

GRANT REPORTING FORMAT

Please type. If you need more space, attach a separate sheet. Please also attach copies of any relevant press coverage.

Project: **Creation of Regional Entrepreneurial Centers in East of N.Macedonia**

Project timeframe: (30.09.2019-30.11.2020 - extended)

Name of the organization: Association of citizens CEFE Macedonia

Partners: /

1. **Date the first grant installment was received: 31.10.2019**
Amount of the installment and when received: \$18.000
2. **Date the second grant installment was received: 26.10.2020**
Amount of the installment and when received: \$ 5.950

If part of the money has not been spent yet, describe how it will be spent, again with a cost breakdown by items:

<u>Total federal funds for the project</u>		
<u>Total federal funds authorized</u>	<u>2019</u>	<u>\$ 23,950.95</u>
<u>First requested amount</u>	<u>2019</u>	<u>\$ 18,000.00</u>
<u>Second requested amount</u>	<u>2020</u>	<u>\$ 5,950.95</u>
<u>Balance</u>	<u>11/30/2020</u>	<u>\$ -</u>
<u>Reported status</u>		
<u>Submitted quarterly reports</u>	<u>Date</u>	<u>Reported amount</u>
<u>Reported period end date</u>	<u>03/31/2020</u>	<u>\$ 9,500.00</u>
<u>Reported period end date</u>	<u>06/30/2020</u>	<u>\$ 13,301.00</u>
<u>Reported period end date</u>	<u>09/30/2020</u>	<u>\$ 15,529.80</u>
<u>Reported period end date</u>	<u>11/30/2020</u>	<u>\$ 23,950.95</u>

Has the grant been used in a way consistent with the original proposal? If not, please explain:

The first installment of the grant has not been used in a consistent way with the original proposal. Due to the COVID-19 pandemic breakout, we had to postpone and modify some of the activities planned in the A3 phase “Coaching and local implementations of entrepreneurship training” and the costs planned for March-April 2020 were used in September-October 2020.

The second grant installment was used properly as it was planned by the project management plan.

Please describe the impact the grant has had on your organization and the participants in the program activities, including evidence of change of attitude or knowledge:

The project goal is to keep young talents in the country, prospective people aged 18-40 from the South-East region of N.Macedonia and grow the economy in this region by opening new successful businesses and creating competent entrepreneurs. The grant has had a big impact on the implementer organization as well as on the participants in the project and the members of the newly created Regional Entrepreneurial Centers in the south-east region of N.Macedonia.

● **Impact on organizations:**

Through this project CEFE Macedonia mapped the potential human sources of support for entrepreneurs in R. Macedonia from different organizations and expanded the network of collaborators. With creating new experts and entities in the field of entrepreneurship we are creating new possibilities for support and development of entrepreneurship in Macedonia, planning new projects and joint actions.

One illustrative example: concluding memorandum for cooperation with the UGD Faculty of Economics in Stip; we undertook a research on Covid-19 impact on business in Macedonia. [The research is here.](#)

Also the professors from the Faculty of Economics are going to implement entrepreneurial training for the students in order to boost their entrepreneurial spirit. In October, 2020, CEFE Macedonia, in collaboration with the UGD Faculty of Economics and Case Western Reserve University Ohio, USA, organized a joint class on entrepreneurship development in times of crises. At the moment, we are working on further collaboration with UGD Faculty of Economics and the CWRU Ohio, USA.

Furthermore, we can add that the project provided the organization with the following benefits:

- structured network of additional 20 trainers for entrepreneurship that will use CEFE Methodology;
- safeguarding the intellectual property of CEFE Macedonia TM materials and tools in the official state registry. Registering as Trade Mark TM and establishing quality procedures for new CEFE trainers and consultants.
- opening and developing two new branches in East part of the country that will focus on economic development in East region and border region with Bulgaria, Greece and Serbia.
- youth network of +150 people willing to participate in future project activities and entrepreneurship courses;
- public promotion of the newly established CEFE centers (CEFE ISTOK and CEFE Strumica) as well as promotion of the CEFE methodology for experiential learning among the population of East Macedonia and abroad. In September, while implementing the A3 phase “Coaching and local implementations of entrepreneurship training” the public outreach on social media exceeded more than 55.000 people. You can find visual presentations of these statistics on the following [link](#).
- getting international recognition for the impact of the project from the headquarters from CEFE International in Cologne - Germany and publishing an article in the global newsletter.

● **Impact on trainers and educators:**

Regarding our participants in the Training of Trainers, they have certainly been motivated to think twice how through entrepreneurship together we can contribute in seeing the future in the country instead of going abroad. The interest for this project and the topics that are elaborating had been already proven by the interested applicants for the ToT session. More than 70 applicants applied for this training. After the ToT, we were contacted by many people and organizations, especially high schools that were interested in applying for the local implementation training sessions. Many of the high school students applied for the second call in September and October, that way expressing their high interest in experiential training and their willingness to learn more about entrepreneurship. A future project that we are developing with the primary and secondary schools is “Teacher-Entrepreneur”, where teachers are empowered with entrepreneurial mindset and skills in order to transfer them to the young students.

Through communicating this project we are learning and recording also the challenges that businesses or potential entrepreneurs are facing in their working and achieving their goals. Also we are seeing why people want to leave the country and what needs to be improved in our country in order to have a fruitful environment for achieving their goals.

Another important impact that the project had on the trainers is the potential of the experiential methodology. Most of the trainers were influenced by the methodology in such a great way that they started using it in their everyday life, and even at work. One of the trainers, a primary school teacher, even implemented the methodology in creating a business plan with a class of students from a primary school. Students were highly impressed by the methodology. You can check their work [here](#).

- **Impact on youth:**

According to the satisfaction of the local training (96%) and high interest for participation (more than 150 applicants and we only could train 100 - because of covid protocols):

- greater knowledge about entrepreneurship possibilities (many young people are asking to volunteer in CEFE Macedonia, CEFE Istok and CEFE Strumica, in order to deepen their experience in entrepreneurship);
- all of them gained valuable business skills;
- they had many wonderful ideas, especially social ideas, and now they have learnt how to transform them into a business plan;
- visioning a career in entrepreneurship for themselves (some of the high school students, before the training were planning to study something else, but after the training they decided to study business economy or management or entrepreneurship. two other girls have a desire to become trainers for business skills);
- interested in deepen knowledge and experience in social entrepreneurship;
- students whose parents are entrepreneurs, said that they finally started to understand their parents jobs and that they are starting to see themselves as potential family business successors;
- networking and exchange of experiences;
- Many of them were interested in social entrepreneurship and will have the chance to enroll themselves in future CEFE projects.

Please describe how the goals of the program were met:

The main goal of the project as it was previously mentioned was to prevent brain drain, to contribute to the reduction of unemployment and to further develop entrepreneurship, thus enhancing the economic and business development in R. N. Macedonia. Therefore all activities undertaken in the previous 13 months (October 2019 – November 2020) were targeted towards promotion of economic and business development.

The fact that the organization gained new members that are training youth to create values in their

environment, means that in long term perspective we will see more and more youth that are making new jobs and self employment in the east part of Macedonia.

In this period, we had to do several modifications to the project timeline in order to accomplish all the project activities:

- Kick off and project management phase (01.12.2019-31.01.2020)
- Training of Trainers who will use experiential methods to train entrepreneurs (07.02.2020-16.02.2020)
- Implementation of the local entrepreneurial training as part of the A3 phase: Coaching and local implementations of entrepreneurship trainings”, previously planned for the period of March to April, 2020, but due to the pandemic situation and extension of the project, the modifications in the project timeline have carried out these activities from September to October, 2020.
- Establishment of 2 Regional Entrepreneurship Centers (REC) in Strumica and Stip
- Capacity building of the newly established REC's: in Stip and Strumica

Thus contributing to the following objective of the project:

- The organization has signed memorandum of cooperation with several institutions: UGD Faculty of Economics in Stip, Private Business school SABA, NGO Junior achievement Macedonia, NGO Start Up Macedonia, NGO InoTech Club. You can find the attached MoUs on the following [link](#).
- 21 people were trained to deliver entrepreneurship training and mentored according to the CEFE methodology.
- Two Regional Entrepreneurial Centres were created : CEFE STRUMICA Strumica and CEFE ISTOK Stip. ([files](#) from the Central Registry)
- An online training on the topic "Strategic planning of service development by CEFE centers" as part of the capacity building phase.
- An online training on the topic “Project planning and writing a project proposal” as part of the A5 phase “Capacity building of the newly established REC's: in Shtip and Strumica”
- A youth led development training in September 2020 , also, as part of the Capacity building of the newly established REC's: in Shtip and Strumica”;
- Organization and realization of 6 workshops in Stip, Strumica, Radovish, Sv. Nikole, where 100 youth were trained with business skills;
- Coaching and monitoring the new trainers in their performances of realizing business skills trainings in East N. Macedonia;
- Promotion of the project results and certification of the new local trainers, members of the newly established REC's in Stip and Strumica, in November 2020.
- Closure of the project and glimpse to the future.

Please find below the actions undertaken in the project activities and how through these activities the goals of the program were met:

Project Activity 1: Kick off and planning phase (0.12.2019-31.01.2020)

- During December 2019, we held two informal meetings in Stip and Strumica where we

promoted the project and the project activities to more than 300 people from the business sector, potential entrepreneurs and institution representatives.

- Created project management plan (we have regular meetings, discussing the pace of implementation and the details);
- Establishment of project team: Blagoj Trajkov -project manager, Aleksandar Maksimov and Martin Kostadinovski as project and marketing assistants, Dejan Jovceski - Technical and financial assistant and Jovan Stalevski and Vlatko Danilov as certified CEFE trainers.
- Contacted and visited several hotels for organizing the event and received few offers for them.
- After we discussed the terms and the suitable dates, we booked the dates for the event (7, 8, 9, 15, 16th February) with the manager of the hotel Izgrev in Stip.
- Held a meeting in Stip where we talked about further activities regarding the A2 and A3
- A list of potential project supporters was made (SABA, UGD, High schools, NGO Novus, Junior Achievement, Organization of women from Sveti Nikole , Startup Macedonia, InnoCaffe, and businesses (hotels, printing houses, transport companies, kettering services, etc)
- Detailed plan for the marketing activities was made (promotion materials, promo activities, social media plans, PR campaigns, media database);
- An online call for participants in ToT was open on 14th January, 2020. A short description of the project was published on the CEFE Macedonia website (cefe.mk) and a Facebook event was created.
- Held a meeting in Skopje on 18th January where further instructions for the project implementation were given.
- Had meetings with several public and private organizations, as well as educational institutions and further cooperation was established by signing memorandums of cooperation:
 - Memorandum of cooperation with SABA Stip-private business secondary school
 - Memorandum of cooperation with UGD Faculty of Economics in Stip
 - Memorandum of cooperation with NGO Start Up Macedonia in Skopje
 - Memorandum of cooperation with NGO Junior Achievement Macedonia
 - Memorandum of cooperation with InoTech Club in Skopje
- A local TV station was visited , where CEFE Macedonia president Jovan Stalevski, gave a brief interview about the project and the ongoing ToT event.
- The call for participants was closed on 31th January. More than 70 applicants applied for the Training of Trainers event. The interest for the training was huge, from different parts of Macedonia which made the selection of the candidates not an easy task at all.

Project Activity 2: Training of Trainers who will use experiential methods (CEFE) to train entrepreneurs (07,08,09,15,16th February)

Training for trainers was executed in Shtip, Macedonia, from 7 – 16 February 2020. Twenty one (21) participants from different parts of the country attended the seminar with a duration of 40 hours. They showed an extraordinary commitment and motivation for the experiential training method called CEFE. The training was carried out by International CEFE Advisors and Trainers – Jovan Stalevski and Vlatko Danilov.

Main objectives of the training:

- Introducing trainers to CEFE methodology

- Introducing trainers to the training architecture, curriculum and methodology
- Experiencing training modules from CEFE ladder: Entrepreneurial Characteristics, Finding and Matching with Business Idea, Setting SMART Goals, Environment and Tools for Business Analysis, Marketing and Marketing Plan, Production and Organization, Finances and Financial Plan, Business Plan & Reality Check - Running a Business.
- Familiarizing trainers with procedures and processes (localization, contracting, training implementation and evaluation, reporting)
- Agreeing on next steps
- Team building

Learning Outcomes that participants bring with them:

The main learning outcomes to this course will be to make the participants capable of delivering entrepreneurship education to the young people from the South-East region.

They will understand entrepreneurship and its core values and after the course will be able to support learners to develop sustainable business plans and to start up economy businesses.

You can find a detailed report of this activity on the following [link](#)

Project Activity 3: Coaching and Local implementations of entrepreneurship trainings (01.09.2020 – 31.10.2020)

Local Implementations:

Due to the COVID -19 pandemic outbreak in our country and the lockdown, we had to postpone all the activities concerning the local training until further notice. We made a request for no- cost extension of the project to the US Embassy in Skopje, which resulted in signing a grant amendment and extension of the project. Since the situation requested special protocols for training implementation, we decided to carry all the local training after the summer holidays, when the weather conditions will be still suitable for combination of indoor and outdoor training activities.

- A detailed schedule and plan for the local trainings was made and communicated with trainers and coordinators;
- We published an online call for interested participants for the local trainings on 16th September,2020 on which we had more than online 150 applications;
- We published online calls for each training individually;
- 6 trainings in total were implemented in different towns in East Macedonia (Stip, Kocani, Strumica, Radovis and Sveti Nikole) with 100 participants. Most of the training were implemented with physical presence, with exception to the training in Radovis, where the first day was held online:
 1. Business skills training in Sv.Nikole from 22.09.2020 – 22.09.2020
You can find a detailed report of the training on the following [link](#).
 2. Business skills training in Radovis from 23.09.2020 – 24.09.2020
You can find a detailed report of the training on the following [link](#).
 3. Business skills training in Stip from 25.09.2020 – 27.09.2020
You can find a detailed report of the training on the following [link](#).
 4. Business skills training in Kocani from 26.09.2020 -28.09.2020
You can find a detailed report of the training on the following [link](#).

5. Business skills training in Strumica from 03.10.2020 – 05.10.2020
You can find a detailed report of the training on the following [link](#).
 6. Business skills training in Stip from 29.10.2020 – 31.10.2020
You can find a detailed report of the training on the following [link](#).
- Although we planned 4 trainings, we managed to implement 6 training
 - 14 trainers in total were involved in the training implementation
 - 100 young people in total participated in the 6 local trainings
 - about 70 % of the participants were women

All the trainings were implemented following the government protocols and precautionary measures for COVID-19 protection.

Coaching:

During the local implementations of workshops, the trainers were supported by Jovan Stalevski and Vlatko Danilov in their:

- preparation activities for analyzing the needs of their participants and focus the program according that;
- preparation of CEFE exercises, with hints and guidance for effective implementation of workshops;
- questions regarding difficult situations in the group processes during the implementation of business workshops, as well sharing and learning from the positive examples in the group or during the learning outcomes from exercises;
- time management and adapting the program according the venues and needs of participants;

After the local implementation, the coaches Jovan and Vlatko, supported by Blagoj, held online team meetings with the trainers from each training separately. In the meetings the coaches and trainers were discussing and giving feedback for their improvement and strong sides.

The internal [coaching evaluation grid](#) for inauguration of CEFE trainers was filled from the coaches and distributed to the committee for certification of new National CEFE Trainers and Advisors.

Project Activity 4: Certification of local trainers and Establishment of 2 Regional Entrepreneurship Centers (REC) in Strumica and Shtip (01.03.2020 - 31.10.2020)

Establishment of new regional centers for entrepreneurship

The new situation of the pandemic and countries lockdown, made us think on how to modify some of the activities that were planned for this phase of the project.

One of those activities was the establishment of 2 Regional Entrepreneurship Centers in East Macedonia. For that purpose, we organized online meetings where we discussed the formalities for creating the centers. After we finished the administrative issues, we managed to establish 2 Regional Entrepreneurship Centers in East Macedonia:

- CEFE ISTOK Stip, and
- CEFE STRUMICA Strumica

CEFE ISTOK Stip is officially established on 26.05.2020 as a civil association for training, projects and consulting. The founders of the association are: Emilija Miteva-Kacarska, Olivera Gorgieva-Trajkovska, Kiro Jordanov, Jovan Stalevski and Blagoj Trajkov. The president of CEFE ISTOK Stip is Blagoj Trajkov. The main purpose of the association is :

- Organization of trainings, seminars and consultations according to the CEFE methodology

- Cooperation with the public and private sector, NGOs and associations in and outside the country dealing with similar or complementary activities, etc.

You can find a copy of the Certificate of Establishment on the following [link](#).

CEFE STRUMICA Strumica is officially established on 30.04.2020 as a civil association for development of the business and entrepreneurship. The founders of the association are: Makedonka Manoleva Manasov, Jovan Stalevski, Marjan Dimitriev , Nikola Delevski, Trajche Atanasov and Gjorgji Milushev. The president of CEFE STRUMICA Strumica is Nikola Delevski. The main purpose of the association is>

- Organization of trainings, seminars and consultations according to the CEFE methodology
- Improvement of the social and economic status of the citizens, etc.

You can find a copy of the Certificate of Establishment on the following [link](#).

For the summer period a greater promotion of the centers on social media and local tv stations was planned. The goal is to promote the newly established centers and the services that they can offer to the region for development.

Certification of new trainers for entrepreneurship

As part of officializing the cooperation between CEFE Macedonia and newly established CEFE centers in the East we hired a legal and IP expert (Mr. Gjorgji Rafajlovski) to review and establish the rules, conditions, protocols and benefits from the mutual collaboration between CEFE centers and CEFE trainers.

The outputs of the consulting and cooperation were:

- Safeguarding the materials, tools, networks and services of CEFE Macedonia as intellectual property;
- Registering of CEFE Macedonia as Trade Mark TM ;
- Regulating the contracts with experts trainers and CEFE Macedonia TM ;
- Regulating the cooperation between CEFE Macedonia TM and new centers in form of Memorandum of Understanding and contract;
- Adapting and regulating the standards for Qualification and Certification of new CEFE trainers and consultants;

After officializing the procedures, the ceremonies for establishing new centers and trainers were organized in November 2020.

The official ceremony of promotion of the newly established CEFE centers and the certification ceremony of the new CEFE trainers took place on the online event “Competency based economies, through formation of entrepreneurs”, an online event which was part of GEW 2020 - Global Entrepreneurship Week 2020, organized and supported by Startup Macedonia.

The main goal of the event was promotion of the impact of the experiential trainings in the creation of competent entrepreneurs, and through them of competent economies.

This was an international event where guest speakers from Macedonia, as well as from the Philippines and Venezuela had the opportunity to express their opinion and experience of using the experimental method of learning in their training.

The IP expert Gjorgji Rafajlovski, held a presentation from the benefits of intellectual property and brand services for the new trainers and center representatives.

The final part of the event was the promotion and [certification](#) of the new National CEFE trainers and CEFE centers, where participants of the event had the chance to learn more about the project and the project outcomes. You can see the whole event on the following [link](#).

Project Activity 5: Capacity building of the newly established REC's: in Shtip and Strumica

Confronted with the new situation of global pandemic and lockdown, we had to find a way to continue with the project implementation phases. We decided that some of the planned activities can be done remotely, so we decided to modify some of the activities and to realize them through distance learning.

- On 02.04.2020, five of the members of the two newly regional CEFE centres took part in an online training as part of the phase “Capacity building of the newly established REC’s in Stip and Strumica.

The topic of the training was “Strategic planning of service development by CEFE centres”. The training was implemented by an organization “Networker”, where through a new Google methodology called “Lightning Decision Jam” we were working on different topics such as figuring out problems, generating and prioritizing ideas, taking actions for solution making etc.

You can find a detailed report of the online training on the following [link](#).

- In May we started to prepare and promote the online training for “Planning and Writing Project Proposals”. The online training was carried out from 01 to 12 June 2020, with facilitator Jovan Stalevski and will give two main benefits to the participants:
 1. How to effectively plan, prepare and write a project proposal;
 2. How to use Erasmus+ program of the European Commission and US Embassy Grants programs for the benefits of young people in the East Region of N. Macedonia;

There were 25 participants in the online training, members of the newly CEFE centers, as well as our collaborators from different organizations, who developed 5 project ideas. You can find the full report from and training [here](#), as well as the [videos](#) from the training sessions.

- 5 trainers of CEFE ISTOK organized and implemented 3 days of online workshops. They have trained 65 youth with career development skills, as part of the VOCESS Project, Erasmus + project. A report from the workshop is attached [here](#).
- 3 trainers from CEFE Strumica organised 2 round tables with 30 women in NEET and sport educators. They have also conducted research on the educational needs of women in NEET, as part of the Erasmus + project “Sustainable development through sport”.
- As previously mentioned, a collaboration with the Faculty of Economics occurred through conducting the research “Rapid Assessment of Corona Virus Impact on Businesses in Macedonia. You can find the research paper attached [here](#).
- On 18, 19 and 20th September, we organized a training where the new trainers were prepared how to deliver workshops for young people in the country. there were 9 participants from CEFE ISTOK and CEFE STRUMICA and the main topic was “Development of the region, led by youth”. The details of the [training](#).

Please describe the kind of events organized, the issues discussed, the number of participants, the new contacts made:

Kick off event of the project

In December 2019 at two informal meetings in Stip and Strumica, Association of citizens CEFE Macedonia marked the start and held a presentation of the project: " **Creation of Regional Entrepreneurial Centers in East of N.Macedonia** ". The events and the theme of the project have

generated big interest in the public; more than 300 guests from Stip and Strumica, from different sectors participated: businesses, representatives of municipalities, universities, NGOs, students, media, organizations supporting entrepreneurship, etc.

Training of Trainers

The event was officially opened on 7th February, 2020 in hotel Izgrev, Stip. More than 20 applicants participated on the opening day from different places. The training was opened by Jovan Stalevski, the president of CEFE Macedonia and Vlatko Danilov, member of CEFE Macedonia, who welcomed the attendees and presented the goal and the activities of the project, emphasizing that it aims to prevent the brain drain, contribute to reduction of unemployment and to further develop the entrepreneurship in the R. Macedonia. He explained the specific objectives, the phases of implementation and the benefits of the project. In addition the team members, Vlatko Danilov-established CEFE trainer and Blagoj Trajkov, the project manager also addressed the audience with their views for the project and the importance of the topic. Also the attendees heard how they can get involved in the project and contribute to the development of entrepreneurship.

During the 5 days intensive training there was space for discussion where participants had the opportunity to network and to discuss future cooperation in the frames of the project.

Also the event had great media coverage. The press release follows in attach.

As we said the media coverage and interest about our project was great, and our CEFE Macedonia representatives were invited to promote the project on the local TV Iris Stip. The program was broadcasted on 21th January 2020, and many viewers recognized and greeted the project idea. You can find the video attached on the following [link](#).

Local implementations of business skills training (20.09.2020 - 31.10.2020)

The actual plan according to the project proposal was to implement 4 local trainings, with about 25 participants per training. Due to the new COVID -19 protocols and governments suggestions, we had to decrease the number of participants per training to 15, max.18 participants, depending on the capacity of the training halls.

The project plan was to certify more than 10 trainers, but the interest among the new trainers for local training implementation was quite big, so we decided we should organize and carry out more than 4 training sessions. Here are the results:

- 6 local trainings implemented in the period from September to October, 2020 (2 trainings in Stip, 1 in Sveti Nikole, Radovis, Kocani and Strumica)
- 18 days of business skills trainings in total
- All of the trainings were implemented with physical presence, except the training in Radovis, where tqhe first day was carried out online
- 14 trainers implemented local trainings for business skills
- 100 young participants on the 6 local trainings in total
- 70 % of the participants were female.
- The total satisfaction of the 6 local trainings is 96 %
- 14 trainers certified as national CEFE trainers

All the training sessions were covered by the media and the audience interest was really huge. As we mentioned before, our posts and media coverage in September, 2020 reached over 55 000 people. Our activities were presented internationally, since our public posts were shared by CEFE organizations from different countries (CEFE International, CEFE Chile etc.). The training in Stip was even covered by the MRTV - the national TV channel, while three other trainings (in Radovis, Kocani and Strumica) were covered by the local tv stations, TV Kobra - Radovis, Kanal 8 - Kocani and TV channel VIS - Strumica. The video materials and the press release from all of the training sessions follow in attach.

Capacity building of the newly established REC's

Several capacity building workshops and training were organized in order to strengthen the capacity of the members and collaborators of the two established CEFE centers. Here we will mention all the trainings:

- “Strategic planning of service development by CEFE centres”, training implemented by the organization “Networker” , where through a new methodology called “Lightning Decision Jam” we were working on different topics such as figuring out problems, generating and prioritizing ideas, taking actions for solution making etc. Also, the participants of the training had the chance to learn about the online platform tool “MIRO” and the opportunities it brings for implementing an online training.
- “Training for project writing and implementation” . The online training was carried out from 01 to 12 June 2020, with facilitator Jovan Stalevski and will give two main benefits to the participants:
 1. How to effectively plan, prepare and write a project proposal.
 2. How to use Erasmus+ program of the European Commission and US Embassy Grants programs for the benefits of young people in the East Region of N. Macedonia.
- “Evaluator Talks/ Workshop on assessment of project proposals” . On 26th June, 2020 an online workshop with two international Erasmus + projects evaluators. The participants had the chance to hear interesting tips on how and what to write in a project proposal in order to receive a grant. Here is a [link](#) from the online call for this workshop.
- Training for preparation of business skills workshops (19-20.09.2020) - a two day training with the new CEFE trainers. Due to the project extension, many of the participants of the ToT expressed their need of preparatory sessions before the local training implementations. This was a perfect workshop in order to restore the knowledge gained on the ToT, and to prepare the participants for the following trainings. A detailed description of the workshop can be found on the following [link](#).

Please give an illustrative example of the programs success:

The project has been a great success, we spread the message of the project to as many people as possible through the Kick off meetings and Training of Trainers event, promoting the project on one local TV station: TV Iris Stip, regular updates on our facebook fan and web page.

What is more we manage to map highly motivated participants who participated on the ToT event and will definitely take an important role in training and educating young people about entrepreneurship in Macedonia. Furthermore, two Regional Entrepreneurship Centers were open and started spreading the goal of the project and the CEFE mission.

- We are happy that the majority of interested advocates of this project are school teachers and professors. That gives us a hope that with their capacity building, they can influence an entrepreneurial spirit among many young people in the schools they are teaching.
- The staff from the Economic Faculty in Shtip welcomed the CEFE Methodology and activities with great support. They are organizing informative sessions about their students about possibilities and mobilities which will give their students entrepreneurial experience and training.
- We were expecting 40 applicants for the A2 (ToT), but we exceeded the number of 70 applicants, with strong backgrounds, from all over the country, which made the selection process very competitive and increased the quality of the selected participants – future CEFE trainers.
- As an agreed plan, ready to be implemented was also realization of local training for entrepreneurship. We predicted 5 training sessions with 20 youth in the project proposal,

but the new trainers organized (and we hope it will be realized as it is planned) 6 workshops with 15-17 participants in each. With this we overachieved the planned final beneficiaries from 100.

- The enthusiasm and devotion of the new CEFE trainers from the East must be mentioned and nurtured, because the project succeeds to cooperate with proactive and entrepreneurial people that are leading the two new CEFE centers in Stip and Strumica.

The new CEFE trainers are also a great new asset for CEFE Macedonia's undergoing activities and future projects. Examples of joint cooperation:

- 5 participants from the ToT, were recommended and referred to enter the pool of UNDP Macedonia trainers, for realization of training for self-employment. Now they are part of the team of UNDP trainers in Macedonia.
- Team of new CEFE trainers applied for open calls for trainers and consultants for business planning and entrepreneurship skills in MAAZ (Macedonian association of agriculture cooperatives).
- Trainers that work in primary and secondary schools have agreed with CEFE Macedonia to promote the project outputs that concern and benefit young people. ([VOCCCESS app](#) for career orientation and personal entrepreneurship competencies).
- They are part of CEFE Macedonia's project proposals as team members in activities for training, teaching, consulting.

Any problems encountered and how they were solved:

As we mentioned before, the only problem that we encountered in implementation of the project was the COVID-19 pandemic outbreak, but since we managed to extend the project, we managed to finish all the activities according to the project plan.

For A3 - we predicted 4 training sessions with 20 youth in the project proposal, but the new trainers implemented 6 workshops with 14-17 participants in each.

With this we overachieved the planned final beneficiaries from 100.

The risk that we faced was: The development of the covid 19 scenarios in Macedonia and organization of the local implementations. One of the solutions was to implement online business skills trainings. Although one day of the training in Radovis was organized and implemented remotely, we managed to implement all the other trainings with physical presence.

Please describe the likely future impact of the program and what new plans or projects were conceived:

Entrepreneurship training can help the beneficiaries to acquire valuable skills and experience, making them more employable. Although not everyone who receives entrepreneurship training goes on to start a business, the wider benefits of participating have been recognised. Entrepreneurship education and training generated more positive self-perceptions and increased self-confidence, especially among disadvantaged youth on the training.

The future effectiveness of entrepreneurship training can be increased by tailoring content and methods to the particular skills needs of the target groups.

We saw that training young adults with entrepreneurship skills and mindset can be sometimes too late. This means that the young adults have already built their personality, manners and a way of thinking and acting in the surroundings and life, by the time they participate in an experiential learning based training. Also we saw that youngsters that have their parents or close ones as entrepreneurs are more likely to accept the entrepreneurship mindset and culture.

1. Our next steps for greater impact is to provide entrepreneurial education for primary school

students aged 7-14, with creating programs and competent educators for experiential learning on entrepreneurship in primary schools and non formal education.

Why? Firstly, because many parents are already considering the primary education as lost time for their kids and secondly, because we detect that a lot of primary teachers who teach the subject Innovation (Иновации) in primary schools, struggle to teach the students with entrepreneurial skills due to their lack of training and sufficient knowledge. We want to empower primary school teachers and educators with kids, with new entrepreneurship competences, they can directly implement them in their classes and in that way, influence the change of young students' mindset.

2. Integration of services: Entrepreneurship training courses if offered in combination with other types of support, for instance mentoring or provision of small start-up grants, offering a more integrated service. Evidence suggests that the results of training courses integrated with other kinds of support are more positive.

For that, the newly established CEFE centers in Stip and Strumica will serve as regional entrepreneurship centers which promote entrepreneurship and values of good citizenship. They will also provide the young people from the East with skills and experience in order to make them consider their place in their society and how they can contribute to improve and integrate the region.

The local trainings with the newly established CEFE trainers motivated and encouraged young people to become the future entrepreneurs and informed new and existing entrepreneurs about the sources of support, at same time passing the message that they should not always rely on external support. On the other side we expect the program to enhance cross sectorial cooperation between the government, businesses and faculties in order to try to incorporate creative approaches to support the growth of entrepreneurs.

One of the new plans is the cooperation with the UGD Faculty of Economics in Stip, in terms of joint implementation of Study for the entrepreneurial aspiration of the students in the Eastern region. Also with the Faculty we will produce a joint project for boosting entrepreneurial spirit among their students.

3. Entrepreneurship coaching and mentoring should be offered for youth. That can not only help support business creation, but also improve business survival and growth prospects. Coaching and mentoring is an intensive, individually-tailored support that can address the needs of different target groups as well as the specific challenges faced by the individual. It can promote learning; help develop self-confidence, motivation and entrepreneurship skills; facilitate access to resources and markets; and improve business performance.

4. Business development services to be offered for start-ups. We envisage services that aim to improve the performance of a new business by improving its ability to compete and access markets. These support services aim to encourage entrepreneurial tendencies, and strengthen individual entrepreneurial skills and competences, increase the likelihood of venture creation, and improve the sustainability of new business start-ups. They can offer valuable support for those who may have skills related to a sector or a specific trade, but lack the skills and knowledge to start and operate a business. These services include providing training, coaching, mentoring and business counselling.

Possibility for the new trainers to be licensed international trainers from CEFE International, and endorsed as experiential trainers in the “International Experiential Learning Network”. That will standardize and give credits to their advancement in careers as trainers and educators.

5. Entrepreneurship skills development initiatives for youth to have strong linkages with financial support, appropriate partners and channels support, and are tailored to different profiles of youth.

As an independent ideas for project proposals in the CEFE centers are:

- “Teacherpreneurs” project for empowering teachers with entrepreneurship competences
- Management and business skills training offering to existing companies in Macedonia.
- “Experiential Learning for Agriculture Business” project for creation gamified training for educators and people who enter in agriculture business.

Overall learning so far from this project is to have its continuation and provide new services for the entrepreneurial actors in the Macedonian ecosystem.

Other comments or suggestions for improving the program:

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Please indicate any address or telephone/fax changes:

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Thank you for your cooperation!

Annex 1 – Press clipping

**Training of Trainers event of the project: Creation of Regional Entrepreneurial Centers in East of N.Macedonia
7,8,9,15,16th February 2020
Implementer: Association of citizens CEFE Macedonia**

<https://marketing365.mk/20-novi-obucuvaci-za-gradenje-na-pretpriemacki-opstestva/>

<https://www.biznisvesti.mk/20-novi-obuchuvachi-za-gradene-na-pretpriemachki-opshtestva/>

<https://www.crnobelo.com/novosti/domasni/74680-20-novi-obuchuvachi-za-gradenje-na-pret-priemachki-opshtestva>

<https://inovativnost.mk/2020/02/19/cefe-%d0%be%d0%b1%d1%83%d1%87%d0%b8-20-%d0%bd%d0%be%d0%b2%d0%b8-%d1%82%d1%80%d0%b5%d0%bd%d0%b5%d1%80%d0%b8-%d0%b7%d0%b0-%d0%bf%d1%80%d0%b5%d1%82%d0%bf%d1%80%d0%b8%d0%b5%d0%bc%d0%bd%d0%b8%d1%88%d1%82/>

<http://cefe.mk/20-%D0%BD%D0%BE%D0%B2%D0%B8-%D0%BE%D0%B1%D1%83%D1%87%D1%83%D0%B2%D0%B0%D1%87%D0%B8-%D0%B7%D0%B0-%D0%B3%D1%80%D0%B0%D0%B4%D0%B5%D1%9A%D0%B5-%D0%BD%D0%B0-%D0%BF%D1%80%D0%B5%D1%82%D0%BF%D1%80%D0%B8%D0%B5/?fbclid=IwAR22S3nYn6ll>

[HSKrUJMJ7hi8gzHXAjIvwnDT5v-enQg-W8VGO5OXfyULhP0](https://www.facebook.com/HSKrUJMJ7hi8gzHXAjIvwnDT5v-enQg-W8VGO5OXfyULhP0)

<https://friday.mk/20-novi-obuchuvachi-za-gradenje-na-pretpriemachki-opshtestva/?fbclid=IwAR115NhyimJfZH21YqLOZNkgjgdgZ733Hzk4Kg0tOrEYlcBQ0O5a-fPySyA>

<http://ef.ugd.edu.mk/index.php/mk/vesti/23-sorabotka-cefe-i-ef-pri-ugd>

<https://studenti.mk/cefe-makedonija-sorabotka-so-ekonomskiot-fakultet-na-ugd/>

**Local implementations of business skills training (20.09.2020 - 31.10.2020) of the project:
Creation of Regional Entrepreneurial Centers in East of N.Macedonia
Implementer: Association of citizens CEFE Macedonia**

<https://www.facebook.com/media/set/?vanity=CEFEMacedonia&set=a.3445547205491302>

<https://fb.watch/28RzqN6rb6/>

https://mediapress.mk/2020/09/28/%D1%86%D0%B5%D1%84%D0%B5-%D0%BC%D0%B0%D0%BA%D0%B5%D0%B4%D0%BE%D0%BD%D0%B8%D1%98%D0%B0-%D1%80%D0%B5%D0%B0%D0%BB%D0%B8%D0%B7%D0%B8%D1%80%D0%B0-%D1%82%D1%80%D0%B8%D0%B4%D0%BD%D0%B5%D0%B2%D0%BD%D0%B8/?fbclid=IwAR1GTc7gjR4mYISp_iP7kKaA5SLOJ1dN39pHJ0_Ec0Odnbu1JSkeODOL0Ck

<https://www.facebook.com/media/set/?set=a.3450821118297244&type=3>

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<https://www.facebook.com/media/set/?set=a.3454299857949370&type=3>

<https://youtu.be/OcgTOuzJtKI>

<https://mia.mk/mladite-od-istochniot-region-se-obuchuvaat-za-razvo-na-pretpriemnishtvoto/?fbclid=IwAR3ioix3-pkjUD3HAKFqi2sLgyNfLCMamz9Fni1VU-dp84GX8lslWhVX5vQ>

<https://jugoinfo.mk/cefe-makedonija-realizarashe-uspeshna-tridnevna-obuka-vo-strumicza/?fbclid=IwAR0EopNHDKq372NzNCW6gtHPgiZIRJIGucyN0SKytpCMblZXOdZOqR7IY7k>

<https://youtu.be/Kfjv22bR9Y8>

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<https://www.facebook.com/media/set/?set=a.3553999577979397&type=3>

<http://cefe.mk/%d1%83%d1%81%d0%bf%d0%b5%d1%88%d0%bd%d0%be-%d1%80%d0%b5%d0%b0%d0%bb%d0%b8%d0%b7%d1%80%d0%b0%d0%bd%d0%b8-%d0%be%d0%b1%d1%83%d0%ba%d0%b8-%d0%b7%d0%b0-%d0%b1%d0%b8%d0%b7%d0%bd%d0%b8%d1%81-%d0%b2%d0%b5/>

