimed at helping young people in different stages of the entrepreneurial process, so that more young people could go into entrepreneurship and start their businesses. At the same time, these measures are aimed at increasing the employability of young people in general. Also, these policies are specific because they are targeting not only a specific niche in terms of the needs of end users, but also certain population (young people).


**B) STATE OF ENTREPRENEURIAL
 CULTURE AND THE ROLE OF
 CSOS**
MONTENEGRO
S

Strenghts

- Encouraging entrepreneurship among young people takes an integrated and comprehensive approach, rather than individual activity that deals with just one of the barriers faced by young people
- Various measures to support youth entrepreneurship have been implemented and are still being implemented in Montenegro
- Measures solely relating to various forms of financial support (loans, tax and other relieves)
- The development of so-called "soft" skills, entrepreneurship training programs, technical assistance, mentoring
- The combination of financial and advisory support
- Initiatives related to raising awareness of entrepreneurial vocation and various support measures connected with the education system
- Support measures relating to the provision of the necessary infrastructure for potential entrepreneurs, particularly in innovation and IT sector

W

Weaknesses

- Creating entrepreneurial infrastructure and complementary services
- Measures as promoting entrepreneurship through the effects achieved (primarily through self-employment and job creation) and presentation of successful entrepreneurial stories, can change public attitudes towards entrepreneurship, and then increase the interest of young people in it
- Programs that focus on the development of entrepreneurial skills are intended to compensate for the lack of practical knowledge and skills which, in their opinion, young people usually do not acquire in the course of their formal and informal education.

O

Opportunities

- Access to finance is very challenging and acts as a significant barrier to both innovation and entrepreneurship
- There is a particular need for access to affordable seed capital. This is a similar to the challenge being addressed by some of the rural micro-finance programs in Asia
- Connection to markets outside Montenegro and the Western Balkans region is challenging for new young entrepreneurs • There is a considerable amount of energy and effort already being injected, but significant scope for improving the skills of entrepreneurial teams
- The negative attitude towards entrepreneurship/ insufficient social support

T

Threats

- Poor communication between state institutions that carry out procedures as independent entities not as the system, particularly when it comes to communication with the investors
- Arbitrary application of regulations by local governments, catastral offices, and regional units of state institutions
- The resistance of the officials in terms of lack of willingness to implement reforms at full capacity.

SWOT 9 Montenegro - State of entrepreneurial culture and the role of CSOs



C) STATE OF ENTREPRENEURIAL LEARNING AND THE ROLE OF CSOS

MONTENEGRO

Strenghts

S

- Developed Strategy for Lifelong Entrepreneurial Learning 2020-2024 Montenegro
- Entrepreneurial associations also contribute to promotion of entrepreneurship as a career. Thus, Montenegro Business Alliance implemented several projects aimed at primary and secondary school students, and even kindergarten children, through preparing, printing and distribution of "My Business", "Youth and Business" and MEF Growing up with ideas" publications.
- A program named "Entrepreneurial learning in the areas of activities in preschool education" (3 to 6 years) has been introduced at the level of general education. Entrepreneurial learning was also included in the primary school curriculum as a curricular area from the school year 2014/15 included, for all primary school students; Entrepreneurship, as an elective subject, was first introduced in general secondary education in Montenegro in 2015
- In the previous period, the Center for Vocational Education introduced the subject/module Entrepreneurship in all new, reformed educational programs for secondary vocational education. The Training Company, as a module, is taught as a compulsory subject in the Economics sector programs
- Even youth organizations whose activities are not necessarily focused on entrepreneurship in the narrower sense (starting own business) greatly contribute to the development of entrepreneurial competences among young people. Youth organizations and non-formal education are basic and ideal environment to promote a culture of creativity, personal and professional development, personal responsibility and self-expression. In this way, they largely contribute to the empowerment and employability of young people.

Threats

T

- The effectiveness of the political will to establish a formal legal one framework and strengthening the status of the National Partnership
- Potential outflow of professional staff and youth
- Availability of financial resources for implementation measure Abolition of professional directions due to insufficient Interests

Weaknesses

W

- Insufficient involvement of decision makers in implementation of entrepreneurial learning policy (sustainable National Partnership)
- Insufficient information, coordination and cooperation of actors on the promotion of examples of good entrepreneurial practice learning
- Labor market mismatch and imbalance between demand and supply of skilled labor work
- Lack of a systemic framework for research and monitoring the need for training and improvement of entrepreneurial knowledge and skills
- Unsustainability of support organizations / infrastructure
- Insufficient offer of programs for acquiring specific ones entrepreneurial knowledge and skills through an informal system education
- Insufficiently developed monitoring and evaluation system

Opportunities

O

- Establishment of councils / partnerships at the national level for entrepreneurial lifelong learning with representative from CSO
- Organizing trainings for self-employment and start-up as well as business development
- Improving the institutional support structure application of entrepreneurial education (entrepreneurial centers, clubs, incubators, business centers) in a sustainable way
- Alignment of enrollment policy with the needs of the labor market
- Establishing more partnerships between educational institutions and the economy
- Promotion of professional development through practice (dual education) and linking professional training with practical training Experience

SWOT 10 Montenegro - State of entrepreneurial learning and the role of CSOs



**D) THE START-UP SUPPORT AND
THE ROLE OF CSOS – SWOT**

MONTENEGRO

S

Strengths

- Non-governmental organizations greatly helps the promotion of entrepreneurship and creation of start-up community in Montenegro. Example: Non-governmental organization Digitalizuj.me by organizing lectures at least once a month, they bring together young people interested in starting their businesses, especially in the IT sector.
- As part of its corporate social responsibility program Domain.me which manages the national Internet domain .ME, has been organizing annual business internet conference Spark.me since 2013

W

Weaknesses

- Despite the relatively large number of identified initiatives aimed at promoting entrepreneurship and supporting start-up businesses, most of them are not exclusively focused on young people. This is reflected in a weaker effect of correcting market failures when it comes to starting a business from a position of a young individual. In addition, most of the identified measures are isolated, relatively small, ad hoc and discontinuous measures that are usually not part of a broader comprehensive policy to support the development of youth entrepreneurship. Precisely for this reason, the scope of such initiatives is limited.

O

Opportunities

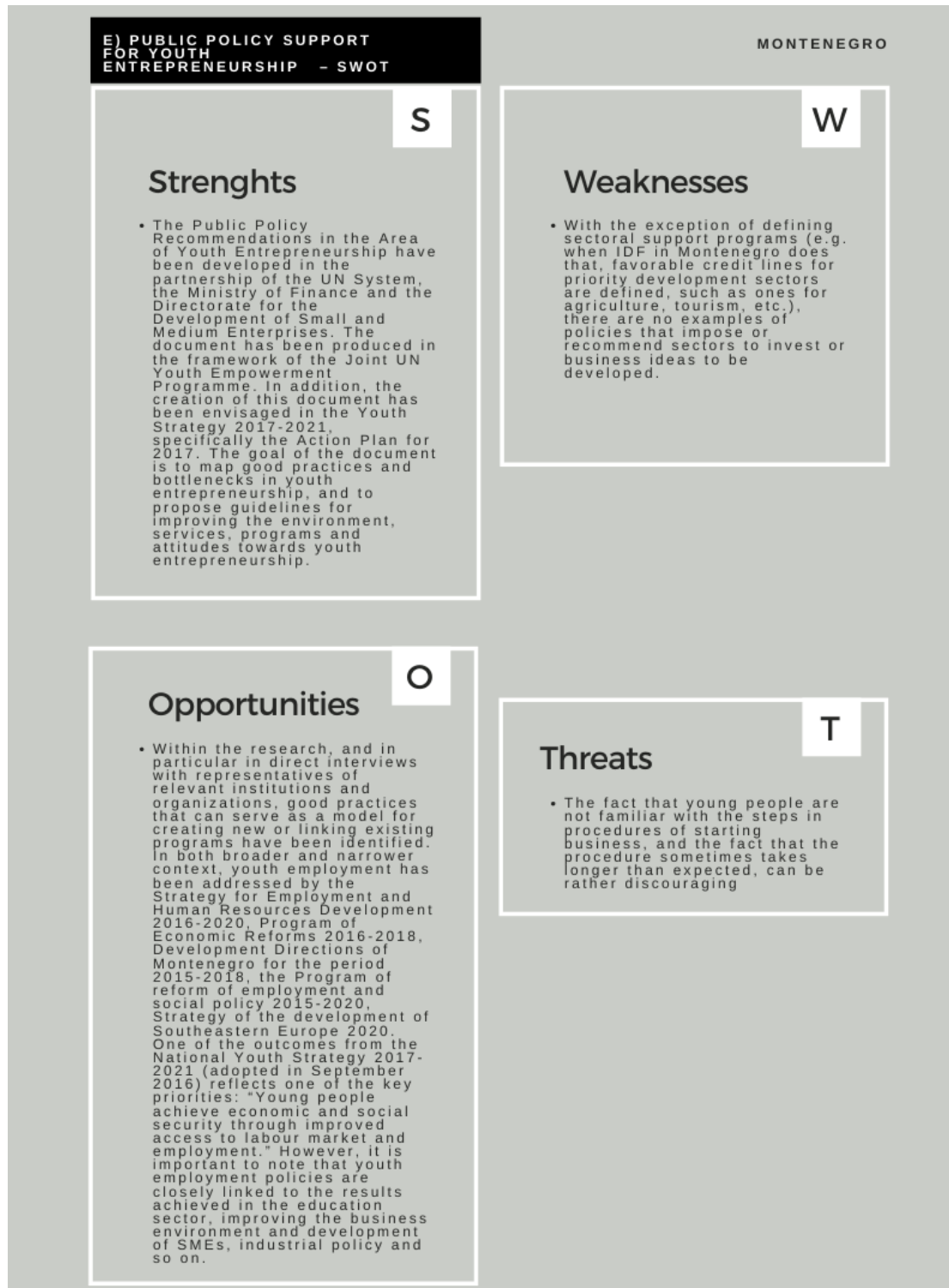
- Support measures relating to the provision of the necessary infrastructure for potential entrepreneurs, particularly in innovation and IT sector
- Develop integrated and comprehensive support programmes for young entrepreneurs to include youth-friendly financial and non-financial support; information
- Support in developing business ideas, mentorship while implementing business ideas, accessible loans and grants, business incubators, co-working spaces, provide the infrastructure locally in line with the national Employment and Human Resource Development Strategy 2016–2020.

T

Threats

- Young entrepreneurs also think that there are not enough opportunities for both formal and informal professional development and preparation for entrepreneurship;
- The lack of experience, similar to the lack of knowledge/qualifications (32% and 19% respectively), but also underdeveloped network of business contacts and lack of relevant information have been identified as obstacles faced by young people when leaving the education system and entering the "world of work"

SWOT 11 Montenegro - The start-up support and the role of CSOs



SWOT 12 Montenegro - Public policy support for youth entrepreneurship



f) Youth entrepreneurship training programmes, coaching and mentoring initiatives, and business development services

Entrepreneurial learning in general secondary education in Montenegro is carried out by means of a crosscurricular program: **cross-curricular area of entrepreneurial learning in subject programs for general secondary education**, which was adopted by the National Council for Education. The implementation of entrepreneurial learning as a cross-curricular area is carried out in a specific and rather different way, compared to the mandatory courses. In this regard, there has been created a training program to train teachers to integrate entrepreneurial learning in the regular teaching activities. The training program was delivered to 2,700 teachers, which is more than 50% of all employees in elementary schools. One-day seminars have also been delivered to all elementary school principals.

In the previous period, the Center for Vocational Education introduced the **subject/module Entrepreneurship** in all new, reformed educational programs **for secondary vocational education**. Training of all teachers who teach these subjects/modules has been carried out (about 150 teachers have been trained). Also, entrepreneurial associations also contribute to promotion of entrepreneurship as career. Thus, Montenegro Business Alliance implemented several projects aimed at primary and secondary school students, and even kindergarten children, through preparing, printing and distribution of My Business, Youth and Business and MEF Growing up with ideas publications. The Montenegrin Employers Federation (MEF) continuously realizes activities and projects in this area. Thus, in 2015, with the support of the Center for Vocational Education and Training and management of the five secondary vocational schools in Podgorica, MEF marked the European SME Week by organizing a series of lectures of successful young entrepreneurs for the students of these schools. The

series of lectures was entitled Entrepreneurs in schools and it aimed at promoting entrepreneurship as a possible career option among young people through real entrepreneurial experiences.

Good practices University of Donja Gorica (UDG) is one of the first universities in Southeast Europe that offered entrepreneurship to students of non-economics faculties either as an optional or as a mandatory course, in cooperation with the Center for Entrepreneurial Learning Southeast Europe (SEECLE). All university units are under one roof, and in the context of teaching, especially in the case of the course Entrepreneurship and Innovation, students are expected to cooperate in order to practice multidisciplinary approach. Teaching and work with students are organized in a way to develop the entrepreneurial skills of students. The focus is on the *awakening the entrepreneurial nerve* in students, so that they could to develop the ability to identify opportunities in problems, the ability to take initiative, analyze data, think creatively, take optimistic perspective on world and life, develop independence and individuality, create and maintain social networks and contacts, develop ideas, focus on success, teamwork and the like. There are several elective courses which offer multidisciplinary knowledge (Media Economy, Architecture and Business, Wine and business, etc.), and recently the University adopted the concept of abandoning course structure of teaching and shifted towards the development of the subject fields (integration of multiple subjects that are connected to each other). Within the series of Entrepreneurial roundtables “¥ € \$” students have the opportunity to listen to the visiting lecturers and guests, usually successful entrepreneurs from Montenegro and abroad. Also, during their university education, the students are offered both paid and unpaid internship in private companies and state institutions, in addition to theoretical, and practical knowledge acquired. The students are taught in groups of 10, in order to practice the teamwork skills, with the obligatory



communication with the mentor of the group, who is an experienced professional. The UDG has been committed to the idea of entrepreneurship to such an extent that they founded an applied degree program called Entrepreneurship, Management and Business whose mission is *Business as a career*.

UDG also established the Student Business Center (SBC), whose main function is the promotion of student entrepreneurship and innovation, which is achieved through communication with the business and academic environment and thus facilitates the employment of students during their education. For the past six years, on Europe Day, every May 9th, this Center has been organizing the Stock Exchange of entrepreneurial ideas whose aim is to foster competition among young people in the development and presentation of their own business ideas that are presented to potential investors, who purchase the ideas or invest in their realization together with the owner.

In order to provide their students with technical and financial support at the early stage of development of their business ideas, UDG founded the Freedom and Entrepreneurship Foundation (April 2016). In addition to university education, students are financially supported by the Stock Exchange. The plan is to support young people through the newly established Foundation by means of purchase of equipment, payment of accounting services, consulting, leasing space, etc. The plan is also to establish a business incubator at the University.

Moreover, **UDG Entrepreneurial nest** was officially opened on 9 May 2019.

Upon in-depth analysis and review of numerous incubators, accelerators and other types of hubs within Europe, USA and PR China, UDG decided to create something new and different and enable its students another – new entrepreneurial hub for:

- Development of start-up ideas,
- Development of entrepreneurial ideas,
- Self-employment,

Access to various grants and funds either through external projects or UDG projects.

The idea of Entrepreneurial nest is for a student to go through process of education at University, specially designed workshops and lectures to reach the possibility of developing their own business, implement new projects and start up ideas in different areas of interest.

Within the framework of the European Vocational Skills Week, the National Entrepreneurship Learning Partnership organized an international conference aimed at promoting examples of good practice that stimulate and promote entrepreneurial learning in primary, secondary schools and in the area of improving the skills of employed persons and youth.

2.3.3. Domain: Participatory governance – stakeholders' engagement, policies and tools

a) Mechanisms of exchange of practices among public, private and civic sectors for promotion and development of entrepreneurial learning

Currents exchange mechanisms Accepting a broader concept in the formulation and implementation of entrepreneurial learning, in Montenegro key requirements are created on how to manage and develop schools and colleges, how to modernize the teaching profession and learning process, promoting entrepreneurship within each component of the learning system where objectively possible - from education to university, as well as through the system of adult education, with a clear need to upgrade the outcomes of entrepreneurial learning to earlier learning.

Annual analyzes of surveys on the needs of employees indicate that young people tend to find a job with an employer after finishing school. In this mismatch between supply and demand for



appropriate knowledge and skills, there is a pronounced unemployment of young people, so starting your own business with young people is largely the result of overcoming the status of the unemployed. The experiences of the Chamber of Commerce of Montenegro (here in after PKCG) and other employers' associations, through cooperation with companies, indicate the problem of inadequate workforce, in terms of knowledge and attitudes towards work / obligations, which indicates that there is an imbalance between demand and supply of quality labor on the labor market in Montenegro.

The most significant results of the survey conducted by the Institute for Social and Education Policy (here in after ISOP in the period from September to December 2018 and in the period from June to September 2019), through direct surveys in Bar, Podgorica, Danilovgrad and Niksic and on a sample out of a total of 2,036 respondents are the following:

- 72% of respondents believe that the general business culture in Montenegro does not encourage entrepreneurship;
- 64% of respondents would rather opt for a state job and a lower salary than for their own business and claim that in the public sector the salary is secure and much less is done than in the private sector;
- 68.5% of respondents think that the procedure of opening a company is very simple and accessible;
- 27.6% of respondents believe that after graduating from college they are sufficiently ready and trained to start their own business and sufficiently educated to survive in the market;
- 68% of respondents believe that formal education is not important for success in private business, but an innovative idea, entrepreneurial spirit and willingness to take risks are more important;

- 64.5% of respondents claim that young people in Montenegro do not want to do a job for which they are not educated and to regularly encounter such an attitude.

Confirmation of the success of the implementation of the **Lifelong Entrepreneurial Learning Strategy (2015-2019)** is shown by the assessment that singles out Montenegro as a leader in the Western Balkans and an example of good practice in the region, within the Small Business Act - SME Policy Index 2019, with a score of 4.08 to an average of 3.43 within Dimension 1: Entrepreneurial Learning. Also, efforts to increase practical entrepreneurial experience for students of secondary general education and vocational education have been recognized through the introduction of work-based learning in vocational education and linking vocational training with practical entrepreneurial experience.

Desired exchange mechanism In the context of the implementation of the **Strategy for Lifelong Entrepreneurial Learning 2020 - 2024**, the key role in achieving the goals is played by stakeholders whose activities are recognized as active measures that should contribute to achieving the defined goals, and whose effects will be felt by the end users.

Overview of the structure of key stakeholders interested in lifelong entrepreneurial learning:

- Government of Montenegro,
- National Partnership for Entrepreneurial Learning,
- Implementing organizations
- End Users

In the system of executive power, the key role is played by the **Ministry of Economy, ie. Directorate for Investments, Development of Small and Medium Enterprises and Management of EU Funds**, which is in charge of creating and monitoring the implementation of the Strategy for Lifelong Entrepreneurial Learning 2020-2024. years.



The **National Partnership for Entrepreneurial Learning** is a partnership of public authorities, academia, business representatives and the non-governmental sector that jointly strive for coherence and integration in various areas of national education, employment and economy policy and fulfillment of the goals of the Lifelong Entrepreneurial Learning Strategy 2020-2024. Also, the partnership has a realistic basis to ensure that entrepreneurship learning is covered at EU level through discussions in the negotiating chapters (especially in Chapter 20 Entrepreneurship and Industrial Policy). Organizations implementing the measures defined within the Strategy for Lifelong Entrepreneurial Learning are also key stakeholders.

These include, but are not limited to, preschools, schools, universities, business development support organizations, NGOs, SMEs, donor organizations, etc., which work directly to improve the supply of lifelong learning, broaden the concept and develop learning based on projects with various social partners. These actors are the main instrument through which programs related to entrepreneurship, user training, as well as the comprehensive improvement of entrepreneurial learning in the system of formal and non-formal education. Finally, the key beneficiaries should be the parts of society that are most affected by the implementation of the Strategy itself - children, educators, pupils, teachers, students, young people, women in business, potential and existing entrepreneurs, etc.

The desired mechanism for exchange of practices and promotion of EL across different sectors relies on the:

- Continuous monitoring and regular assessment of entrepreneurial education in terms of the quality of implemented activities and achieved learning outcomes
- Entrepreneurship education is fully integrated into the initial training of each teacher Educational institutions
- Progressive establishment of partnerships with business in all schools

- Moving entrepreneurship education from secondary to primary and post-secondary education Teachers
- Initial and continuing entrepreneurship training available to all interested teachers
- Emphasis should be placed on raising awareness of the importance and role of digital literacy, so that in the future, learning outcomes include both entrepreneurship and digital competences.

b) Current/pending advocacy initiatives in the field to be supported through the BY LEAP

Quality education is not possible without cooperation with employers, which should enable a combination of theoretical knowledge and practical skills. Experience has shown that a combination of theory and practice encourages innovation and entrepreneurship and increases employability. **Cooperation between educational and private and public sectors with the purpose of providing practical training, internship or employment of young people is low** - only 20% of employers said that they accomplished this kind of cooperation with an educational institution in the past year.

During the normal course of education, students who have been able to meet production processes and see where and how to apply the knowledge gained, those who have been able to acquire reliability and routine in a real working environment – they will build positive orientation towards their occupation and will be prepared to join the labour market. Students will be able to see how the company actually looks like in real life, build a sense of belonging to the collective and get trained to work in a team while acquiring autonomy and responsibility.

Employers will be able to help students to develop their potential and get prepared for the world of work both in their company and in other companies. Employers are able to plan their future needs for qualified personnel and to prepare future employees by themselves. Within dual education, employers in companies assume the obligations of practical education of students, and their relationship - and the rights and obligations of students and employers – is regulated by individual educational contract.



Students attending **dual education** receive a fee from their employer and derive benefits from employment. In the school form of realization of practical training, students in workshops, classrooms, and laboratories acquire basic practical skills and build on them while working for employers. Schools are in charge of evaluating students' achievements

Good practices and initiatives

IPC Tehnopolis carries out its activities by providing consultations to support the development of business ideas and starting a private business, running a business and the possibility of obtaining financial resources. IPC Tehnopolis also deals with the promotion and development of entrepreneurship - the establishment of new and development of existing companies at the local and regional level, promotion and development of scientific research results in order to improve business operations, as well as participation in various development projects. Along with these activities, IPC Tehnopolis brings together people with new ideas and knowledge that are constantly being improved with the help of domestic and foreign consultants from various fields.

Incubator BSC Bar aims to support the development of start-up business in the Municipality of Bar, which implements activities aimed at growth and development of small and medium enterprises through the organization of various training and educational modules: business skills development, mentoring services, competition for the best business plan, consulting services to the services of using the premises of the incubator on favorable terms.

Virtual companies are an important instrument to support the development of small and medium-sized businesses that provide the missing and practical knowledge to participants, necessary for successful business, either as employers or as employees in the company. The practical knowledge obtained in this way encourages an increase in the number of newly established companies. In Montenegro, the implementation is just beginning and the period of affirmation of the Project is imminent. The training program lasts 3.5 months, 6 hours every working day. Upon completion of this program, participants are able to use the financial support of ZZZCG to start a business.

The exercise enterprise is a module that is studied through practical classes in the third year of schooling in the educational profile - Economic Technician. It is a model of a simulated company with appropriate organizational forms (procurement, sales, marketing, accounting, secretariat, etc.) and processes, which operates in a competitive business environment with the aim to enable students to: acquire entrepreneurial knowledge and skills, develop a positive attitude towards work in team, responsibility in decision making and linking theoretical knowledge with practical work. In this way, economic processes and flows, decision-making within the company, as well as between companies are simulated. School 2018/2019. 60 exercise companies were established in 15 sr. vocational schools, where 1000 students and 60 teachers were involved.

Entrepreneurial clubs in high schools are a form of extracurricular activity. Students, together with the teacher-mentor, choose the activities of the club depending on the type of high school, the educational profile for which they are educated, material and technical conditions, production conditions in the school, etc. Parents, companies and other institutions and individuals can be involved in the work of entrepreneurial clubs. The target market of the entrepreneurship club is different and can be: local shops, restaurants, agencies, health institutions, schools, colleges, state institutions, private companies, entrepreneurs, individuals, the elderly, children in preschool and primary schools. Entrepreneurial clubs develop all production stages: planning and preparation, production, sales and distribution of income and net income / profit. This concept is realized in secondary vocational schools and gymnasiums. So far, 20 new entrepreneurial clubs have been established in 10 secondary vocational schools and gymnasiums in Podgorica, Danilovgrad and Kotor.

c) Relevant youth employment and entrepreneurship policies & flagship initiatives

Labour market Finding the first job that can be considered as either stable or satisfactory marks successful transition to the labour market for 15.5% of young people, while almost half of young people



aged 15-29 still have not even started this transition. On average, a young person needs 20.8 months between completion of his/her education to getting a first stable or satisfactory job. Young men need more time than young women to transition from school to getting a job. According to Montenegrin Statistical Office's (MONSTAT) Labour Force Survey data for 2015, youth (15-24) activity rate was 30.2%. Share of young people who are not in employment, education or training (NEET) is 28%, with a composition that is quite equally distributed between unemployed persons and inactive persons not in education or training.

Young people living in families struck with poverty are especially at risk when it comes to the transition to the labour market and finding a decent job. Informal employment among young people is significant, amounting to 59.9% whereby:

- 16% of young men and 10.5% of young women work without a signed contract.
- 67.5% of young people in rural areas are employed informally, and 56% in urban areas.
- 61.7% of young men are informally employed, and 56.8% of young women.
- Young people's average salaries are 30% lower than the national average
- 27.7% of employed young people works overtime

Hence, the following measures are defined in support of the economic and social security of young people through facilitated access to labour market and employment:

1. **Removal of barriers for accessing labour market for all young people** - establishing young people's trust in the employment process^{xiii}.
 - Promote active labour market measures and programmes for young people, including media promotion of good practices (with young people who have undergone youth employability programmes set as examples),
 - sensitise the public and employers to encourage the employment of special groups of the unemployed, such as young single parents, rehabilitated addicts, victims of violence and other groups with difficult access to the labour market.

2. **Supporting the development of youth entrepreneurship** – enhancing entrepreneurial environment for youth and increase the percentage of self-employed young people through further development of entrepreneurial skills among youth^{xiv}.

- Improve existing youth employment and self-employment measures/programmes through impact analysis and planning with the participation of young people and other interested parties in the process
- development of new active labour market measures, particularly those targeting young women.

3. **Establishment of an integrated and holistic youth support system for transition to decent employment** - adequate informing of young people on quality services and measures in regard to employment and employability and integrate quality career orientation services into local community's life thereby addressing the most prominent issues of:

- Underinformed youth on services and measures provided in the area of employment and employability
- Quality/efficiency of the existing services and measures in terms of providers limited human, technical and spatial resources for implementation of activities
- Underrecognized importance of career planning in young people^{xv}

4. **Development of youth work** – addressing the following issues:

- Training needs of professional staff for working with young people
- No standardized and accredited training programmes for youth workers and youth activists that would enable all those interested to approach their work with youth in a meticulous and analytical manner
- No system of monitoring and control of quality of programmes which are being implemented in the area of youth work
- uneven availability of youth work programmes, so young people are getting involved with certain activities because they are the only ones available,



- no functional model of youth services (youth clubs, youth centres, youth offices) that is primarily designed and lead by young people and thus by their organizations, and supported by adequate state/municipal structures and experts in the area of youth work. There are no developed standards that need to be adhered to when establishing a youth service, and which relate to clear guidelines in five areas: procedures, programmes, infrastructure, leadership and administration. Therefore, it is necessary to ensure that all of the municipalities have adequate spaces, developed and harmonized guidelines (procedures, programmes, infrastructure, leadership and administration) and ensured professional staff for working in youth clubs and youth offices. On the regional level there should also be youth centres, in which young people could be informed, obtain professional counselling, get self-organized and contribute to the development of their communities through activism and participation, as well as spend their leisure time as they see fit and as they devise it.
- to enable young people to participate in decision-making processes of relevance to young people, creation, implementation and monitoring of implementation of the Youth Strategy, as it is foreseen by the Law, it is necessary that they are informed on all events, actors and processes in this area.

Support to youth entrepreneurship is further underpinned in the following national legal frameworks:

National Employment and Human Resource Development Strategy 2016–2020 support to youth entrepreneurship envisages developing of integrated and comprehensive support programmes for young entrepreneurs to include youth-friendly financial and non-financial support; information, support in developing business ideas, mentorship while implementing business ideas, accessible loans and grants, business incubators, co-working spaces, provision of the local infrastructure.

The Strategy for the Development of Lifelong Entrepreneurial Learning 2020-2024 addresses

- promotion of entrepreneurship (entrepreneurial mindset) through the educational system and by the work of task groups in schools promote entrepreneurship and entrepreneurial mindset in line with the Strategy
- systemic EL integration into the education system and recommends further improving the quality of education through continuous reform of basic and secondary education, developing skills and learning outcomes, improving governance and strengthening administrative capacity.

The European Commission's 2015 report presented the effects of entrepreneurial learning by concluding that "entrepreneurial learning works", given that students who had entrepreneurial learning experience during schooling, compared to non-peers, are characterized by the following:

- develop more intensive relationships with school and peers;
- show greater self-confidence, greater motivation to learn and more professional ambitions;
- they are at lower risk of unemployment and are more likely to be in stable employment;
- have better paid jobs;
- have a better chance of starting their own business;
- their firms tend to be more innovative and successful than those run by people without this kind of experience during education.

In addition, Montenegro has opted to establish entrepreneurship as a key competence at all levels of education and good progress has been made in the previous period. Entrepreneurship as a key competence is part of the interdisciplinary approach in preschool, primary and secondary education, and entrepreneurial learning is implemented in high schools and secondary vocational schools as an elective subject. Also, the module for entrepreneurship is mandatory in the new modularized vocational education and training (VET) programs. Infrastructure to support the application of entrepreneurship education has been created through **Entrepreneurship Centers and Clubs**. At the same time, Montenegro is able to use EU support to develop instruments for exchanging examples of good practice, self-evaluation of schools and



universities and encouraging the successful implementation of entrepreneurship education at various levels of education.

The priorities that need to be implemented in the coming period in order to fully establish an **effective policy of entrepreneurial learning in Montenegro**:

- To improve the development of entrepreneurial competence at all levels of formal education
- Continuous teacher training, expand training on key competencies for entrepreneurship to include all teachers at all levels of education provided through continuous training of teaching staff also by CSOs. In addition, the introduction of entrepreneurship in study programs for teacher training would be a significant step forward in the field of initial training of teaching staff for the implementation of entrepreneurial learning
- Ensure that universities modernize their curriculum by integrating entrepreneurial competencies;
- Continue to align educational enrollment policy with labor market needs;
- Continue to establish a number of partnerships between educational institutions and the economy and the application of practical training; dual education and connection of educational institutions, economy and society is of great importance.
- Non-formal education created according to the needs of specific target groups; improve the realization of entrepreneurial learning within non-formal education
- Development of entrepreneurial competencies, knowledge and skills through the organization of training modules for different target groups: young, potential entrepreneurs, start-up companies, growing companies, women in business, adult education providers
- Promote and share well-developed practices to create a positive image of entrepreneurship among young people;
- Stronger promotion of available EU programs and ways of using available funds;

- Promoting the importance and role of the National Partnership for Entrepreneurial Learning, especially among decision makers, in order to ensure better coordination and cooperation of various actors aimed at increasing the efficiency and effectiveness of invested resources and efforts to create an entrepreneurial society
- Evaluation and monitoring of program implementation as well as non-formal education
- Further development of entrepreneurial infrastructure (local and regional business centers, incubators, entrepreneurship centers, technology parks, etc.) is of particular importance when it comes to improving the skills and entrepreneurial competencies of different target groups through the provision of advisory services for the establishment of new companies, and available support programs for starting and further growth and development of existing companies, as well as through the **organization of entrepreneurial training cycles for different target groups, is an excellent business model for connecting public and private sectors.** The formation of its network on the entire territory of Montenegro would contribute to better availability of entrepreneurial training and advisory services to specific target groups, improvement of their knowledge and skills, as well as better cooperation with local governments, which would result in increased readiness to start a start-up business.

Employment and social policy Alignment with the EU acquis in the field is ongoing with some core recommendations (EU Progress Report for Montenegro, 2019) to be considered including:

- Finalisation of the draft labour law and shape more responsive employment policies based on a fuller analysis of labour market performance while also using a *gender assessment of policies*;
- Continuation of fight against the grey economy and introduction of better-quality employment measures aimed at young



people, women, minorities and other job seekers;

- Reinforcement of cooperation with social partners and other non-state actors operating in the sector;
- Introduction of active labour market measures for women and make greater efforts to combat discriminatory practices.

Enterprise policies to be considered in implementing the BY LEAP project include The **Strategy for Development of Micro, Small and Medium-sized Enterprises 2018-2022** (MSMEs) was adopted in July 2018, followed by the adoption of the 2019 Action plan in December 2018. The strategy has five objectives related to: (i) improving the business climate; (ii) access to sources of finance; (iii) entrepreneurship skills and competences; (iv) strengthening competitiveness of MSMEs; and (v) promotion of entrepreneurship among women and young people. The **2019 Action Plan for Development of Women's Entrepreneurship** was adopted in December 18.

The draft **Small Business Act assessment for 2019** indicates that entrepreneurial learning has been systematically integrated into the education system.

Efforts should be made to improve the human resources and financial capacity of the newly created Directorate of Investments, Development of SMEs and Management of EU funds in the Ministry of Economy. The legal and regulatory framework would benefit from a coordinated approach to the provision of SME support measures, which are currently spread across different public institutions. Another action that should be prioritised is the implementation of a single and transparent system for business licensing and permits to streamline the existing lengthy and expensive procedure.

SMEs are the backbone of Montenegro's economy, generating almost 70% of value added and more than three quarters of employment. However, SMEs face numerous challenges. Firms identify access to finance as one of the biggest obstacles to doing business. Other challenges include red tape, inadequate infrastructure and an insufficiently skilled workforce. Several support mechanisms to increase the competitiveness of local SMEs have been developed. These include programmes for cluster development, and a strategy to improve SME innovation and competitiveness. The Investment and Development Fund is also offering new credit lines for competitiveness.

d) Different institutional players in entrepreneurship policy and practice



Different institutional players in entrepreneurship policy and practice					MONTENEGRO
NATIONAL YOUTH COUNCILS	VET SCHOOLS (TEACHERS)	BUSINESS HUBS	PARLIAMENT	LINE MINISTRIES	
	TEACHERS	ACCELERATORS, CO-WORKING SPACES, BUSINESS INCUBATORS: CHAMBERS OF COMMERCE	COMMITTEES	MINISTRY OF EDUCATION AND SCIENCE MINISTRY OF LABOUR, SOCIAL AFFAIRS AND EQUAL OPPORTUNITIES MINISTRY OF CULTURE, TOURISM, YOUTH AND SPORTS MINISTRY OF ECONOMY, TRADE AND ENERGY	
National Partnership for Entrepreneurial Learning	Education of teaching staff in the field of digital literacy	Tehnopolis BSC Bar Enterprenurial Nest UDG		Ministry of Economy Ministry of Education Ministry of Labor and Social Welfare	
Bureau for Economic Cooperation and Business Community Support	Entrepreneurship as a compulsory module in new VET vocational education programs	Chamber of Commerce of Montenegro Mtel digital factory			
Office for Cooperation with NGOs					
Council for Cooperation between the Government of Montenegro and NGOs					

Table 6 Montenegro - Different institutional players in entrepreneurship policy and practice



2.4. NORTH MACEDONIA

2.4.1. Domain: CSOs networking and coalition building in youth employment and entrepreneurship – exploring the context

a) CSOs actors and activities mapping

In North Macedonia approximately **50 CSOs** operates in the field of youth employment and entrepreneurship. Out of these about **10** are working in rural areas. The most known ones would be Center for Education and Development – Tearce, Center for Rural Development – Bujrum, NGO KHAM Delcevo, and the Rural Coalition. Out of 50 CSOs in the field around **40** are grassroots, e.g. ARNO, Youth Can, etc. Around 5-10 organizations in this field are female-led.

In this field, prominent organization include the National Youth Council of Macedonia, CED – Center for Education and Development Tearce, Youth Can, ARNO, Youth Alliance Krushevo, Youth Section of the Federation of Trade Union, Rural Coalition, Macedonian Young Lawyers Association, and Coalition SEGA.

When it comes to **success stories** of the prominent organizations these mostly include trained youth, realized networking opportunities with business sector, supporting youth in the field of social entrepreneurship, developing of a data base of trained young people. Many youth CSOs have implemented successful programs for youth employment, that have resulted with participants receiving employments at the end of the programs.

Grassroots and rural organization understand the local context and the needs of the local community which constitute their particular strengths.

In terms of **challenges**, both prominent and grassroots/rural organizations deal with the same issues. The challenges are often the socio-economic situation, the current migration of youth (the brain drain), and lack of interest and responsiveness of government institutions. Generally, all CSOs in the field of youth employment and entrepreneurship are reliant on donor support, with a couple of exceptions.

b) CSOs and entrepreneurship environment NEEDS/GAPS analysis

The overall capacities/needs of CSOs dealing with youth employment and entrepreneurship are as follows vis-à-vis the core development aspects:

Strategic planning. The prominent CSOs have the capacities for strategic planning, and can do it successfully. Grass root organizations need support in terms of strategic planning in particular through:

- Expert/facilitator engagement through training and
- Mentorship

Fundraising. Prominent organizations have the capacity for fundraising. Grassroots lack the capacities for fundraising which can be improved through training on/creation of:

- Introduction to legal framework
- Business sector collaboration
- Fundraising strategy
- Sustainability strategy
- Innovative approaches

Advocacy. Prominent organizations can implement successful advocacy campaigns with relevant stakeholders. Grassroots need additional support in advocacy processes. On local level, they've had some successes, but lack the capacities. Hence, there is a need for:

- Training for advocacy and lobbying
- Focus on M&E/follow up on advocacy actions



Programs implementation. Prominent organizations successfully implement programs. Grassroots can successfully implement programs; however, some require additional support and guidance and in particular with respect to:

- M&E support,
- Program sustainability
- Programs lack innovation

Collaboration practices with other CSOs. Both prominent and grassroot organizations collaborate with CSOs in project partnerships and use available networking opportunities.

Collaboration practices with governmental institutions and local institutions (e.g. schools, etc.). Depending on the political context, prominent organizations often collaborate with government institutions in their activities, using partnerships, networking, and as data sources.

Grassroot organizations sometimes collaborate with government bodies but most often on local level.

There is a need for the introduction to the opportunities for the government sector and NGO collaboration

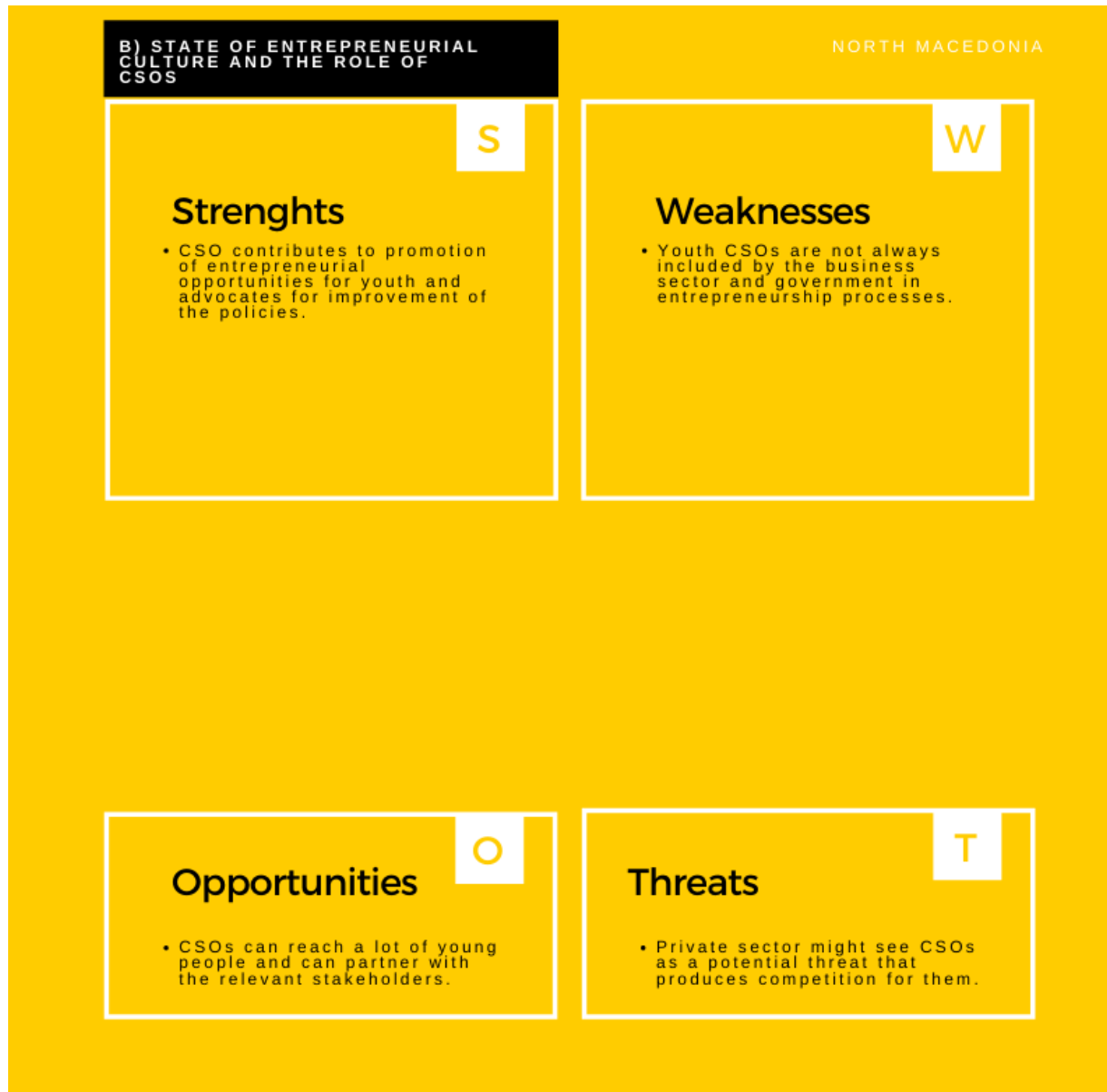
Collaboration practices with business sector entities. The CSO sector rarely engages with the business sector, and both prominent and grassroot organizations collaborate rarely with the business sector. Hence, in this segment the CSOs would greatly benefit from:

- Introduction to legal framework regarding VAT, procedures for tax returns.
- Networking opportunities.
- Promotion of Corporate Social Responsibility concept.

2.4.2. Domain: CSOs in entrepreneurial ecosystem - lessons learnt

Operations of entrepreneurial boosters. There is more than 20 (urban, in different categories), while none rural entrepreneurial booster is observed in North Macedonia. They were set up with the purpose to identify and support the growth of the most promising technology entrepreneurs, startups in North Macedonia. Support includes tailored pre-acceleration and acceleration programs, early-stage investments, access to international markets, networks and communities. All boosters are relatively new and funded from both public and private sources. They lack legislation and government support and are not available for all. Nevertheless, these have been successful in facilitating a collaborative startup and innovation ecosystem; offering a favorable climate for local and international founders to delve into a pool of affordable resources; environment for startups to show their skill sets and capacities in order to provide the ecosystem with solutions to challenges. Their beneficiaries include startups (micro, small and medium-size enterprises), organizations, investors.

Cooperation initiative among CSOs in the sector include the **Network for Brain Drain Prevention**, consisting of 7 organizations LEAD (Leaders for Education, Activism and Development), Mladiinfo International, Youth Can, Youth Alliance Krushevo, Dyslexia Association Einstein, Center for youth activism Krik, and Center for multidisciplinary development – Process, including both prominent and grassroot organizations. The core purpose is prevention of youth migration (brain drain)^{xvi}.



SWOT 13 North Macedonia - State of entrepreneurial culture and the role of CSOs



SWOT 14 North Macedonia - State of entrepreneurial learning and the role of CSOs



SWOT 15 North Macedonia - The start-up support and the role of CSO's



SWOT 16 North Macedonia - Public policy support for youth entrepreneurship



f) Youth entrepreneurship training programmes, coaching and mentoring initiatives, and business development services

Most relevant features to be reflected in entrepreneurship programs for ensuring their effectiveness are as follows:

- The training programs should offer information regarding the existing legal framework, youth processes, business plan, financial construction, coaching and mentorship for implementation, the training should be tailor made for the needs of youth and the local context, M&E of the whole process to ensure quality training.

2.4.3. Domain: Participatory governance – stakeholders' engagement, policies and tools

a) Mechanisms of exchange of practices among public, private and civic sectors for promotion and development of entrepreneurial learning

Currents exchange mechanisms among the actors from public and private sectors include working groups and non-formal networks.

Desired exchange mechanism should include:

- Formal Networks among public, private and civic sectors
- MoUs between the relevant stakeholders
- Round tables
- Working groups that include all relevant actors

b) Current/pending advocacy initiatives in the field to be supported through the BY LEAP

Minimum capital requirement for starting a business at 1 EUR; Campaign is currently active to allow for this change.

- Weaknesses of existing training programs are lack of mentorship, no follow up activities and M&E, uncertainty if any of the trainings took the needs of youth in consideration.

Some training that are offered are of very low quality. Training sessions are not available to all, regardless if they are paid or free of charge.

- Strengths of the existing training framework in the field are: vast opportunity for exchange of experience, initiative from governmental institutions and business sector, success stories discussion.

Policies do impact youth entrepreneurship, however there need to be certain changes in legislation to make this process more accessible.

c) Relevant youth employment and entrepreneurship policies & flagship initiatives

NYCM is currently developing a national campaign within the WeB4YES project to make the capital minimum for starting a business 1 EUR, following the example of neighboring countries Serbia and Bulgaria. (Note, the WeB4YES ends Dec 2020).

The Youth Guarantee (if continued by the Govt. offers entrepreneurship opportunities)



Different institutional players in entrepreneurship policy and practice					NORTHERN MACEDONIA
NATIONAL YOUTH COUNCILS	VET SCHOOLS (TEACHERS)	BUSINESS HUBS	PARLIAMENT	LINE MINISTRIES	
	TEACHERS	ACCELERATORS, CO-WORKING SPACES, BUSINESS INCUBATORS, CHAMBERS OF COMMERCE	COMMITTEES	MINISTRY OF EDUCATION AND SCIENCE MINISTRY OF LABOUR, SOCIAL AFFAIRS AND EQUAL OPPORTUNITIES MINISTRY OF CULTURE, TOURISM, YOUTH AND SPORTS MINISTRY OF ECONOMY, TRADE AND ENERGY	
Advocacy and lobbying for youth entrepreneurship policies, development of policies and their promotions	Training, coaching mentoring youth, promoting their programs	Funding, supporting startups, trainings for young entrepreneurs	Lobbying	Lobbying and development of policies, fundraising	

Table 7 North Macedonia - Different institutional players in entrepreneurship policy and practice

2.5. REPUBLIC OF SERBIA

2.5.1. Domain: CSOs networking and coalition building in youth employment and entrepreneurship – exploring the context

a) Actors and activities mapping

Since 2010 2/3 of all NGOs in Serbia have been registered and 39% of them are committed to development and housing (which is a group identified as one dealing with youth employment and entrepreneurship amongst other fields). The number of NGOs active in the field in the rural areas is not easy to estimate as no common definition of the rural area NGOs is present. So is the case with the grassroots. Some of the most prominent NGOs in the field include those in towns and cities, e.g. European Movement in Serbia - Leskovac, Association Fenomena, Development Business Centre Kragujevac, Center for Socially Accountable Entrepreneurship in Sokobanja, etc. The grassroots initiatives in the domain of youth employment and entrepreneurship emerge or are connected to/initially funded by small grants schemes of the NGOs, e.g. KidHub^{xvii}, Smart Start Social

Cooperative Kamenica (Gradjanske inicijative) Kobra, cluster for entrepreneurial employment of youth "Activator", and, YEAS – Young Entrepreneurs of Serbia etc. and are linked to the agricultural^{xviii} and IT sectors^{xix}.

Regarding well established most prominent CSO's and coalitions active in terms of dealing with youth employment and entrepreneurship on European level are : Junior Achievement Serbia, Belgrade Open school, Western Balkans Institute, Civic Initiatives, National Association of Youth Workers, National Association of Youth Organizations, Development center of Vojvodina, Youth Employment, Classter: Imperator Caesar Gaius Messius Quintus Traianus Decius Augustus, Green Front, Center for Development Policy and Co-operation, Women's Initiative of Novi Sad, Kulturnacija, Institute for Contemporary Education (ICE), Association Rainbow, Center for Youth and Social Development "RES POLIS", Transitional Alternative, Student organizations union of University of Novi Sad, CEIR - Centre for education, innovation and research, CALAMUS, Center for Youth and Social development "RES POLIS", Association Kulturalnova, Amma,



Initiative for Development and Cooperation, Youth Organization IFIX, Biznisnova - Center for Proactive Business, Society support alliance Academic Society "Novi Beograd", Association Prevent, Youth Cultural Organisation, Sombor Education Centre, Diversity Champions Serbia, Center for Social and Economic Development Jagodina, ELEKTRANA - Centre for the development of electronic arts and culture and NGO SELO.^{xx}

There is also vital sector of support for rural agriculture entrepreneurs and most prominent

support comes from Foundation Ana and Vlade Divac supporting local agricultural initiatives and also small grassroots initiatives in order aimed as targeting support to entrepreneurial incestive competences. Also, from the support given by foundations and foreign agencies, important contribution is provided from GermanSerbian development cooperation mainly through "Support Programme to Social Enterprises that Stimulate Youth Employment"^{xxi} and career at village^{xxii} but there is also education for young cooperatives by Association for Local Development Kamenica^{xxiii}.



DATA from SIPRU report

Most prominent success stories

ACTIVATOR LESKOVAC a multi-sectoral model for entrepreneurial employment supported by a cluster including the SME sector, Chamber of Commerce, LSG and schools offering youth entrepreneur programmes, development of a business plan, psychological support, mentorship from business partners etc. The model provides integrated services to young people from different perspectives (business, psychology, mentor expertise in a specific field) through to single entry point	PRACTICAL ACADEMY NIS a student apprenticeship as mechanism model for increasing employability and more efficient support to the economies of underdeveloped municipalities in the Nisavski district. Stronger ties between the academic community and the SME sector. The apprenticeship model did not jeopardise business processes as it was conducted in Kamenica camp (a coworking/co-living space).	THE MISSING PUZZLE SOMBOR in this city, SIPRU supported local partners in developing and improving a labour market assessment tool and methodology to have a better overview of the needs of the local labour market and the job preferences of young people. Based on assessment results, the development of training curricula for the defined occupations will follow, including training programmes and empowering youths to find more joint opportunities within local companies.
SKILLS DEVELOPMENT CENTER UZICE prequalification of youths' model used to acquire skills and knowledge relevant to the HORECA industry (decreasing the gap between skill sets and business needs). Multi-sectoral partnership involves private sector companies and the Municipality of Užice with co-financing of the training of young people and providing relevant skills and knowledge. Also, youths will gain access to practical experience in companies and opportunities for employment.	YOUTH WITH DISABILITY EMPLOYMENT BELGRADE at the heart of the model are "inclusive procedures", cooperation with the private sector and promoting the employment of youth with disabilities. Also, these young people are gaining initial relevant work experience in order to enter the world of work. Additionally, SIPRU will continue working with CSO, aiming to institutionalise certain elements of this innovative model through cooperation with the NES and the development of a package of services targeting the private sector/HR services aiming to support the employment of youth with disabilities.	MY CAREER FROM ZERO TO HERO NOVI SAD within this model, a one-stop shop methodology was used to match the NEET category of young people with IT companies, offering them a single-entry point with integrated services (outreach, soft skills training, IT training, company traineeships used to acquire skills and knowledge). This innovative model was successfully tested in 2019 and during the second phase of the E2E, focus is planned on model sustainability through cooperation with OPENS Novi Sad.

Table 8: Most prominent success stories and models of entrepreneurship development

Source: Evaluation of the Youth Service Package and the Relevant Programmes and Measures-Funded-from-the-Republic-of-Serbia-Budget-and-Targeted-at-Youth-Summary, 2017



DATA from SIPRIJ report

Most prominent success models are developed with

YOUTH DEVELOPMENT CENTER	YOUR LAND WILL WORTH MORE	DIGITAL INCLUSION	ARE YOU AWARE, ARE YOU ABLE?	POMAK TRANSFORMATION
ASSOCIATION FOR LOCAL DEVELOPMENT KAMENICA	ENTHUSIASTS FROM KUČEVO	TIMOČKI KLUB KNJAŽEVAC	NOVI BEČEJ ROMA ORGANIZATION	TIMOČKI OMLADINSKI CENTAR
Through ground research and analysis, project conducted comprehensive development of innovative traineeship model. The model is based on bringing together local university attendants and business sector, combining diagnostic and practical traineeship elements including the elements of co-working and co-living space for youth.	Through serious of consultation and analysis performed, project developed a proposal how to put together all local level resources from public to private and civil sector in the "same structure". This model is based on effective usage of locally available resources for prosperous business (organic food, countryside tourism etc.) and supporting young people in using them effectively	Project developed a "Job shadowing" model which could be implemented in Knjaževac covering gymnasium pupils. Within this concept young people will have an opportunity to spend few days in selected local companies with mentors in order to learn more about specifics of certain job	Project developed a comprehensive data base profiling the unemployed young Roma population in order to better define the local level policies targeting more effectively identified group. Proposed job matching model is based on overcoming the gap in unemployed competences and employers demand. By providing non-formal education and organizing the local level task force with relevant stakeholders this model can serve as a job matching platform	Project developed a comprehensive data base profiling the unemployed young Roma population in order to better define the local level policies targeting more effectively identified group. Proposed job matching model is based on overcoming the gap in unemployed competences and employers demand. By providing non-formal education and organizing the local level task force with relevant stakeholders this model can serve as a job matching platform






Table 8 Serbia – Actors behind prominent models

Source: Evaluation of the Youth Service Package and the Relevant Programmes and Measures-Funded-from-the-Republic-of-Serbia-Budget-and-Targeted-at-Youth-Summary, 2017



b) CSOs and entrepreneurship environment

Table 9 Serbia - CSOs and entrepreneurship environment - exploring our contexts

CSOs and entrepreneurship environment – exploring our contexts				
 STRATEGIC PLANNING	 FUNDRAISING	 ADVOCACY	 PROGRAMS IMPLEMENTATION	 COLLABORATION PRACTICES
<p>Only 20% of CSO's located in group Development and housing (where majority of CSO's main topic is youth entrepreneurship and employment) have strategic document but does not perceive that mission as core activity</p>	<p>31% of CSO's from the targeted group of Development and housing are expecting decision about 1 single project from donors for the year 2018 and mainly 86% are perceiving lack of funds as key issue and 18% perceived negative attitude from community as sort of problem. The lack of a sufficient number of developed models for increasing youth employment and employability ready for scaling to a broader regional or national level required SIPRU to modify the approach in this area. In addition to financial support, it is necessary to raise the capacities of local CSOs to achieve a higher impact of the youth employment model.</p>	<p>Intensify the promotion of success stories for young participants of previous cycles of the projects—successful attendants of previous cycles of the projects are role models to new participants of the projects - they can positively motivate youth to enter the projects</p>	<p>42% of CSO's from the targeted group of Development and housing are perceiving as biggest problem complicated demands from donors. Organisations from this group (51%) has least amount of persons involved into membership. Improve the monitoring and reporting system for the programs and quality measurements of indicators and merging indicators with employment service after project ends. Ensure the monitoring of projects implementation in accordance with the methodology for youth career guidance and counselling in the secondary and higher education systems and in the labour market</p>	<p>The traineeship programme was proven as more attractive for young people compared to the entrepreneurship programme, because it is paid, indicating that young people still opt for the safer option.</p> <p>44% of organization that perceived good political climate is perceived as positive for development of projects and cooperation with government see as perceiving as normal and perceiving themselves as non-influencers to national government (92%) while 82% perceive that CSO's influence on local policy level and 85% thinks that their better media visibility will contribute</p> <p>Lowest level of cooperation is among CSO's from the targeted group of Development and housing (50%)</p>



In order to positively influence the entrepreneurship environment in Serbia these specific needs of CSOs in the field of youth employment and entrepreneurship can be identified:

Strategic planning:

- developing the capacity of NGOs, particularly medium and large ones, to generate income streams and engage in welfare service provision and procurement contracts;
- building foundations interim structure for social enterprise, and, support medium and large foundations to develop brands and donation potential – also through partnership with international charitable organisations;
- building entrepreneurial capacity of new comers (also with a view to promote good practices in governance, etc.);

Fundraising

- improving youth and CSO knowledge about using European programmes for the development of innovation and entrepreneurship, e.g. COSMO programme (programme for SMEs), HORIZON (research and innovation programme) and EaSI (employment and social innovation programme);
- In the field of agriculture, knowledge on the use of IPARD funds for young agricultural entrepreneurs is essential;

Advocacy

Youth civic sector in Serbia once had a strong advocacy profile, but has transitioned to a service provision role. This is in part the result of the structure of National Youth Strategy implementation, which has decentralized specific tasks for coordination, promotion, grant making and evaluation to CSOs with strong links to the grass roots. their current position as implementers, with few other opportunities for sustainable funding, has

changed their position, profile and legitimacy to conduct much of advocacy work all together.

With this in mind, youth civic sector agrees that the new National Youth Strategy should not have been adopted before thorough evaluation, yet it did not manage to advocate with a unified voice for the postponement of the process (whatever the result of that advocacy would have been).

Genuine efforts to promote entrepreneurship have been made, but have (so this evaluation finds) generally not focused enough on empowering young entrepreneurs to set up and run businesses, even if many of the projects have done an excellent job around skills training for entrepreneurship. Fewer initiatives have been taken to create the 'enabling environment required for youth entrepreneurship to flourish (agreements with banks and credit institutions to provide seed funding with preferential rates of interest, special legal and tax provisions that motivate young people to take the necessary risk of self-employment and setting up their own business, strong educational measures embedded in the school curriculum to create the critical mass of understanding and interest among youth for entrepreneurship, lobbying and advocacy in the business community to support young entrepreneurs, to name just a few) than to promote entrepreneurship as a value and as a credible approach to attaining a sustainable livelihood.^{xxiv}

Programs implementation

Strong need for formative evaluation and the importance of testing public policies with the aim of improving them can be identified in the field. Innovation as evaluation criteria is missing out from the process and is critical in creating supporting entrepreneurship environment.

Collaboration practices with other CSOs

Lowest level of cooperation is among CSO's from the targeted group of Development and housing with 50% of these ehaving experienced some level of usually project related collaboration with other CSOs in the sector.



Collaboration practices with governmental institutions and local institutions (e.g. schools, etc.)

Collaboration was mainly implemented through various set of trainings that was maintained to improve certain competences needed to employment, establishing career services and very few examples was showing intention to develop own policy solution often including local youth office as a key structure in municipalities aimed to form local, national and regional implementation networks^{xxv}. Some of the CSO's implemented with VET schools' development models for virtual internships through Erasmus+ programs.^{xxvi}

Consultation meetings were usually held among two local municipal bodies, in charge for development and local policies facilitated by CSO and on the other side, Union of employers of Serbia, Institute for improvement of education, Regional development agencies and National employment agencies in order to impact school curriculum in analyzing gaps and needs.^{xxvii}

Most CSOs perceive themselves as non-influencers to national government (92%) while 82% perceive that CSO's do have influence on local policy level while 85% states their need for better media visibility which is seen as major issue hampering the impact of their work.

Also available data show a worryingly low quality of traineeships overall. Among the total number of young people who participated in traineeship programmes in Serbia in 2017, threequarters of them participated in at least one programme without having signed a written contract, and according to the data from 2015, 50 per cent were without mentors.^{xxviii}

Although civil society in all countries of the Western Balkans is the carrier of expertise in the field of EL, and it is considered to have the gretest capacity, it is insufficiently used by public institutions as a resource. Furthermore, it seems that civil society is rather involved to meet the form than to achieve the greater efficiency through public-civil partnership. It is also indicative that civil society doesn't play any

substantial role in SBC^{xxix} self-assessment process in the countries of the region, except in the case of Serbia, but here as well with certain limitations. Except Serbian, no other country report has identified participation of CSOs in this process designed to assess WB countries SME policy frameworks and monitor progress in policy implementation. The process is based on self-assessment of key stakeholders and participation of private sector organizations and CSOs contributes to achieving more relevant and evidence-based assessment findings. However, in the WB countries, there is insufficient evidence of such participation of CSOs and private sector entities.

In recent years in Serbia, promotion of EL builds on the cooperation between the **Ministry of Economy and Junior Achievement Serbia**. The Ministry is supporting the promotional activities carried by the JAS, such as annual teacher conferences, regional and national student company competitions, etc. The Ministry itself led the Year of Entrepreneurship campaign throughout 2016, and since 2017 it promotes the Decade of Entrepreneurship campaign.^{xxx}

Council of Partners on Entrepreneurial Learning (est. 2010) involving range of stakeholders, including CSOs remains unoperational since 2012. Council on SMEs, entrepreneurship and competitiveness was established in 2015 as operational structure for implementation of the Strategy on SMEs, entrepreneurship and competitiveness. Outcome of the work of Council of Partners on Entrepreneurial Learning was a draft Strategy for Promotion of Lifelong EL (2010). No sufficient information about the work of Council on SMEs, entrepreneurship and competitiveness is available. The Strategy for Lifelong Entrepreneurial Education was never adopted and the work of the Council is dubious.^{xxxi} Thus, Bobic (2017) in Serbia recently noticed that the existing level of coordination within a sector (public/private/civic) is very scarce with each institution having its own list of priorities, programs and active measures to solve the problem; the possibility of synergy is not used, whereas the activities often overlap.^{xxxii}



Core improvement in collaboration practices between government and CSOs is thus seen in enabling

- *Decentralisation of employment and labour market policies, and devotion of local actors to the development of well-targeted employment policies and, ultimately, the provision of adequate funding mechanisms*
- *Strengthening CSOs cooperation with representatives of local self-governments (for advocacy opportunities)*
- *Strengthening the capacities of local stakeholders for integrating the needs of youth into local strategic policies*

Collaboration practices with business sector entities

Competence recognition tool for NFE recognized by the Ministry of Youth and Sport, employers, CSOs and Youth offices engaged different business sector stakeholders (Coca - Cola, Adecco, Bambi, Tigar, Sunoko, Air Serbia, Fiat) through NAPOR process in order to define self-assessment tool as part of process of competence recognition for employment.^{xxxiii}^{xxxiv}

Smart kolektiv established *SENS network*^{xxxv} in order to define needs and prospects for developing social entrepreneurs working mostly with youth population.

USAID SLDP program helped implementation of agreement between the international shoemaker Geox, which opened a footwear factory in Vranje at an industrial park development to the development of which the Project also contributed, and the local Vocational Education and Training School of Chemistry and Technology (SCT) to jointly define

curricula that would lead to more skilled and labor market ready students.^{xxxvi}

There are several substantial initiatives coming from the private sector which significantly shape the Serbian digital economy, such as the *Digital Serbia Initiative*, a non-profit private partnership launched by the leading tech companies in Serbia. Its mission is to focus on improving the framework and eco-system required to enable tech entrepreneurship and digital innovation in both industry and education in Serbia. The founding members of the initiative are Infostud, Microsoft, Nordeus, Price Waterhouse Coopers, Ringier Axel Springer, Seven Bridges, Startit, Telekom Srbija and Telenor, while some banks joined the initiative later.

As the main priorities in the sector, the initiative declared a product-oriented culture, learning from unsuccessful attempts, and fostering experienceexchange and partnerships, international collaboration, working with the state and its agencies, and building infrastructure, supporting hubs and developing networks beyond the capital city of Belgrade.^{xxxvii}

Specific needs with regards to collaboration with the business sector comes down to exploring scaling up potential of successful models that could be performed through the territorial expansion (e.g. implementation in another municipality), increase in the scope of the target population, or knowledge transfer from one sector to another (e.g. from the metals processing to the wood processing industry)^{xxxviii}

**Operations of entrepreneurial boosters**

There are 13 coworking spaces solely in Belgrade,^{xxxix} while others are located across the country including:

StartIT Centar - startit.rs,

BRC Runners Hub powered by Push - belgraderunningclub.com/hub,

ICT Hub - icthub.rs,

In Centar - incentar.org,

Marsh Open Space- openspace.marsh.co.rs,

Nova Iskra - novaiskra.com,

Office Me - office-me.com/rs/Coworking,

PaperGirl Galerija Hub- papergirlgalerija.com,

Smart Office - smartoffice.rs,

OUR Hub - our.rs,

Impact Hub - impacthub.net,

Polygon Hub - polygon.rs,

Share Square - sharesqua.rs,

StartIT Centar - startit.rs/novi-sad,

Kulturni centar LAB - kc-lab.org,

Deli - deli.rs, 2 in Nis

Think Innovative - thinkinnovative.rs,

StartIT Centar startit.rs/Subotica, 2 in Subotica

Infostud Hub infostudhub.rs,

KG Coworking & Hub -

coworker.com/serbia/kragujevac/kg-coworking in

Kragujevac,

Klub Heroja klubheroja.com in Novi Pazar,

Mokrin House mokrinhouse.com in Mokrin,

Pomak pomak.org in Zajecar,

Rural Hub ruralhub.rs in Vrmdza,

Source Hub sourcehub.rs in Mali Iđoš,

StartIT Centar startit.rs/indjija in Indjija,

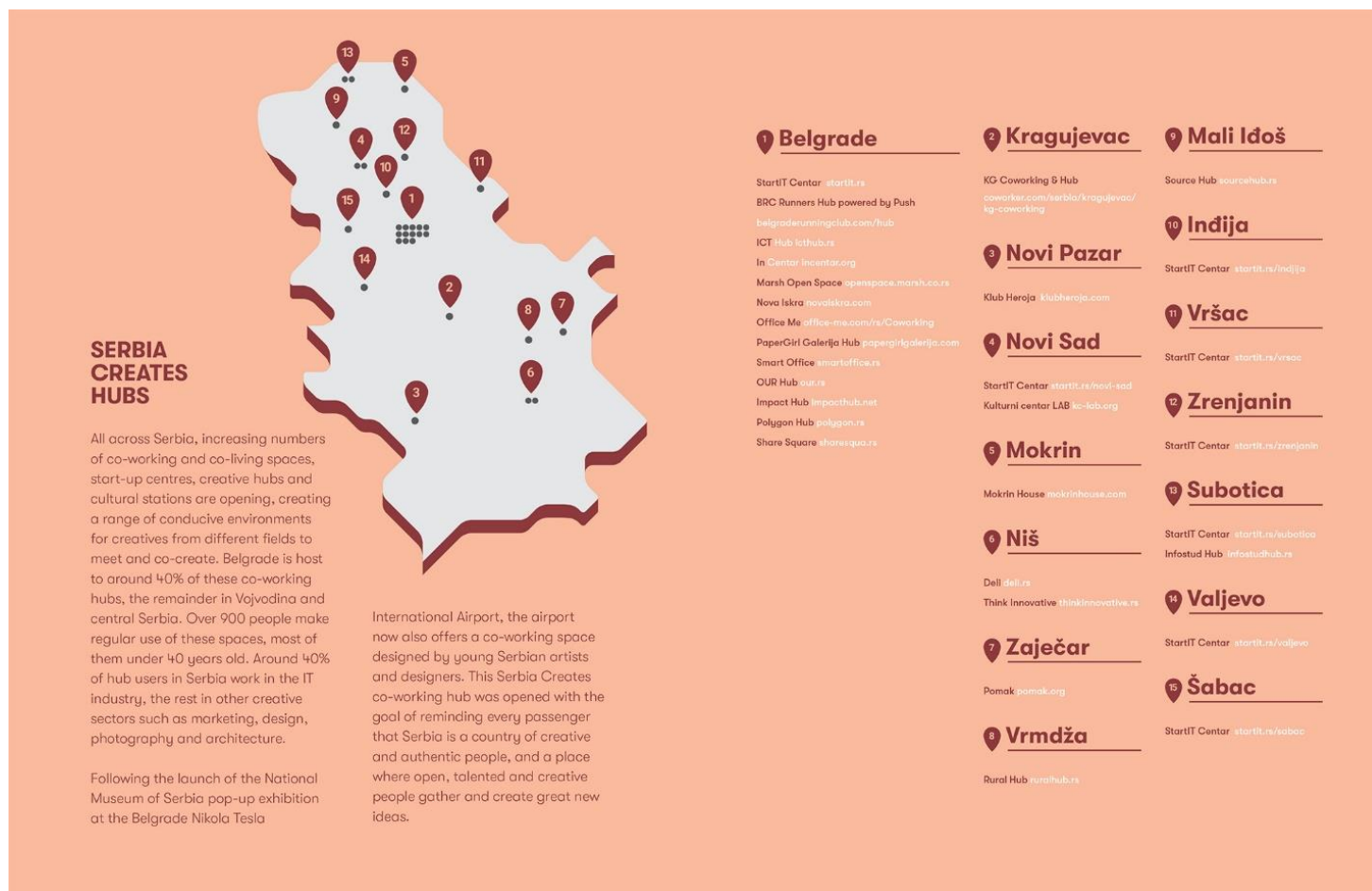
StartIT Centar startit.rs/vrsac in Vršac,

StartIT Centar startit.rs/zrenjanin in Zrenjanin,

StartIT Centar startit.rs/valjevo in Valjevo,

StartIT Centar startit.rs/sabac in Šabac.

Most prominent coworking places in Serbia include Mokrin house, StartIt, Impact Hub, Deli Hub, Nova Iskra and RuralHub.^{xi}



Graph 2 Serbia - Map of coworking spaces
Source: Digital Serbia Initiative – Distribution of Hubs in Serbia

According to Digital Serbia Initiative, most startups in Serbia come from Belgrade (71%), then from Novi Sad (15%) and Niš (4%). Belgrade has had a Science Technology Park since 2015, while locations in Niš and Novi Sad are under construction. While a number of cities across the country have their own business incubators, only those in Novi Sad and Belgrade are focused mostly on tech businesses. Belgrade is also host to three startup hubs, whereas Novi Sad has only one, and a dozen other cities in Serbia have their own tech hubs working on startup-related programs.^{xli}

Most programs for startups last for about 3 months and cover relevant areas of finance (planning and

budgeting), marketing and sales, legal aspects, product verification and go-to-market strategies. However, it seems that these programs offer similar content and address startups in general, without further specialization or specific sector or domain focus. Hence, there is competition among the incubators and accelerators, and it does occur that a startup goes through several programs. Events seem to duplicate topics and there is an overlap in mentors, experts, speakers and audience.^{xliixliii}

A brief SWOT analysis on entrepreneurship boosters work in Serbia is presented on page 69.



Table 10 Serbia - Hubs/Coworking spaces/Acceptors/Incubators in Serbia 1

HUBS/COWORKING/ACCELATORS/INCUBATORS IN SERBIA 1			
SEE ICT	STARTIT CENTAR	STARTUP ACADEMY	ICT HUB
<p>is a Belgrade-based, grass-root and non-profit organization established in 2010 with the mission to provide meaningful support to the Serbian technology and startup scene, to foster higher employment and economic growth. In a mutual effort together with the Ministry of Culture, Startit was founded in 2012 with the goal to improve the capacities of the local IT community to start innovative and successful entrepreneurial endeavors.</p>	<p>was founded five years ago and centers can now be found in eight cities (Belgrade, Indija, Novi Sad, Vršac, Zrenjanin, Valjevo, Subotica, Šabac) across Serbia. They provide workspaces for 60 to 200 people depending on the location, while the Belgrade center is also home to a VR lab. The centers run numerous community events and education programs for current and future IT professionals and are in partnerships with all relevant companies from the field. The centers are supported by local partners, including Nordeus, Telekom Srbija, Tradecore, Société Générale, Microsoft, among others.</p>	<p>is an accelerator and has been the first in Europe to become part of Google's new development program: Google Launchpad. The latter is a global acceleration program that helps startups build and scale great products by matching them with Google's people, network, and technologies. The academy, now in its seventh year, trains and educates startups in the fields of product and validation, marketing and sales, business development and investments, etc. The program is supported by experienced mentors and well known entrepreneurs, who share experience and advice first hand. More than 120 startups have gone through the academy and went on to raise more than EUR 5 million in investments. 15 companies that were successfully built are now generating EUR 20+ million in revenues. Among the alumni are recognized startups such as Alchemy, Fishingbooker, Farmia, and many more</p>	<p>was launched as part of a public private partnership between DNA Communications and Orion Telekom together with USAID in 2014 as an incubator for technology entrepreneurs. It started out in the Science and Technology Park, and moved to the Belgrade city center in 2017. Under the label ICT Hub Playground, the hub provides coworking space for up to 90 people and a place where the local startup community can meet and connect and where trainings and seminars are held. There is also a small lab to work on and test tangible prototypes. ICT Hub further realized the need for additional funding for startups in the early stages and together with local businessmen set up 'ICT Hub Ventures' in 2017</p>



HUBS/COWORKING/ACCELATORS/INCUBATORS IN SERBIA 2

BITF

BUSINESS TECHNOLOGY INCUBATOR OF THE TECHNICAL FACULTIES BELGRADE (is located in the Science and Technology Park Belgrade and has been established as a partnership between the four technical faculties of the University of Belgrade (Civil Engineering, Mechanical, Electrical and Technological/ Metallurgical), the Municipality of Palilula and the Democratic Transition Initiative. The BITF provides startups with office and co-working space, conference rooms and other facilities, including a workshop with 3D printers, etc. Training programs for startups are organized to cover financial planning, intellectual property rights, product sales and marketing skills, etc. It is backed by numerous mentors and business counsels (for legal, accounting and administrative aspects of small business), as well as a network of companies and supporters.

STARTUP CENTAR

is already in its fifth year in Belgrade and located in the very center in the former facilities of Radio Belgrade. It is a true meeting point for entrepreneurs and social innovators and offers coworking facilities, standalone offices and meeting rooms. It is part of the global Impact HUB network with 100+ locations in 50+ countries. Impact Hub hosts regular events and programs to educate and support entrepreneurs. Among other things, startups can apply for the bootcamp, which is meant for companies that have already created a prototype and that aim for the global market, however, with a focus on the U.S. market. About 10-15 teams are chosen each year for the program, which is in turn supported by 20+ mentors and international experts. Among the supported business are urbigo, whisperr, woobox, to name a few.

IMPACT HUB

is already in its fifth year in Belgrade and located in the very center in the former facilities of Radio Belgrade. It is a true meeting point for entrepreneurs and social innovators and offers coworking facilities, standalone offices and meeting rooms. It is part of the global Impact HUB network with 100+ locations in 50+ countries. Impact Hub hosts regular events and programs to educate and support entrepreneurs. Among other things, startups can apply for the bootcamp, which is meant for companies that have already created a prototype and that aim for the global market, however, with a focus on the U.S. market. About 10-15 teams are chosen each year for the program, which is in turn supported by 20+ mentors and international experts. Among the supported business are urbigo, whisperr, woobox, to name a few.

THE BIOSENSE INSTITUTE

Research and Development Institute for Information Technologies in Biosystems) was founded in 2015 to foster multidisciplinary research in the fields of micro and nanoelectronics, communications, signal processing, remote sensing, big data, robotics and biosystems. It combines two prominent sectors in Serbia, ICT and agriculture, with the goal to support the development of sustainable agriculture. The institute brings together relevant stakeholders, including government, ICT community and agricultural producers. The institute coordinates or participates in a large number of international research projects, including Horizon2020, FP7, Eureka, among others.

STARTUP CENTAR

ICT CLUSTERS

are business organizations with the mission to represent and develop the IT sector in Serbia, and to provide institutional support to local IT companies. The first cluster was established in 2010 in Novi Sad (Vojvodina ICT cluster), which has now over 30 members and an outreach to over 4,000 IT professionals. Other cluster include the ICT Network Serbia Cluster, Niš Cluster of Advanced Technologies, ICT Cluster of Central Serbia, IT Cluster Subotica and Zrenjanin ICT Cluster.

SWISSCONTACT

is an independent business-oriented foundation for international development cooperation, represented in 36 countries. It has been in Serbia for about 4 years with the focus on supporting the support system, i.e. to build capacity and know-how in the ecosystem.

NOVA ISKRA

is a creative hub, founded in 2012 in Belgrade, that hosts a variety of designers, researchers, entrepreneurs, activists and innovators. The company runs numerous events, lectures and seminars and education is endorsed through own programs, mentoring, webinars, creative camps, workshops, multidisciplinary working groups, peer-to-peer exchanges, etc.

is an incubator for students of all faculties that want to learn about entrepreneurship and build their companies. It was established in 2017 and is located at the Faculty of Economics in Belgrade as a result of the cooperation between the faculty and MVP Workshop. It is one of the rare programs that directly targets students as entrepreneurs. The program is run twice per year with 4 teams per semester and is split in a 3 months' learning and work phase with mentors and another 3 months' phase for developing the ideas with additional coaching.

Table 11 Serbia - Hubs/Coworking spaces/Aceators/Incubators in Serbia 2



**D) THE START-UP SUPPORT AND
THE ROLE OF CSOS – SWOT**

S

Strenghts

- **Most programs for startups last about 3 months and cover relevant areas of finance**
- **SEE ICT AND STARTIT SEE ICT** have reached more than 100.000 people and a significant number of investment rounds in Serbian tech startups
- With only 5 startups applying for the program of **BUSINESS TECHNOLOGY INCUBATOR OF THE TECHNICAL FACULTIES BELGRADE (BITF)** in 2008, over 40 applications are now received each year, while from the 90+ startups that went through the program, over 80% are still active and employ over 500 people
- **Impact Hub Belgrade** held over 2.000 conversations with startups that yielded 1.000+ applications out of which 110 startups participated in the programe
- The **Startup Center** project is set for five years and so far 25 students completed the program, 5 startups were launched and 70 lectures and workshops were organized
- The **BioSense Institute** plays an important role in innovation acceleration with more than 50 SMEs funded through these programs and the cooperation with industry partners

W

Weaknesses

- these programs offer similar content and address startups in general, without further specialization or specific sector or domain focus
- missing is the direct exposure to potential clients and customers early on, which is not part of the startup programs currently being offered

O

Opportunities

- Funding sources like Innovation fund, StartLabs, South Central Ventures, New Investor Initiatives ICT Hub Ventures, Eleven Ventures, European Investment Funds, Indiegogo and Kickstarter

Support offered

- How to get the first buyer
- Expanding user base (and clients / customers)
- Identification of opportunities on (which) international marketu
- Core-competence of the team and leadership
- Communication and startup marketing skills
- Financial projections
- From First Traction To Investment
- Profiling a buyer / user / investor in the international market
- Expanding traction o Revenue models
- Strategic storytelling and investment deck
- Entrepreneurial leadership and team growth



All across Serbia, increasing numbers of co-working and co-living spaces, start-up centres, creative hubs and cultural stations are opening, creating a range of conducive environments for creatives from different

fields to meet and co-create. Belgrade is host to around 40% of these co-working hubs, the remainder in Vojvodina and central Serbia. unf

formal and/or informal cooperation initiatives (e.g. coalitions, networks, consultations platforms, etc.) among CSOs in the sector?

**E2E
OPPORTUNITY
FUND
2017-2019**

INNOVATIVE APPROACHES FOR INCREASED YOUTH EMPLOYMENT AND EMPLOYABILITY;

during the first phase of the E2E, SIPRU supported 19 innovative youth employment and employability models in total. With a budget of EUR 412,500 for two Calls for Proposal, more than 400 youth were enrolled within various initiatives that supported them in becoming entrepreneurs, finding employment or gaining initial work experience. Under the SIPRU social innovation mechanism, different models were developed and tested, focusing on the activation of the NCET group through cooperation with the IT sector; supporting youth entrepreneurs with training, business mentoring and psychological support, traineeship and the employment of youth with disabilities etc. The foundation for all models was the promotion of cross-sectorial partnerships between public, private and the civil sectors, merging limited resources and placing the real needs of young people at

WORK-BASED LEARNING PROGRAMMES

61 workbased learning (WBL) training programmes were implemented in the pilot regions, involving 128 companies in partnership with (public) training providers. 1,058 youths completed the traineeship and were accompanied by skilled in-company mentors and

NON-FORMAL TRAINING PROGRAMMES FOR HARD-TO-PLACE YOUTH

6 ALMP for hard-to-place youth (HPY) in the pilot regions were implemented by brokers in a project-based partnership with a public institution. 350 HPY received support and almost 100 were included in company (WBL) training. The activity also required raising an awareness campaign targeting employers

**YOUTH
EMPLOYMENT
PROMOTION
(GIZ,2015)**

LAUNCHING THE GERMAN-SERBIAN INITIATIVE

crucial step in the new Youth Employment Promotion (YEP) project. This project is being implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). Energy, knowledge and experience acquired in the recently completed Professional Orientation in Serbia and Strengthening the Structures for Youth Empowerment and Participation in Serbia projects, as well as in the current Reform of Vocational Education and Training in Serbia project, will be used for the strategic alliance of all social partners at different levels with a view to better aligning economic and education policies. The aim is to improve the conditions for the better positioning of young people on the labour market, to provide companies with better access to the qualified staff they need and encourage entrepreneurship in Serbia. The project will initiate an expert National Dialogue for promotion of youth employment which will integrate the proposals, experiences and knowledge gained during the project implementation into a political dialogue within the GermanSerbian initiative for sustainable growth and employment.

MEASUREMENTS OF INDICATORS

. The first is how satisfied the young people involved in the programme are, and whether they believe that the project provides them greater employability and employment. The second indicator is whether the local community has succeeded in creating the conditions for employment growth, and that 70 percent of young people, to whom support will be provided, find employment, become self-employed or are included in new measures that increase their employment opportunities within six months of the end of application of the measures. The third indicator is whether models to be applied in selected local communities give results that can be integrated at the national level. The fourth success indicator will measure the achievements of the German- Serbian initiative for sustainable growth and employment concept

**THE RISE
(REGIONAL INCUBATOR FOR SOCIAL ENTREPRENEURS)**

CONSISTED OF RYCO (REGIONAL YOUTH COOPERATION OFFICE), GROUPE SOS PULSE, SEEYN (SOUTH EAST EUROPE YOUTH NETWORK), FGYO (FRANCO GERMAN YOUTH OFFICE), L'INSTITUT FRANÇAIS

RISE project believes that youth of the Western Balkans are talented, full of innovative ideas and eager to achieve them. That's why we want to support social business ideas that will make the region a better place

RISE supports young change-makers in developing their impactful ideas into sustainable social businesses. Our tailor-made support program, RISE Journey, is being implemented by 6 Local incubators from different parts of Western Balkan region

Table 12 Serbia - Formal and/or informal cooperation initiatives (eg. coalitions, networks, consultations platforms, etc.) among CSOs in the sector



2.5.2. Domain CSOs in entrepreneurial ecosystem – lessons learnt

a) concept of youth entrepreneurship and young entrepreneur defined in national legislation

Youth in Serbia mostly refers to the category of young people entering the labour market in between 15 and 30-year-olds (in the sector of agriculture a young entrepreneur is considered a person up until 40 years of age).

Entrepreneurship education is crucial for development of entrepreneurial culture, entrepreneurial way of thinking, and creation of start-ups and growth of the existing business ventures, which all lead to increase of the employment rate, competitiveness and innovativeness of economy.

Even though no exact and unique definition is there for youth entrepreneurship (closely linked to and even understood as entrepreneurial education), the concept is mentioned in the following national legislative documents:

- National Youth Strategy 2015-2025;
- Strategy for supporting the development of SMEs, entrepreneurship and competitiveness 2015-2020;
- National Employment Action Plan for 2018;
- Education development strategy in Serbia until 2020;
- Strategy for development and government support to IT industry;
- Employment and Social Reform Program

Also, the concept forms one of the key ingredients of the lifelong learning process.



**B) STATE OF ENTREPRENEURIAL
CULTURE AND THE ROLE OF
CSOS**

S

STATE OF ENTREPRENEURIAL
CULTURE AND THE ROLE OF
CSOS

Strenghts

- Scaling components with mentors from successful companies
- In Serbia, this way entrepreneurial learning courses were introduced in VET schools

W

STATE OF ENTREPRENEURIAL
CULTURE AND THE ROLE OF
CSOS

Weaknesses

- Support to entrepreneurs is not only about learning but as well as being competitive or funding first idea, **therefore only tangible results can be perceived through funded ideas**
- Relatively secure jobs in the public service and state administration that have been usual as employment engagement for work force in Serbia
- Regarding the process of SBA self-assessment, there is evidence of participation of CSOs, but there is also room for better transparency of the process. Information about involvement of rural youth are very limited.
- Role of CSO's has not been recognized properly by the state and CSOs are not sufficiently involved in the processes in this field

O

STATE OF ENTREPRENEURIAL
CULTURE AND THE ROLE OF
CSOS

Opportunities

- Ease of doing business
- Adapted tax laws
- Local connectedness and community
- Seed funding
- Joint projects
- Introducing or expanding internship opportunities to cover SMEs, startups and innovation development, which could have a positive effect on the available skills and entrepreneurial ecosystem
- Offering extra-curricular entrepreneurship and startup education
- Opening accelerators and incubators within university faculties

T

STATE OF ENTREPRENEURIAL
CULTURE AND THE ROLE OF
CSOS

Threats

- Limited grant support
- Different goals and perspectives of local and regional government
- Different goals and perspectives of local and regional government



SWOT 19 Serbia - State of entrepreneurial culture and the role of CSOs



**E) PUBLIC POLICY SUPPORT FOR
YOUTH ENTREPRENEURSHIP**

S

Strenghts

- **Strategy for Supporting the Development of Small and Medium Enterprises, Entrepreneurship and Competitiveness 2015-2020** entails the improvement of support to highly innovative enterprises, and support to better absorb and use research, development and innovation funds of Horizon 2020
- **Law on Elementary Education and Upbringing** introduces the possibility of establishing a student cooperative
- **National Youth Strategy for the period 2015-2025** It emphasizes the entrepreneurial mindset to be recognized as a horizontal element within all levels of education.
- **National Employment Strategy for the period 2011-2020**
- **National Employment Strategy for the period 2011-2020** which considered entrepreneurship are considered transversal and generic skills
- **Strategy for VET Development I Serbia Since 2006**, it has defined new competencies that an individual must have

W

Weaknesses

- negative trend in in active labour market measures was recorded with regard to youth participation in active labour market measures
- their share in the total number of people targeted by these measures declined from 51% (before Package introduction) to 41%
- intensity of cooperation with youth, as measured by the nine available indicators, not only failed to increase, but also recorded a relative decrease compared to the intensity of cooperation with other groups

T

Threats

- Access to finance and capital
- Fiscal and para-fiscal system refers to the complicated and unpredictable fiscal and para-fiscal system, both time- and money-consuming
- Information and practical skills targets the information and skills gap youth in Serbia face
- Overregulated and unpredictable business environment
- Overregulated and unpredictable business environment
- Lack of institutional protection (particularly for uncollectable receivables)
- Unfair competition
- Complicated exit

O

Opportunities

- clear national structure such as National Partnership in countries of the region
- increase involvement of CSOs in processes related to entrepreneurial learning
- introduce systemic approach in embedding of entrepreneurial learning
- enhance recognition arrangements of non-formal learning

SWOT 20 Serbia - Public policy support for youth entrepreneurship

**f) Youth entrepreneurship training programmes, coaching and mentoring initiatives, and business development services**

The most significant institutional support for young woman in rural areas is obtained through the Development Agency of Serbia, the National Employment Service and the Development Fund of Serbia. However, this support is partial and temporary. Moreover, these institutions are often insufficiently informed of the needs of youth in rural areas and have no mechanisms for the promotion of entrepreneurship. Also, local institutional infrastructure is not sufficiently coordinated for covering a larger territory. There is a need for local centers that would provide for the continuous transfer of knowledge, occasional networking events and exchange of experiences.

Programs aimed at providing practical skills do not seem to be sufficiently effective. They are led by various Government institutions, such as the Ministry of Youth and Sport; National Employment Service; Development Agency of Serbia; local municipalities and their Youth Offices; etc. However, nearly all of them are dedicated to starting a business, focusing on the skills required to meet the administrative requirements and formally establish a company. At the same time, there are almost no trainings dedicated to developing skills necessary for business development. Most trainees are not taught how to recognize a market opportunity; how to develop an idea; how to find buyers; how to raise funds; how to

develop a product or service; how to attract buyers, etc. The private and public sector seem to have radically different approaches to business training. For example, the National Employment Service (NES) is organizing a two-day training entitled “The road to being a successful entrepreneur”. It includes a motivational part and detailed instructions on how to register a business (day one), and writing an effective business plan (day two). Local municipalities and their youth offices carry out similar trainings focusing on developing a business plan and the legal form of the firm, in order to start a business. Our interviewees note that both programs tend to be too academic, without sufficiently detailed real-life case studies. If there are any, they are usually international case studies with no direct implications for Serbia. Additionally, workshops seem to be rather formal and lack a true participative approach. A radically different approach can be found in the practice of domestic incubator centers.

Belgrade ICT HUB has a seven-month program covering the entire range of skills essential both for establishing and running a successful business. The program covers a number of topics: idea development, the legal framework in Serbia, customer development, product development, seizing market opportunities, sales traction and growth, startup financing, fundraising and a “demo day”. This approach is not only more tailor-made, but also involves more significant participation by the trainees.



Four innovative models for increasing youth employment and employability have confirmed their scaling potential through the results achieved.				One model has started a systemic change in the sector of education
PA	BD	D	DYB	LPFYE
PRACTICAL ACADEMY	BE DIFFERENT	DAFF	DEVELOP YOUR BUSINESS	LOCAL PARTNERSHIPS FOR YOUTH EMPLOYMENT
model of innovative professional apprenticeship of students in SMEs and the public sector with the aim of increasing youth employability through the development of their locally applicable practical know-how and provision of developmental support to the economy of underdeveloped municipalities	innovative model of a multi-sector cluster for entrepreneurial employment of youth "Activator", increasing youth employability and contributing to the creation of new jobs through a set of innovative services for the development of entrepreneurial learning	agribusiness start-up for youth – innovative model for promoting youth entrepreneurship in agriculture and a contribution to entrepreneurial learning for youth, particularly those encountering additional barriers in employment	innovative model of improving youth knowledge and skills on entrepreneurship with the aim of creating new jobs and raising the awareness of local communities on the importance of non-formal education, life-long learning and mentor programmes for the empowerment and development of an entrepreneurial ambience among youth	education fit for business represents a systemic change through the improvement of the secondary vocational education programme and specific improvements to educational curricula for two profiles: mechanical engineering technician for computer design (MTKK) and technician for computer control (TKU) so that they correspond to the requirements of employers in the metals processing sector. Curriculum changes are based on the successful results of the innovative model of the Development Partnerships for Youth Employment

13 Serbia - Five innovative models for increasing youth employment and employability

Source: SIPRU report Periodic evaluation of the local youth employment initiative programmes 2018

2.5.3. Domain: Participatory governance – stakeholders' engagement, policies and tools

a) mechanisms of exchange of practices among public, private and civic sectors for promotion and development of entrepreneurial learning

Currents exchange mechanisms

European Training Foundation and South East European Centre for Entrepreneurial Learning project resulted in a **Memorandum of Understanding** on entrepreneurial education among 18 institutions, and student companies were fostered in more than 200 secondary schools, but funding for its future was questionable. Entrepreneurship is regularly taught

Desired exchange mechanism^{xlv}

only at the secondary vocational schools of economics and related high schools or universities. Although Serbia aspires to increase the numbers of young entrepreneurs, current measures – promoted mostly by the NES – are treated as self-employment measures and are primarily tailored to those who are recognised as marginalised youth. In this way, financial obstacles, coupled with a lack of understanding of the required measures, prove once again to be a major element in the failure of the state to comprehend the complexity of youth status and youth vulnerability.^{xliv}



TOP 5 desired exchange mechanism

- 1 **develop good practice partnership projects between municipalities and social enterprise**, such as with EU funding for developing good practice in the use of social clauses for social entrepreneurship in welfare provision
- 2 **consider support for the development of a social economy coalition that brings together NGOs, foundations and co-operatives**, initially at the municipal level through the development of horizontal networks across these pillars of the social economy with EU programme funding
- 3 **improve vertical and horizontal policy integration for social entrepreneurship** through briefing documents and administrative guidelines
- 4 **capacity building, communication, education and training of relevant administrative officials** about relevant policy frameworks
- 5 **gradually develop a system of co-governance** with municipal and regional bodies together with social economy organisations

Graph 3 Serbia - Top 5 desired exchange mechanism

b) advocacy initiatives in the field

Consultation platform - National dialogue on youth employment – 2017

- Consisted of Ministry of youth and sport, Ministry of Labour, Employment, Veteran and Social Affairs, Ministry of Education, Science and Technological Development, Ministry of Economy, GIZ, Swiss Agency for Development and Cooperation, SIPRU team
- Joint effort that brought the youth unemployment rate decreased 11%
- Through the development cooperation with Germany, Serbia received over EUR 1.7 billion in investments, with one of the priority areas being youth employment

- Improvement of the Legal Framework for the Regulation of Traineeships in the Republic of Serbia (SIPRU, BOS)^{xlvii} Three options were considered for improving the legal framework, and thus increasing the number of quality traineeships to increase youth employability. These are: 1) amendments to the Labour Law that would adapt the existing Article 201 of the Labour Law; 2) addition of a new Article 200 to the Labour Law and 3) adoption of a special law on traineeships.

Strategic and other documents of the Republic of Serbia to be addressed in By LEAP project

- Employment and Social Reform Programme (ESRP) Adopted
- National Employment Action Plan for 2020 (.pdf)

c) relevant youth employment and entrepreneurship policies & flagship initiatives



- National Employment Action Plan for the Year 2019 (.pdf)
- National Employment Action Plan for the Year 2017 (.pdf)

Strategic and other documents of the EU

- The Youth Guarantee and Youth Employment Initiative Three Years

On (Strasbourg, 10.4.2016 SWD (2016) 323 final)

- European Quality Charter on Internships and Apprenticeships (.pdf)

Studies and surveys

- Transition of Young Women and Men in the Labour Market of the Republic of Serbia

d) role of different institutional players in entrepreneurship policy and practice

National youth councils

- Advocating role

VET schools (teachers)

- Providing career service guidance
- Making intersectoral practice opportunities
- Making 20% of curriculum open for practice and adapting to local opportunities
- A strong education system is widely recognized as crucial for further development of not only the startup ecosystem, but the tech scene in general. If we compare the number of Serbian IT employees per 1000 people to other countries in the CEE region, we can see that Serbia falls short – there are almost 3 times fewer IT employees in Serbia than in Hungary, and more than 9 times fewer than in Poland. Positive steps have been made in the area of primary and secondary education, with the introduction of mandatory computer science classes and specialized IT streams. This will, in the long-term, create a highly skilled workforce that can work in the tech sector and combine IT skills with various other forms of expertise. However, the efforts made in post-secondary education are still not sufficient. 1,500 graduating IT students per year is not enough, and the number of students must be increased. Furthermore, investing solely in engineering skills will not be enough to build a healthy startup ecosystem. Strong marketing and business skills are crucial when building a startup, as is innovation

across different sectors. Therefore, support should be extended to other disciplines, focusing on modernizing their curricula and helping to build digital expertise. For example, business schools should include courses about fintech, blockchain and global digital marketing and business models; similarly, fine arts programs should provide students with knowledge about UX design, 3D modeling, and other available tools^{xlvii}

Business hubs, accelerators, co-working spaces, business incubators: Chambers of commerce

Startup support organizations should focus on this issue through targeted programs to foster local connections and knowledge exchange in the ecosystem. This can be done in various ways – from running joint programs for founders in similar stages, through organizing various events for smaller audiences focused on particular challenges and building connections, to the promotion of a pay-it-forward culture. In addition, ecosystem builders should look for further ways to increase connections with global markets, increase support for women founders, and get involved in sharing an entrepreneurial spirit and know-how to a wider audience.

- Introducing or expanding internship opportunities to cover SMEs, startups and innovation development, which could have a positive effect on the available skills and entrepreneurial ecosystem;
- Offering extra-curricular entrepreneurship and startup education – one good example of this practice can be seen in Startit's cooperation with two faculties at the University of Belgrade, where they offered a



TOP 9 RECOMENDATIONS for policy makers

- 1 | Apart from tax incentives, the government should **lower the risk of investment in the ecosystem through matching programs, and eventually Fund of Funds**, which will increase competitiveness and the variety of investors in the ecosystem.
- 2 | Support should be **extended to other disciplines**, focusing on modernizing their curricula and helping to build digital expertise
- 3 | **Subsectors should be supported through specific support programs** created by the government and other international institutions and donors
- 4 | **Sponsoring local entrepreneurs** to visit international startup conferences to building hubs in main cities in order to increase global connectedness
- 5 | **Changing the Foreign Exchange Act** in order to avoid legal uncertainty through its principle that everything not expressly allowed is forbidden
- 6 | **To form a clear national structure** such as National Partnership in countries of the region, with participation of public, private and civil sector organizations, with mandate to coordinate and support the development and promotion of lifelong entrepreneurial learning
- 7 | **To increase involvement of CSOs in entrepreneurial processes** and transparency of policy making processes, including SBA self-assessment
- 8 | **To introduce systemic approach in embedding of entrepreneurial learning into formal education system**, from preschool education to higher education, with clear division of responsibilities and monitoring mechanisms, in accordance with good practices in the region
- 9 | **To support recognition of non-formal learning and thus**, boost practice sharing and promotion and join efforts with other initiatives on this field like NAPOR

Graph 4 Serbia - Top 9 recomendations for policy makers

- one-semester startup course featuring many successful entrepreneurs as lecturers; and
- Opening accelerators and incubators within university faculties, which have proven an important driver of startup experience and entrepreneurial spirit in ecosystems worldwide.^{xlviii}

Gouvernement - Parliament (committees) and line ministries

- measures to address the conservative attitude of banks, possibly through government-sponsored loan guarantee systems;
- promote legislation to establish a comprehensive framework for micro-finance, so that it does not need to be channeled through the banks and is appropriately regulated in line with international experience;
- develop a comprehensive framework to support the financial needs of social entrepreneurs during start-up, development and growth of social enterprise; design a system of grants for feasibility studies and the development of business plans, low cost rents in incubators for the first 18 months of business development, loan guarantee systems, and specialist financial institutions to act in a venture capitalist type role supporting growth of the social enterprise;
- consider programmes to support social entrepreneurs, such as funding through a foundation; (with a possible endowment through international donor/CSR partnership);
- consider the development of community development finance initiatives (supported through fiscal measures); and, examine asset transfer policies by municipalities and other public bodies to provide buildings for low rent incubators.^{xlix}



2.6. TURKEY

2.6.1. Domain: CSOs networking and coalition building in youth employment and entrepreneurship – exploring the context

a) CSOs actors and activities mapping

In Turkey the following CSO operate in the field of youth employment and entrepreneurship:

1. Habitat
2. Türkiye Genç Girişimciler Platformu (TÜGGİP)
-
3. Turkey Entrepreneurship Foundation
4. Toplum Gönüllüleri Vakfı (TOG)
5. Endeavor
6. Genç Başarı Eğitim Vakfı (JA TURKEY)
7. TOBB

In rural areas takes place the work of Habitat, Toplum Gönüllüleri Vakfı (TOG), JA Turkey and TOBB. The most prominent organizations are TOBB, GBEV and Habitat whose target groups/beneficiaries include migrants and refugees, women, and youth.

The CSOs in the field show strength in

- Being common
- Conducting entrepreneurship-oriented works
- Experienced staff
- Rooted institutions
- Financial achievements

On the flip side, these organizations struggle in dealing with:

- High country population
- Insufficient rural access
- Funding resources
- Relatively weak cooperation among NGOs
- Making projects sustainable

The key sources of funding for the prominent NGOs in the field include: national funds, EU funds, sponsorships.

b) CSOs and entrepreneurship environment NEEDS/GAPS analysis

The CSOs in Turkey training needs are focused on the following core aspect in the fields provided:

Strategic planning.

- Long-term plans
- Long Living and Permanent Targets
- Entrepreneurial Data Creating

Fundraising.

- Governmental funds
- Sector specific Business world funds
- Angel Investor Networks
- Crowd funding

Advocacy.

- Mentor networks
- Efficient dialog among CSO managements
- To branch out specific areas (social entrepreneurship, rural entrepreneurship, fin-tech etc.) in entrepreneurship environment

Programs implementation.

- Age focused program modules
- Experience sharing from business world
- Real practices
- Business world co-operations
- Pretest-Posttest design

Collaboration practices with other CSOs.

- Mutual programs
- A comprehensive top organization
- Specialization in the frame of a mutual target
- Collaboration in creating an entrepreneurial database

Collaboration practices with governmental institutions and local institutions (e.g. schools, etc.).

- Being a part of national education planning
- Working with government and local institutions in the frame of a long-term plan

Collaboration practices with business sector entities.

- Encouraging business world to share more time with youth as a part of personal development



- Mentorship trainings for business world members

Operations of entrepreneurial boosters. In Turkey there are in total 27 incubation centers that provided support for 118 startups and which are established with the purpose to reinforce Turkey's entrepreneurship ecosystem. ITU Arı Çekirdek (Turkey's biggest Incubation Center's) startups's investments reached 154 Million Turkish liras with more than 1 billion Turkish liras valuation. Operations of entrepreneurial boosters are focused on supporting university students,

academics and startups. The funding sources for entrepreneurial boosters in Turkey include: angel investors, sponsors, government funds, private sector and the banks. Core need of this type of organizations is identified as obtaining sustainable angel investor support on programs^{li}

2.5.2. Domain: CSOs in entrepreneurial ecosystem – lessons learnt



Table 14 Turkey - State of entrepreneurial culture and the role of CSOs



Table 15 Turkey - State of entrepreneurial learning and the role of CSOs

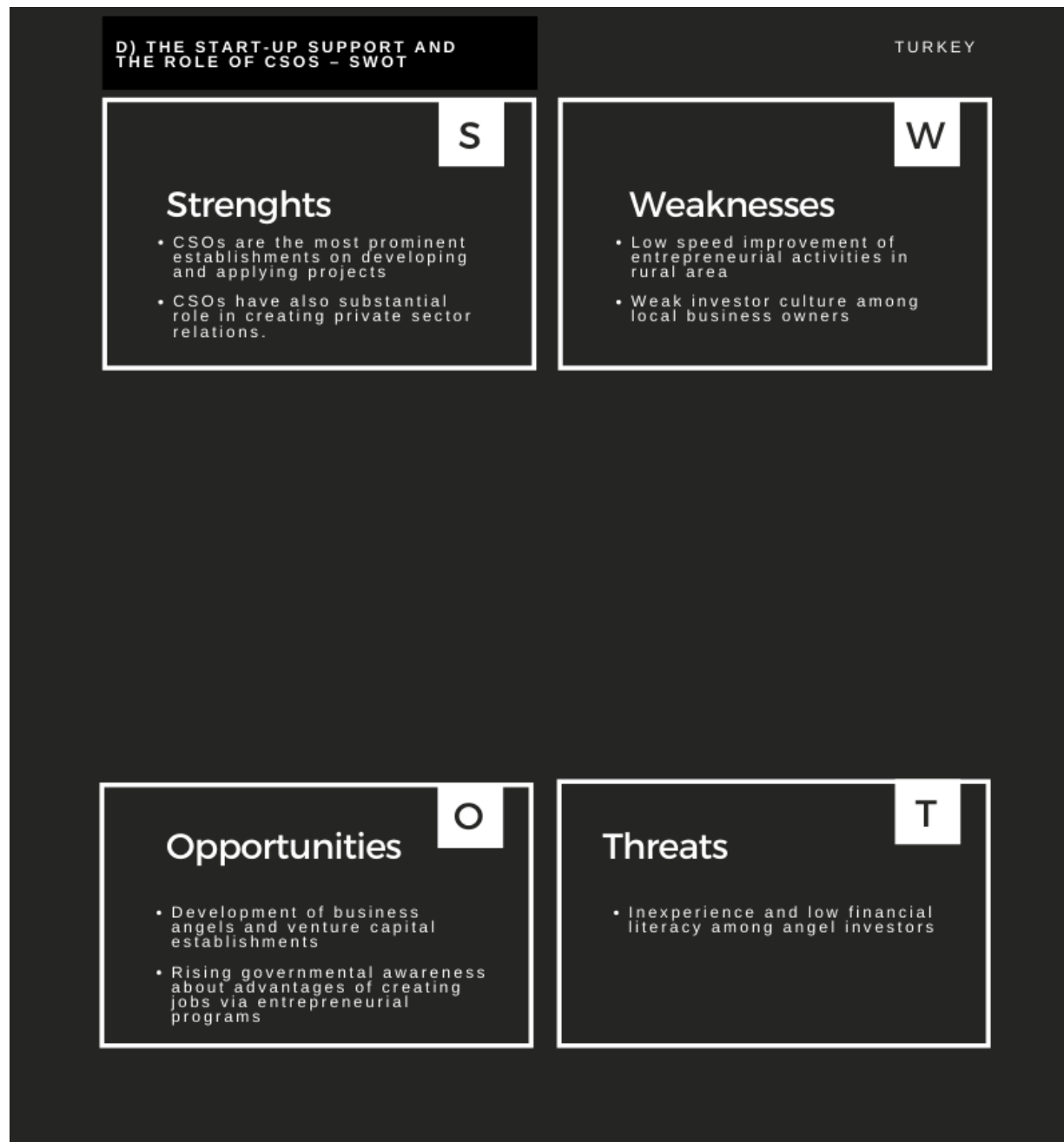


Table 16 Turkey- The start-up support and the role of CSOs



Table 17 Turkey – Public policy support for youth entrepreneurship



f) Youth entrepreneurship training programmes, coaching and mentoring initiatives, and business development services

The **Ministry of National Education's** intensive activities are put in place to improve entrepreneurship change the perceptions of students, teachers and parents in schools. Among the strategic studies of the Ministry, the efforts to raise generations that are prone to production-oriented and innovative thinking are gaining momentum.

The Ministry has been building *Design Skill Workshops* in schools to raise children and young people with entrepreneurial vision from the primary school level throughout the country.

The **Ministry of Industry and Technology** explains all science, innovation, and innovative thinking through activities with wide participation and conducts joint studies with the participation of all schools, private sector, NGOs, universities and institutes across the country.

In addition, the activities of the institutions affiliated to the Ministry for the expansion and strengthening of entrepreneurship, especially in vocational education, contribute greatly to the growth of the new generation with an entrepreneurial vision. With the governmental R&D supports and patent supports, many different development areas are created for academicians, start ups and large institutions.

The concept of entrepreneurship is becoming more widespread among institutions, and many large companies train their employees through internal entrepreneurship activities and restructuring of the company's culture.

2.6.3. Domain: Participatory governance – stakeholders' engagement, policies and tools

a) Mechanisms of exchange of practices among public, private and civic sectors for promotion and development of entrepreneurial learning

Currents exchange mechanisms. In Turkey mostly individual co-operations among local institutions can be observed as current exchange mechanisms among organizations dealing with youth entrepreneurship and employment. JA Turkey managed to make a protocol on collaboration with Ministry of National Education. With this protocol JA Turkey not only reached thousands of students, but also created living environment among students, teachers, mentors and business world all around Turkey. JA Turkey Alumni project is also aimed to create a permanent cooperation between business world and entrepreneurial networks for future generations.

Desired exchange mechanism. In order to strengthen the existing exchange mechanisms In Turkey there is a specific need to enhance the sharing experiences and exchanging ideas in an open access platform and to widen the scope of experience sharing (from early age to retirement).

b) Current/pending advocacy initiatives in the field to be supported through the BY LEAP

N/A

c) Relevant youth employment and entrepreneurship policies & flagship initiatives

The Ministry of National Education and the Ministry of Science and Industry (development agencies) are working on the development of entrepreneurship in vocational and technical education across the country. The weight given to these studies in the last two years has become prominent.


f) Institutional players

Different institutional players in entrepreneurship policy and practice					TURKEY
NATIONAL YOUTH COUNCILS	VET SCHOOLS (TEACHERS)	BUSINESS HUBS	PARLIAMENT	LINE MINISTRIES	
	TEACHERS	ACCELERATORS, CO-WORKING SPACES, BUSINESS INCUBATORS: CHAMBERS OF COMMERCE	COMMITTEES	MINISTRY OF EDUCATION AND SCIENCE MINISTRY OF LABOUR, SOCIAL AFFAIRS AND EQUAL OPPORTUNITIES MINISTRY OF CULTURE, TOURISM, YOUTH AND SPORTS MINISTRY OF ECONOMY, TRADE AND ENERGY	
	VET teachers are on of the active players in the spread and acceptance of entrepreneurship among students	<p>The establishment of business hubs, accelerators, coworking spaces, business incubators and the projects developed the institutions do not only appeal to vocational education but also contribute to the generalization of the entrepreneurship culture.</p> <p>These institutions, organized industrial zones and Turkey Union of Chambers and Commodity Exchanges can be added young woman entrepreneurship and entrepreneurship committee</p>		<p>Policy developer</p> <p>Fund source provider</p> <p>Encouraging</p> <p>Ministry of National Education's "My job is my life"</p> <p>Ministry of Industry and Technology's "My Future Profession" Projects</p>	

Table 18 Turkey - Different institutional players in entrepreneurship policy and practice

3. Regional outlook

3.1. Domain 1: YEE CSOs capacity

The mapping of regional organization active in the YEE field shows relatively high presence of these organizations in participating countries regardless of non existence of detailed breakdown of organizations in the national registries (lack of segregated data) – see table below Regional map of CSOs active in YEE field. Grassroot organizations are not specifically defined in national legislations so these shall be targeted as local, newly established organizations which have had none or little previous experience with EU funding.

Major training needs of YEE organizations include:

1. Diversification of funding sources (crowdfunding, cooperation with business sector entities – B2C, B2B fundraising)
2. Networking, lobbying and pr and media relations (advocacy training for greater impact on local and national level)
3. International knowledge exchange mechanism-platform in YEE (inclusion in European networks)
4. Strategic planning training
5. Establishing a single information point for monitoring the results of approved CSO projects and programs in the field of entrepreneurship and employment

Regarding the effectiveness of current training provision the CSOs in the field report on the following concerns: accessibility issues -

BY LEAP_Baseline study

Inclusion aspects are weak; the programs lack youth needs assessment and are not age segregated which is relevant for entrepreneurship boost (introduction of age focused program modules). Also pretesting and posttesting is needed in the programs impact assessment with the participants.

3.2. Domain 2: YEE CSOs in Entrepreneurial Ecosystems

Entrepreneurial culture is characterized by Growing no. of programs/initiatives - YEE is portrayed as hot topic, but mostly donor driven and not strategically assisting youth entrepreneurial careers Entrepreneurial success v. stable job – still exception, suppressed by parental concerns regarding entrepreneurship.

Need for promotion of success stories by young entrepreneurs.

Focus on entrepreneurship as alternative career choice for the unemployed youth, not youth mindset development

COVID19 recession and brain drain, coupled with corruption are seen as major impediments in the sector in the upcoming period.

Necessity to further enable entrepreneurial infrastructure (investment in IT sector) is given specific priority by the CSOs in the field.

Entrepreneurial learning.

Formal education: Situation varies – in Bosnia primary and high schools – 10% teach entrepreneurship as key competence, in all VET schools as separate course; in Montenegro on pre-primary level as well, part of primary education curricula, elective in high schools; in HE few noneconomic faculties teach

entrepreneurship within courses or as separate courses; teachers' competences need improvements

In non-formal edu the following is commented on:

- growing opportunities in provision, but mostly temporary due to funding and overlapping with others
- Lack of systemic monitoring and research on the needs for increasing entrepreneurial knowledge and skills

Overall there is an insufficient promotion of EL by all parties involved, as well as a lack of formal education and economy sectors collaboration to sustain its applicability and boost the relevance of both formal and non-formal opportunities in entrepreneurial learning.

Start up support. Efficiency, effectiveness and impact of local authorities' support is dubious – not market but socially driven. Youth loans are hard to get, while grants are omnipresent (yet unavailable to all). Defining target groups by their entrepreneurial potential, not social status is mandatory for obtaining success in the field. Start up – support programs are reported to might be severely jeopardized by COVID19 effects in the near future. More focused assistance to smaller number of entities but which are able to make larger impact through their doings is an overall suggestion for support providers. Also, inclusion of rural areas that lag behind in this segment is crucial for fairness and obtaining cross regional distribution of available funding. Some countries report inexperience of angel investors as major impediment to limited start up support together with Investor culture among local business owners being at low level.

Public policy support is affected by:

Lack of accountability for the topic of youth entrepreneurship (seen as cross sectoral issue, complicated to advocate for);

BY LEAP_Baseline study

Lack of tax incentives for start ups;

Lack of motivation and protection of potential investors in start ups;

Freelancers working from home need status regulation (BH);

Sustainability of projects and programs is mostly unattained;

Focus on vulnerable youth is lacking in practice (existing on paper only), etc.

3.3. Domain 3: YEE CSOs in Participatory Governance

Working together.

Competitiveness prevails over cooperation among YEE CSOs;

Small scale, one off project-based partnerships are predominant form of collaboration overall in the region among CSOs;

CSOs advocacy forums on EL are needed;

CSOs-business cooperation models are lacking; International networking is weak;

Genuine inclusion of CSOs in policy making is needed;

Few (formal) public - private thematic networks in the field (Montenegro – National Partnership on EL) is operating with limited effectiveness;

Few CSOs members networks (NM – Network for Brain Drain Prevention) exist.

Efficient dialog among CSO managements is missing.

Advocacy opportunities.

1. Civil society has an important role to play in the EU accession

2. Referral strategic frameworks (in education, economy, labour and youth sectors) expire in 2020;

3. Call for action on Raising awareness on EL in youth and provision of an efficient accreditation system for non-formal entrepreneurship education programs;

Shrinking space for CSOs influence in the YEE field is defined by:

- Youth migration,
- Corruption,
- Political complexity (Bosnia)
- Tendencies of controlling the work of CSOs
- Ineffective participatory mechanisms
- Lack of proper legislation on youth entrepreneurship, start up (Albania)...
- Unavailable/classified information

Country	YEE CSO (ref to grassroots, rural)	Business operators: accelerators, hubs, coworking spaces.
AL	111 CSOs listed under the category of Work and social Issues	3 Business Incubators; 2 business accelerators; and 10 co-working spaces
BH	30 CSOs operate in the YEE field. Few in rural areas, while some networks have also their branches in various municipalities (e.g. Omladinske banke). Several CSOs are grassroots, but most of them are in the biggest cities and covering regional or national area in their interventions	5-10 entrepreneurial boosted in urban settings, and 3-5 in rural areas
ME	5000 NGOs in Montenegro but there is no data on the number of organizations in the field of youth employment and entrepreneurship	in urban areas: Technopolis, BSC Bar, Entrepreneurial Nest - UDG, Chamber of Commerce of Montenegro, and Mtel digital factory
NM	50 CSOs operates in the field of youth employment and entrepreneurship. Out of these about 10 are working in rural areas. 40 are grassroots, around 5-10 organizations in this field are female-led.	more than 20 (urban, in different categories), while none rural entrepreneurial booster is observed in North Macedonia
RS	39% are committed to development and housing (which is a group identified as one dealing with youth employment and entrepreneurship)	13 coworking spaces in Belgrade alone + 17 across other cities and towns and rural areas in Serbia
TR	na	27 incubation centers that provided support for 118 startups

Table: Regional map of CSOs active in YEE field

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5. Annex – survey questionnaire

PART 1 - CSOs NETWORKING AND COALITION BUILDING							
a) CSOs atlas							
How many of these CSOs are in rural areas? Please name some of the most known ones.	How many of these CSOs are grass roots? Please name a few of them.	How many of these are led by female? Please name which ones. Is there any gender relevant difference in the field?	Which (please state 5 to 10) CSOs in the field are the most prominent and why? Which target groups do they work with/for? Is any (and which) of these in rural areas?	What are the 5 most important strengths/successes of the most prominent (known) CSOs in the field? What are the key strengths/successes of the rural CSOs and grass routes in the field?	What are the 5 most important challenges in work facing the most prominent (known) CSOs in the field? What are the 5 most important challenges in work facing the	What are the key sources of funding for prominent CSOs? For grass roots?	Success stories of CSOs in the field – please give a brief overview of programs implemented and results
b) CSOs and entrepreneurship environment - exploring our contexts							
Please comment on the overall capacities of CSOs dealing with youth employment and entrepreneurship vis-à-vis – please observe the situation from an angle of a more prominent CSO and a grass root one	<i>Strategic planning</i>	<i>Fundraising</i>	<i>Advocacy</i>	<i>Programs implementation</i>	<i>Collaboration practices with other CSOs</i>	<i>Collaboration practices with governmental institutions and local institutions (e.g. schools, etc.)</i>	<i>Collaboration practices with business sector entities</i>

<i>Please fill in with your answers here.....</i>							
<i>Please indicate sources/availability of data used if applicable</i>							
Please provide an outline (bullet points) of the specific needs (e.g. training on local public campaigns under advocacy, etc.) of CSOs in the field observed vis-à-vis each of the categories – please observe the situation from an angle of a more prominent CSO and a grass root one	<i>Strategic planning</i>	<i>Fundraising</i>	<i>Advocacy</i>	<i>Programs implementation</i>	<i>Collaboration practices with other CSOs</i>	<i>Collaboration practices with governmental institutions and local institutions (e.g. schools, etc.)</i>	<i>Collaboration practices with business sector entities</i>
<i>Please fill in with your answers here.....</i>							
<i>Please indicate sources/availability of data used if applicable</i>							
Please comment on the operations of entrepreneurial boosters in your country (i.e. business hubs, accelerators, co-working spaces, etc.)	<i>Number, urban/rural settings</i>	<i>Capacities (strengths)</i>	<i>Needs (weaknesses)</i>	<i>accomplishments</i>	<i>beneficiaries</i>	<i>Purpose</i>	<i>Funding sources</i>

<p>Are there any formal and/or informal cooperation initiatives (e.g. coalitions, networks, consultations platforms, etc.) among CSOs in the sector?</p> <p>If yes, please provide the following information regarding the initiative:</p> <ul style="list-style-type: none"> - Name of the initiative and its core purpose - Brief history of collaboration - Participants involved (please state if any grass root CSO is involved) - Accomplishments achieved / existing good collaboration practices to share - Obstacles faced in collaboration, etc. <p>If no, please state why do you think it is so.</p>					
Yes,.....			No,.....		
PART 2 - INNOVATION & OUTREACH LESSONS LEARNT					
How is the concept of youth entrepreneurship and young entrepreneur defined in your national legislation?			<i>Please fill in with your answers here.....(youth entrepreneurship)</i>	<i>Please fill in with your answers here.....(young entrepreneur)</i>	<i>Please indicate sources/availability of data used</i>
Please briefly comment on the state of entrepreneurial culture and the role of CSOs in your country based on current programs and policy solutions	Strengths accomplishments	Weaknesses challenges	Opportunities	Threats	Other relevant comments
<i>Please fill in with your answers here (please use bullets here)</i>					
<i>Please indicate sources/availability of data used</i>					
Please briefly comment on the state of entrepreneurial learning and the role of CSOs in its promotion and development in your country based on current programs and policy solutions	Strengths accomplishments	Weaknesses challenges	Opportunities	Threats	Other relevant comments

Please briefly comment on the start-up support and the role of CSOs in your country (i.e. key aspects of successful youth entrepreneurship programmes). Please also reflect on existence of business angels, venture capital availability, loans and grant schemes	Strengths accomplishments	Weaknesses challenges	Opportunities	Threats	Other relevant comments
<i>Please fill in with your answers here (please use bullets here)</i>					
<i>Please indicate sources/availability of data used</i>					
Please briefly comment on the public policy support for youth entrepreneurship - importance given to developing youth entrepreneurship policies, the EU funding opportunities for youth entrepreneurship programmes and its use, the ways in which obstacles to youth entrepreneurship can be addressed using specific programmes, illustrated by a number of inspiring practices if applicable.	Strengths accomplishments	Weaknesses challenges	Opportunities	Threats	Other relevant comments
<i>Please fill in with your answers here (please use bullets here)</i>					
<i>Please indicate sources/availability of data used</i>					
Please briefly comment on the key ingredients of successful training, coaching and mentoring for youth entrepreneurs, their content and delivery methods (reflecting age, gender, education level, etc. and where applicable using experience for student company program). Try to map the strengths and weaknesses of existing youth entrepreneurship training programmes, coaching and mentoring initiatives, and business development services against the needs of youth entrepreneurs. Please also assess the relevance and adequacy of mainstream support programmes and initiatives. Consider how other policy areas impact youth entrepreneurship policies and programmes (e.g. education and employment policy).	<i>Please fill in with your answers here (please use bullets here)</i>				

PART 3 - PARTICIPATORY GOVERNANCE					
<p>Please comment on the existing/desired mechanisms of exchange of practices among public, private and civic sectors in order to reiterate their commitment to the promotion and development of entrepreneurial learning (e.g. MOUs, networks, working groups, etc.)</p> <p>Please share challenges and inspiring practices of these initiatives if applicable.</p>	<p><i>Please fill in with your answers here on</i> Currents exchange mechanisms</p>		<p><i>Please fill in with your answers here on</i> Desired exchange mechanism</p>		<p><i>Please indicate sources/availability of data used</i></p>
<p>Please comment on possible pending advocacy initiatives in the field or the one/s to be proposed in the framework of BY LEAP project</p>	<p><i>Please fill in with your answers here</i></p>				<p><i>Please indicate sources/availability of data used</i></p>
<p>Please state relevant youth employment and entrepreneurship policies & flagship initiatives to be considered in the BY LEAP implementation process in your country (current and expiring 2020)</p>	<p><i>Please fill in with your answers here</i></p>				<p><i>Please indicate sources/availability of data used</i></p>
<p>Please comment on the role of different institutional players in entrepreneurship policy and practice</p>	<p>National youth councils</p>	<p>VET schools (teachers)</p>	<p>Business hubs, accelerators, co-working spaces, business incubators: Chambers of commerce</p>	<p>Parliament (committees)</p>	<p>Line ministries</p>
<p><i>Please fill in with your answers here</i></p>					
<p><i>Please indicate sources/availability of data used</i></p>					

ⁱ CSO in the context of this document and the project is understood as a non-for profit or for profit non-governmental organization operating in the field of youth employment and entrepreneurship; Grassroot organization pertains also the CSOs but is to be understood as a newly established organization in the sector and/or an organization with limited impact capacities.

ⁱⁱ Apart from the participating institutions in the Western Balkans and Turkey, Junior Achievement Europe (Brussels based organization) is also a partner in the project consortium.

ⁱⁱⁱ <https://resourcecentre.al/wp-content/uploads/2019/12/Need-Assessment-Report-2019.pdf>

^{iv} <https://partnersalbania.org/publication/mapping-and-assessment-of-civil-society-organizations-networks-in-albania/>

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^{xi} Strategija razvoja ženskog preduzetništva u Crnoj Gori 2015-2020
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^{xii} <http://sbctim.me/index.php>

^{xiii} Connections (personal acquaintances regardless of the quality and skills of persons seeking a job) are perceived as the most important criterion by which employers in the state institutions and enterprises and organizations (48%), but also in the private sector (38%), employing new staff. Education is in second place in both sectors (16%). In third place are recommendations and in fourth is the impression the candidate leaves on the employer, while previous work experience takes the last place.

^{xiv} Young people, at least declaratively, claim that they would prefer to work on their own rather than for an employer – over 60% of them whereby 28% of young people are thinking about starting their own business, but only 4% are taking concrete steps to that goal. Employment in order to make money is the dominant form of work among young people, with a share of 90%.

^{xv} In Montenegro, CIPSS - *Centri za informisanje i profesionalno savjetovanje* within National Employment Service Montenegro that provide expert assistance to different target groups regarding career development exist in Podgorica, Bar, Herceg Novi,

Nikšić, Bijelo Polje, Berane, Mojkovac and Pljevlja, and there is a Centre for Career Development operating within the University of Montenegro's umbrella. The findings show that CIPS is not managing to produce the expected change and improve the level of career decision-making among young people by supporting them to take a more active role in career planning, development of skills and informed decision-making.

^{xvi} <http://www.braindrain.mk/>

<https://www.facebook.com/msom.mkd/>

^{xvii} <https://www.gradjanske.org/en/kid-hub-design-for-the-future/>

^{xviii} https://www.divac.com/upload/document/brosura_-_podrska_mladim_poljoprivrednicima_2015.pdf

<https://www.gradjanske.org/en/kamenca-the-power-of-togetherness/>

^{xix} <https://www.gradjanske.org/en/kid-hub-design-for-the-future/>

^{xx} https://www.salto-youth.net/tools/otlas-partner-finding/organisations/?b_organisation_countries%5B%5D=country-237&b_keywords%5B%5D=otlas-keyword-11&b_name=&b_browse=Search+organisations&b_offset=0&b_limit=10&b_order=lastmod

^{xxi} http://socijalnoukljucivanje.gov.rs/wp-content/uploads/2019/02/Treci_nacionalni_izvestaj_o_socijalnom_ukljucivanju_i_smanjenju_siromastva_2014%E2%80%932017_eng.pdf

^{xxii} <http://odskoledoposla.org/wp-content/uploads/2018/12/Karijera-na-selu.pdf>

^{xxiii} <http://socijalnoukljucivanje.gov.rs/en/cooperatives-it-is-important-how-we-join-together/>

^{xxiv} <https://www.mos.gov.rs/wp-content/uploads/2015/02/final-evaluation-submission-31-January-2015.pdf>

^{xxv} <http://www.ukljucivanjemladih.rs/2020/01/23/eu-project-supporting-youth-employability-for-social-and-work-activation-of-young-people/?lang=en>

^{xxvi} <http://www.vivet-project.eu/eng/uploaded/Model%20for%20Virtual%20Internships%20in%20Vocational%20Education%20and%20Training.pdf>

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http://www.bos.rs/rs/uploaded/Publikacije/WEB__Prirucnik%20za%20srednje%20skole.pdf

^{xxviii} <http://www.bos.rs/uz-eng/uploaded/Youth%20Employment%20and%20Entrepreneurship.pdf>

^{xxix} EL falls under first set of indicators. The entrepreneurial learning set of indicators inquire about policy partnership, policy elaboration process and support resources, monitoring and evaluation, good practice exchange, non-formal learning, entrepreneurship key competences and learning environment and organization

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^{li} www.itucekirdek.com