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# **Strategic outlook for Swiss engagement in the area of social inclusion in Albania**

## **Concept Note**

Basel, 24 May 2016

Strategic Outlook for Swiss engagement in the area of Social Inclusion in Albania  
Concept Note

Submitted to:

Silvana Mjeda, National Programme Officer  
Vocational Skills Development and Social Inclusion  
Embassy of Switzerland in Albania  
Rr. Ibrahim Rugova 3/1; 1019 Tirana, Albania  
Phone: +355 4 22 40 102, Email: [silvana.mjeda@eda.admin.ch](mailto:silvana.mjeda@eda.admin.ch)

Authors:

Harald Meier, Michael Morlok, B,S,S. Economic Consultants

Elira Jorgoni, ESA Consulting

B,S,S. Economic Consultants, Steinenberg 5, CH-4051 Basel, Switzerland  
Phone: +41 61 262 05 55, E-Mail: [contact@bss-basel.ch](mailto:contact@bss-basel.ch)

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## Abbreviations

ADA	Austrian Development Agency
CAPEX	Experience Capitalisation
CEFA	Alternated Education and Vocational Training Project
CPF	Country Partnership Framework
CSO	Civil Society Organisation
EU	European Union
DaO	Delivering as One
GDP	Gross Domestic Product
GFP	Gender Focal Point
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HBS	Household Budget Survey
HIV	Human Immunodeficiency Virus
IADSA	Italian-Albanian Debt for Development Swap Agreement
INSTAT	Albanian Institute of Statistics
LFS	Labour Force Survey
LGBT	Lesbian, Gay, Bisexual, Transgender
LGU	Local Government Unit
LSMS	Living Standards Measurement Survey
IPA	Instrument for Pre-Accession Assistance
IPMG	Integrated Policy Management Group
NARU	Needs Assessment and Referral Unit
NGO	Non-governmental Organisation
NSDI	National Strategy for Development and Integration
NPF	Ndihme per Femijet
OSCE	Organisation for Security and Cooperation in Europe
PAR	Public Administration Reform
PoC	Programme of Cooperation

SDC	Swiss Agency for Development and Cooperation
SIDA	Swedish International Development Cooperation Agency
SIIG	Social Inclusion Indicators Group
SILC	Statistics on Income and Living Conditions
SIPD	Social Inclusion Policy Document
TAR	Territorial Administrative Reform
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNICEF	United Nations Children Fund
UNRC	United Nations Resident Coordinator
WB	World Bank

## Management Summary

Switzerland intends to firmly integrate social inclusion into the forthcoming Swiss Cooperation Strategy Albania, the design of which will commence in 2016. The purpose of this concept note is to sketch out potential entry points for future social inclusion initiatives and to provide a resource for an eventual planning process.

Document review, semi-structured interviews and a one-day workshop were the methods used to collect the information for this “rough outline” (terms of reference) of entry points for future social inclusion initiatives. In addition to the entry points the concept note describes the state of social exclusion in Albania, contains a snapshot of the strategic framework on social inclusion and a map of key interventions of development partners in Albania.

In the discussions with different stakeholders several generic qualities, features and characteristics emerged that are considered to be important for any future entry point, namely combining central and local level interventions; applying multidimensional and systemic approaches; connecting to SIPD monitoring framework; and building up on existing resources.

Several potential entry-points were identified, grouped into the following categories:

- Social inclusion at local level
- Social care services at local level
- Social inclusion data, indicators and monitoring
- Social Inclusion Policy Document framework implementation
- Sector-related entry points

Switzerland has been cooperating with several partners to implement its current social inclusion portfolio, including the United Nations in Albania. For future interventions, the “Delivering as One” modality (DaO) of the United Nations could be a viable option to channel resources towards improving social inclusion in Albania. It emanates from a recent external evaluation and stakeholder interviews that development partners appear to have greatly valued the DaO approach in interventions supported by them.

With regard to the question how to reflect social inclusion in the forthcoming cooperation strategy it is suggested that social inclusion be considered as a transversal theme and at the same time underpinned with specific social inclusion initiatives.

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## 1. Introduction

Over the past years Switzerland has financed several projects and programmes in the area of social inclusion, the strengthening of which is a strategic goal under the Swiss Cooperation Strategy 2014-2017.<sup>1</sup> Building up on the experiences and achievements hitherto Switzerland intends to firmly integrate social inclusion also into the next cooperation strategy. Its design will commence in 2016. Against this background the Swiss Agency for Development and Cooperation (SDC) commissioned a team of consultants to identify and summarise potential entry points for a future social inclusion portfolio in a “rough outline” of a concept note.<sup>2</sup> The entry points should provide leads for initiatives that “*empower poor and marginalised people to take advantage of burgeoning global opportunities*” and that support people to “*have a voice in decisions which affect their lives and [...] enjoy equal access to markets, services and political, social and physical spaces.*”<sup>3</sup> The process and the results of the consultations are summarised in this concept note, which constitutes a resource for the planning process.

## 2. Assignment

### 2.1. Purpose

The main objective of this assignment is therefore to support SDC in the identification of entry points for its future engagement in terms of social inclusion. The concept note is a basis for a subsequent entry proposal, the “business case” for funding from SDC headquarters in Bern. Additionally, we were tasked to assess SDC’s preliminary opinion to channel its support through the United Nations Delivering as One (DaO) modality. The scope of the work is thus primarily forward-looking, whilst taking results of a brief experience capitalisation of SDC’s current social inclusion portfolio into consideration.<sup>4</sup> The concept note offers strategic, technical

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<sup>1</sup> *Swiss Cooperation Strategy Albania 2014-2017*, Swiss Agency for Development and Cooperation, State Secretariat for Economic Affairs, Bern, May 2014 (SDC 2014)

<sup>2</sup> The concept note does not cover all elements of an entry proposal and can therefore not replace a thorough planning process.

<sup>3</sup> Reference is made to the World Bank’s definition of social inclusion, which SDC shares. See also: *Inclusion Matters: The Foundation for Shared Prosperity. New Frontiers of Social Policy*, World Bank, Washington, 2013

<sup>4</sup> Parallel to this assignment there has been a process to collect and describe experiences, which were made in the context of the implementation of three social inclusion projects and programmes. The results of the experience capitalisation (CAPEX) are described in a separate report.

and operational advice that should be of relevance for SDC in the design of new initiatives.

## 2.2. Approach

Taking the terms of reference, SDC's internal preliminary planning document<sup>5</sup> as well as our inception report as our starting points we applied qualitative and participatory methods to respond to the assignment. The work we carried out is briefly explained in the following:

*Document review:* The review encompassed national strategies and action plans, websites and planning documents of development partners, background reports as well as SDC guidelines and other resource material.<sup>6</sup> The lessons learned and the good practices that resulted from the experience capitalisation were also considered for the concept note.

*Interviews:* As part of the field mission semi-structured, explorative interviews were carried out with 20+ representatives of the governmental and non-governmental sectors, including representatives of SDC, European Union (EU), World Bank, different United Nations agencies and the Austrian Development Agency. The interviews focused on the relevance of a renewed Swiss initiative, information for technical and operational considerations, including implementation modalities.<sup>7</sup>

*Workshop:* On the occasion of a one-day workshop the participants<sup>8</sup> validated and assessed the list of preliminary entry points that emerged from the desk research and the interviews. Four selected entry points, considered particularly relevant, were further discussed and outlined in the groups. These entry points are suggested for further scrutiny and planning process.

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<sup>5</sup> *Note on Social Inclusion*, Embassy of Switzerland, Tirana, September 2015 (internal document)

<sup>6</sup> We specifically reviewed pertinent national strategies and actions plans; they are summarised in Annex. To answer the question on how to reflect social inclusion in the next country programme we looked at country strategies of several (bilateral) development agencies. Evaluation reports and interviews were used for our response on whether channelling SDC support through the DaO modality is advisable.

<sup>7</sup> Supplementary interviews were held after the field mission including one with a representative of the Swedish International Development Agency.

<sup>8</sup> Beneficiaries from central and local level institutions and other implementation partners (e.g. consultants, who were commissioned for specific tasks) attended the workshop. This set-up helped to ensure that different observations, vantage points and opinions would lead to a "representative" description of the experiences.

## 3. Context

### 3.1. Social exclusion in Albania

Following steady patterns of economic growth during the past two decades Albania is now a high middle-income country. Living standards have improved mostly due to a developing private sector, fuelled by strong demand in construction, trade, services and an increase in agricultural output. The European Commission concludes that Albania has indeed made some progress in the field of fundamental rights<sup>9</sup> and the government is reported to have paid increasing attention to policies tackling poverty and social exclusion.<sup>10</sup>

However, poverty rates albeit dropping considerably until 2008 (from 25.4% in 2002 to 12.4% in 2008) started to deteriorate in 2012 at the onset of the global economic crisis (14.3%). A large segment of the population is vulnerable and lives close to the poverty line. Poverty nowadays has a more urban character. Recent GDP growth rates have varied from 1.0 to about 2.5%, which is considerably lower than the standard of 6% observed until 2009. Remittances have played a great role in increasing living standards and absorbing economic and social shocks. For the first time in April 2016, a risk of deflation was reported.<sup>11</sup> Repercussions could be dire as this could result in under-investment, higher unemployment and increasing poverty. Large-scale emigration and fertility decline have led to a decline in population and according to the 2011 Census (INSTAT) in a historic shift: more than half of the population lives in urban areas. Informal and precarious employment, long term unemployment, and subsistence farming are some of the other features that contribute to a complex social situation in the country. Increased migration during the past two years (mostly towards Germany) is believed to be result of economic deprivation and social despair.<sup>12</sup>

Social exclusion in Albania, like elsewhere, can be seen through economic, social and political lenses. It is demonstrated by a series of variables such as unemployment and labour inactivity, lack of access to adequate services, lack of voice and

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<sup>9</sup> *Albania Report 2015*, European Commission, SWD(2015) 213 final, Brussels, 2015

<sup>10</sup> *Albania Country Report, Bertelsmann Transformation Index 2016*, Bertelsmann Foundation, Gütersloh, 2016

<sup>11</sup> Remittances averaged € 185 million from 2004 until 2015. Data on remittances is reported by the Bank of Albania.

<sup>12</sup> With close to 66'000 applications Albania ranked fifth in the number of asylum seekers to the EU in the period 2014-2015, according to Eurostat data. According to a survey of INSTAT (2013) a main push factor for emigration is the lack of employment opportunities and more than 70% of the respondent migrants declared that their financial situation was bleak prior to their migration.

participation, inadequate social protection and discrimination. Some of these aspects have to do with personal characteristics of certain societal groups. They include physical abilities (people with disabilities), age related features (children, youth, elderly), gender and sexual orientation. In addition, certain community related features such as ethnicity (Roma and Egyptian) or spatially isolated communities are also part of the social exclusion spectrum. Institutional barriers that can be either in the form of distance and inadequate access or simply a product of inherent exclusion and discrimination (civil registry, political participation) and capture a wide range of basic services. Last but not the least exclusion is created where informal payments, political interference and networking determine the access to services (such as judicial services, property rights).

### 3.2. Strategic framework

Poverty alleviation and social cohesion have been part of the national priorities since the first national strategy (*National Strategy on Social and Economic Development, 2000*). The *new National Strategy for Development and Integration 2016-2020* (NSDI) has been drafted and will be soon approved. Its third pillar consists of human capital and social cohesion and reference is made across the document to the importance of growth, development and good governance in reaching out to all social groups. The NSDI identifies several crucial challenges in the field of human rights. Among others, it states the need to pay more attention to the protection of the rights of women, children as well as of people with disability, minorities, Roma, youth and prisoners; it further mentions that the elderly face difficult living conditions and often are subject to limited access for health care, education and other services. The NSDI also acknowledges that more efficient anti-discrimination measures and strengthening of institutions in charge of human rights are required.<sup>13</sup>

The sector of *education, employment and social policies* among others is singled out for an integrated sectoral support by the EU. The *EU Indicative Strategy Paper for Albania 2014-2020*<sup>14</sup> states that the country needs to improve the quality and relevance of all levels of education and develop its skill base in line with labour market needs, with specific attention being paid to women' and disadvantaged groups' improved access to the labour market. In addition, the *IPA Sector Reform*

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<sup>13</sup> *Draft National Strategy of Development and Integration 2016-2020*, Council of Ministers, Tirana, February 2016 (in Albanian)

<sup>14</sup> *IPA Indicative Strategy Paper for Albania (2014-2020)*, European Commission, Brussels, 2014

*Programme for Employment and Skills*<sup>15</sup> maintains that social inclusion is a critical issue in Albania. With support from the EU, Integrated Policy Management Groups (IPGM) have been established with the aim of managing the overall policy cycle in the employment and social sector in an integrated, comprehensive and streamlined fashion. Four dedicated thematic groups will be operating under these IPMG. Apart from pensions and social insurance, employment, employability and skills there is already established one group on social protection (including programmes of social assistance, social care, disability, formerly politically prosecuted people and youth) as well as a cross-cutting thematic group on social inclusion, equity and gender equality.

Social policies in Albania have had limited coverage and are considered not affordable for the government. Until recently, the main focus of the social policies has been on cash benefits programmes. Social protection (in-kind measures) and social cohesion and inclusion were only partially addressed. Albania's social inclusion agenda is guided by the crosscutting *Policy Document on Social Inclusion 2016-2020 (SIPD)*, approved in December 2015. Differently from the previous *Social Inclusion Strategy (2007-2012)*, which focused on specific target groups, the current SIPD proposes to establish a balanced and sustainable framework for ensuring that social inclusion is measured, monitored and reported through a robust set of indicators thereby improving ways in which social inclusion is linked to improving government policies and Albania's progress towards EU accession. This framework, which is in accordance with established EU conceptual frameworks and statistical standards, is based across six domains: (i) poverty reduction and social protection; (ii) employment and skills; (iii) education and training; (iv) health; (v) basic needs; and (iv) social participation and human rights.

Social inclusion is a crosscutting theme in a number of policy documents, targeting social protection, skills and employability, youth, gender and LGBT, Roma and Egyptians etc. Summaries of pertinent policy documents (strategies and action documents) are annexed to this report.

The accountability for ensuring social inclusion rests with decision and policy makers across many sectors, both at national and local level. The SIPD attempts to bring together all the inclusion efforts of line ministries and authorities together in one document. The coordinating ministry (the Ministry of Social Welfare and Youth) has convening power and is in charge of measuring progress.

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<sup>15</sup> *IPA 2014-2010 Albania. Sector Reform Contract for Employment and Skills*, European Commission, Brussels, undated

Public spending for social inclusion programme is fairly modest<sup>16</sup> with the bulk of expenditures devoted to staffing costs for monitoring of strategies and action plans, as well as awareness activities that primarily focus on specific topics such as gender equality and domestic violence. Social inclusion activities are, however, included in a number of other budget programmes, such as scholarships in primary education and subsidies for the price of textbooks that are difficult to aggregate in order to have a comprehensive picture.

The new social inclusion policy framework requires also shifting towards the current measurement of poverty based on consumption (Living Standards Measurement Study, LSMS). INSTAT, Albania’s Statistical Institute, has already piloted an income approach to measuring deprivation based on the Statistics on Income and Living Conditions (SILC) that is the commonly used statistical tool in EU. While new poverty figures as per SILC will probably be ready only by 2018, the need for a coherent data framework is widely recognised. In addition, existing data from administrative sources and most importantly from the new municipalities would help complete the statistical picture for the social inclusion in the country.

### 3.3. Intervention Mapping

This section provides a “macro-level” overview of the intervention areas of the main development partners; it would have to be supplemented with a full-fledged mapping in the context of the project and programme planning. Several donors attend to issues that are related to social exclusion in Albania. With a view to ensure complementarity, Switzerland’s future initiatives should take ongoing reforms of the Albanian government and of its different development partners into account. The interventions of other donors with regard to the policy domains contained in the SIPD are summarised in Table 1 and described in further details below.

*Table 1: Intervention Mapping*

Policy Domains	EU	WB	UN	ADA	GIZ	IADSA
Poverty alleviation (including social transfers/NE)	**	***	*	*	*	*
Welfare of people with disabilities (including cash benefits)	**	***	*	*		**
Social care services	*	*	**	*		***

<sup>16</sup> Social inclusion spending represents about 0.02% of the total social sector budget (that includes employment, skills and social protection) or 0.007% of the total public expenditure. Source: Ministry of Finance.

Employment and skills	***	*	***	***	***	**
Health care	*	***	***	*		*
Inclusive education	**	**	*	*	**	*
Housing	*	**	*			
Deprivation of basic needs <sup>17</sup>	***	***	**	**	**	**
Social participation and human rights <sup>18</sup>	***	**	***	**	*	**

*Note: Estimated level of priorities until 2020 made by the consultants based on diverse resource.*

The EU will assist Albania to increase the impact of employment and social inclusion policies on labour market participation and opportunities for socially and economically disadvantaged members of society.<sup>19</sup> The *Strategy Paper for Albania 2014-2020* by the European Commission<sup>20</sup> highlights the need for substantial support in the area of social inclusion to improve the living conditions of marginalised and disadvantaged population in line with European standards, in particular for the Roma and Egyptian communities. The strategy paper also describes intentions to support reforms needed for improved social services and social housing. The EU plans to provide sector budget support, preferably through sector reform contracts. For some sectors agreements are expected to be signed with the Albanian government in the first half of 2016. They will initially cover the Employment and Skills (approximately € 30 million for 3 years) and the Public Administration Reform (PAR) sector (about € 3.5 million, indicative figure).

In its *Country Partnership Framework 2015-2018 (CPF)*<sup>21</sup> the *World Bank* targets social inclusion such as inclusive land/property registration, strengthening service provision, and improving service delivery and access to basic social services. Attention is also paid to the quality and adequacy of service provision in social pro-

<sup>17</sup> The SIPD describes deprivation of basic needs as a country specific dimension of social exclusion involving housing indicators, household utilities, access to durable goods and indicators of fulfillment of basic needs such as nutrition and hygiene.

<sup>18</sup> Social participation includes indicators covering areas of cultural, civic, political participation, accessibility of justice system, incidence of family violence, but also the self-perceived assessment of social exclusion.

<sup>19</sup> The IPA II Regulation outlines five policy areas to be supported: (i) reforms in preparation for EU membership and related institution- and capacity-building, (ii) socio-economic and regional development, (iii) employment, social policies, education, promotion of gender equality, and human resources development, (iv) agriculture and rural development, and (v) regional and territorial cooperation.

<sup>20</sup> *Indicative Strategy Paper for Albania 2014-2020*, European Commissions, Brussels, August 2014

<sup>21</sup> *World Bank Country Framework for Albania (2015-2018)*, World Bank, April 2015

tection, health and water supply to the poor and vulnerable population.<sup>22</sup> The social assistance and disability programme respectively are undergoing improvements to enhance capacity, simplify the complex application processes and establish systems for managing information. The CPF identifies two cross cutting themes, namely gender mainstreaming and supporting the country in the EU accession process. A *skills and employment* intervention is also proposed in the country framework, to focus on strengthening the relevance of the training system and active labour market programmes. The World Bank is further committed to improve efficiency and access through its *Health System Performance 2015-2018* (CFP)<sup>23</sup> project, namely with policy interventions to improve health care services, enhance public accountability and structural reforms to improve service delivery as well as hospital reform and social health insurance.

The *United Nations in Albania* in 2017 will start the third programme of cooperation with the government of Albania under the DaO approach. Social cohesion is the second of the four priorities that have been selected through a long consultation process. It includes health, education, social protection, child protection and gender-based violence and focuses on improving social inclusion and protection of vulnerable groups.<sup>24</sup> The overall goal is to ensure equitable access to services by improving inter-institutional coordination and strengthening local government units to implement social inclusion and social protection measures.

Labour market-oriented vocational education and employability are priority areas of the *Austrian Development Agency* (ADA) country strategy for Albania 2015-2020.<sup>25</sup> ADA will support vocational education in the agriculture and tourism sector in Albania, with a focus on rural development, sustainability and women. Sustainable socioeconomic development to improve living conditions is another area of intervention, including regional development and water sector. Social inclusion of vulnerable groups and marginalised population, in particular persons with disabilities, Roma and Egyptians, is conceived as cross-cutting issue in the country strategy.

*GIZ's (Deutsche Gesellschaft für Internationale Zusammenarbeit)* work in Albania circles mainly around issues of trade, SME support and investment promotion. In

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<sup>22</sup> *ibid*

<sup>23</sup> *ibid*

<sup>24</sup> Such as disadvantaged and/or abused children and women, elderly, Roma, Egyptian and other minorities, vulnerable youth, persons with disability, victims of violence and trafficking, refugees, migrants and asylum seekers as well as LGBT persons and people living with HIV.

<sup>25</sup> *Albania Country Strategy 2015–2020*, Austrian Development Agency, September 2015

addition a large portfolio is dedicated to rural development, agriculture and water sector reform. Closer to the social sphere, GIZ has had a long experience in supporting vocational education and training in the country. These areas are expected to be the core of GIZ's future engagement in the country. Due to the large number of Albanian asylum seekers in Germany, GIZ is starting a new project focusing on migration and specifically looking at policy frameworks for legal migration and migration advice such as knowledge transfer of returning migrants, and increasing diaspora cooperation through business development.

The *Italian-Albanian Development Cooperation Programme* – Debt for Development Swap Agreement (IADSA) – supports the implementation of actions in the social sector. Initiatives to be funded under this instrument address social inclusion, education, vocational education and training, public health, employment generation and sustainable development in urban and rural areas.

## **4. Strategic Outlook**

### **4.1. General Considerations**

During our discussions with different stakeholders several generic qualities, features and characteristics emerged that – notwithstanding e.g. their actual theme, scope and target group – should be common to all entry points. Validating and discussing these generic qualities, features and characteristics showed that there was consensus on most of them but also markedly different views on some as shown in the following:

*Combining central and local level intervention:* It is good practice to contribute to central (macro, systemic) interventions in parallel to local (micro, beneficiary) level interventions. The vast majority of our interlocutors were of the opinion that Switzerland should continue with this two-pronged approach. In this context SDC underlines both its understanding of interdependencies between the micro- and macro-level and of poor people's realities and constraints at local level.

*Applying multidimensional and systemic approaches:* Social exclusion is the result of many different reasons and can take many different forms (see above 3.1. . As a result, addressing social exclusion warrants corresponding approaches and analysis in order to identify and understand the interlinkages between the different dimensions. It is also important to ensure the active participation of relevant stakeholders, including government at different policy levels. Yet such approaches are complex

to design, implement and monitor and require corresponding capacities of all project stakeholders.

*Connecting to SIPD monitoring framework:* The SIPD proposes to establish a framework to measure, monitor and report on social inclusion as explained further above. Future initiatives should therefore be mindful that their own monitoring and evaluation frameworks link to the one of the SIPD.

*Building up on existing resources:* The SDC has already a good social inclusion focus; results of its different projects and programmes are observed in many areas. The interlocutors agreed that the achievements hitherto provide relevant, realistic and pragmatic entry points. Similarly, there are several lessons learned and good practices that were made over the past years in SDC's social inclusion portfolio that should be taken into consideration in future initiatives (see the separate report on experience capitalisation). Examples include the consistent use of evidence for policy making or the sound identification of actors that can become champions in the respective intervention area.

Whilst there has largely been consensus regarding the above, there have been conflicting views regarding the focus on specific target groups and reach out to final beneficiaries and whether future initiatives should be limited to selected municipalities (as opposed to country-wide interventions). Some argued, for instance, that social inclusion related interventions should by default be of the kind that different groups benefit, independent of their vulnerability. For this reason the new SIPD focuses on issues and frameworks (rather than groups); it wants to create a system that makes sure that specific needs are addressed with targeted interventions. However, a SDC internal guidance clarifies the need to identify and explicitly name the social groups who are most at risk of social exclusion (and poverty) and to target them in each intervention domain individually.<sup>26</sup>

## 4.2. Entry Points

Generally speaking virtually all of our interviewees see a strong case for SDC's continued attention and contribution to social inclusion. The arguments that were put forward include that:

- there are continuing needs of various groups in the country for assistance;

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<sup>26</sup> Email of Richard Kohli on concept notes, SDC headquarter Bern, 21 March 2016 (not public).

- territorial reform is potent to bear positive developments with regard to the social agenda of local government units (mix of urban and rural structures);
- encouraging progress in social inclusion provides strategic support to Albania's EU accession ambition and thus its overall development agenda;
- SDC can continue to concentrate on mainstreaming social inclusion which it has been supporting significantly over the past years;
- such work offers the opportunity to extend support to final beneficiaries in order to alleviate social deprivations as well as the opportunity to involve community and civil society partners;
- SDC's preliminary decision to continue focusing on social inclusion fits well with at least three of the present intervention domains in Albania (democratisation, decentralisation and local governance, economic development, health).<sup>27</sup>

It is therefore not surprising that several entry points were identified that could provide leads for future social inclusion initiatives. These entry points were collected in the interviews and the workshop (see Table 5) and complemented with own expertise and suggestions. Whilst often interlinked the entry points are grouped together as follows:

- Social inclusion at local level
- Social care services at local level
- Social inclusion data, indicators and monitoring
- SIPD framework implementation
- Sector-related entry points

The entry points provide leads for specific projects; ideally, however, they are grouped together to a component in a larger social inclusion programme. This could be achieved by linking social inclusion entry points at the local level (e.g. local planning) with social care service delivery.

#### *Social inclusion at local level*

The social inclusion entry points below relate to the local level. However, they are often linked to the central level since they relate to national policies that require

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<sup>27</sup> SDC 2014

implementation at the local level (translated into the context and adapted to the needs of the specific local level context).<sup>28</sup>

- Territorial reform is expected to contribute both to better planning processes and more accountability because local government units (LGU) became larger. The less segmented authorities are equipped with more resources to follow up on instruments and services. This represents a window of opportunity for interventions at the local level supporting *local planning of social inclusion frameworks and social care services*. Related administrative and process support, case management systems, costing or outsourcing (see below) require further support. Assessment of existing services provision by public and non-public actors in terms of quality, adequacy, accessibility and accountability has also been identified as relevant.
- Furthermore, a culture of *monitoring and evaluation* needs to be nurtured as a process that is instrumental for policy making (*note*: link to evidence based policy making experience reported in the separate experience capitalisation report).
- Experience shows that it is challenging to implement national policies at the local level since they often remain abstract. Often national and local level priorities are disconnected. Supporting the *implementation of the national priorities at local level* by facilitating policy translation (top-down) and alignment with local social inclusion priorities (bottom-up) was identified as another entry point.<sup>29</sup>
- Closely related to the above is *strengthening the capacities of LGUs* to better understand and exercise their responsibilities, roles and functions related to the social agenda. This has become imperative in light of major reforms and national policies of the recent past. Contributing to social inclusion at the local level requires *adequate implementation* and systemic *follow-up* with requisite *capacities* and *instruments*. Specific capacity building of social workers and other pertinent officials directly involved with social issues (e.g. Needs Assessment and Referral Units, Child Protection

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<sup>28</sup> Vice versa, any support to e.g. central level coordination mechanisms or INSTANT regarding the collection of administrative data for social inclusion monitoring is closely related to the local level.

<sup>29</sup> Interventions could focus on, for instance: Supporting the translation of national social policies at local level, such as the SIPD or social protection strategy; strengthening the capacities of LGUs, NGOs; empowering communities; contributing to strengthen institutional and policy coordination between central and local government institutions.

Units, Gender Focal Points) should be considered as well as implementing “one-stop-shop” approaches.

Some of the above referred entry points could potentially be linked with or integrated in a municipal development programme that is in SDC’s pipeline.

#### *Social care services at local level*

SDC has been supporting social care service reform over the past years. It emerged from the interviews and the workshop that the results that have been achieved hitherto should encourage additional support with regard to the following entry points.

- The *preparation of a standard training programme/curricula for social workers* that can be replicated based on needs of local staff working in the social sector could be an area of intervention. This work can build upon professionalisation experience supported by SDC in the current *Support to Roma Social Inclusion* programme implemented by UNICEF and combined with the needs of communities in the newly formed municipalities.
- Coverage and improved *delivery of services in remote areas* (i.e. quantity and quality) – noting that spatial exclusion is often interlinked with other forms of social exclusion based on e.g. identity, gender, disability – and supporting administrative units to properly *address and refer social needs* should be considered for future initiatives.
- *Supporting innovative ideas addressing social inclusion and service provision at local level* could also be considered. This support should focus more on the instruments and approaches rather than structures, providing LGUs with the tools to address social issues in their context through innovative methods. This can include instruments such as mobile teams, innovative inter-municipal cooperation, establishing a basket of services as well as a broad list of types of community as well as home-based services to provide a better link between funding and the client (*“money follows the client”*).
- Despite the fact that both social care services and civic participation in democratic life are mainly supported by civil society organisations (CSO) and non-governmental organisations (NGO), there is still a large potential for the *engagement of the civil society / non-governmental sector* either from the policy formulation and monitoring viewpoint but most importantly as social care service providers. Similarly, once the legal mechanisms are in place to enable *outsourcing social services provision* to CSO/NGO,

LGUs will require support in procuring and managing such outsourced services.<sup>30</sup>

*Social inclusion data, indicators and monitoring*

- An entry point that emerged related to providing support to the Albanian Statistical Institute INSTAT, which will play an instrumental role in terms of monitoring and reporting on social inclusion progress.<sup>31</sup> INSTAT could specifically benefit with improved (social) administrative data and data on gender, ethnic affiliation, disability, and other key variables that are collected at the local level.
- Closely related is technical support to the Social Inclusion Indicators Group (SIIG)<sup>32</sup> to improve data and indicators for the analysis of trends in social inclusion towards full compliance with EU standards.
- *Supporting the establishment of information systems at local level* that would feed into the needs assessment and planning purposes was identified as an entry point (interlinked with social inclusion at the local level). The need to strengthen collection and administration of local administrative data has been raised by almost all stakeholders and available reports.<sup>33</sup> An evidence based social inclusion framework can then be easily linked with the social care support services and social reintegration of individuals in need.

*SIPD framework implementation*

Supporting the *SIPD framework implementation* has been identified as offering additional entry points, albeit at a much lower scale compared to the ones referred above.

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<sup>30</sup> In this context reference is made to SDC's current Roma support project, implemented by the Albanian non-governmental organisation NPF, which has been devising and implementing social care services in four municipalities in Albania for several years.

<sup>31</sup> The Labour Force Survey (LFS) and the Household Budget Survey (HBS) will be published on a quarterly basis. The Statistics on Income and Living Conditions (SILC) survey is expected to be rolled-out annually in 2017/2018. Taken together these are the very basic building blocks for establishing the system for measuring and monitoring social inclusion.

<sup>32</sup> The SIIG, co-chaired by the Ministry of Social Welfare and Youth and INSTAT, encompasses relevant government stakeholders, members of the academia and think tanks.

<sup>33</sup> Any efforts towards this entry point should take into account the national statistical agenda – alignment with EU statistics and currently used instruments such as SILC – as well as the approved SIPD that details the indicators proposed for the policy and monitoring framework.

- It is suggested that Switzerland assumes a leading role in this new coordination mechanism,<sup>34</sup> much like it does in the vocational education and training sector. In such a role SDC would be expected to, *inter alia*, facilitate strategic planning of development aid, promote sharing of information, technical expertise and best practice at sector level, assure that cross-cutting issues receive due consideration, and take responsibility as the focal point for the IPMG thematic groups.<sup>35</sup>
- Continuous support could also be provided in supporting the development of the social inclusion *annual report* or the organisation of the *annual conference*. These smaller-scale interventions not only directly contribute to the implementation of the SIPD but could also offer additional visibility for Switzerland's role in the social inclusion area.<sup>36</sup>

#### *Sector-related entry points*

Finally, SDC's current and future interventions in areas of health, vocational education and employment could indirectly serve as entry point for additional social inclusion initiatives or specific targeting.

- This could be achieved, for instance, by specifically targeting persons with disabilities in existing employment programmes and/or by expanding interventions in the health domain. Lowered transaction costs (benefit from existing expertise, networks, partners and strategic fit) were invoked in favour of this entry point.

Table 2 attempts to assess the above referred entry points in a qualitative, simplified manner in terms of scoring by the workshop participants; the link to SDC's current social inclusion portfolio; the level of additionality to other development

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<sup>34</sup> The Albanian government set-up four thematic inter-ministerial working groups (IPMG), including in the employment and social sector. Each IPMG has thematic sub-groups bringing together government representatives with the key multilateral and bilateral development partners in Albania. As donor focal point a development partner is expected to, *inter alia*, facilitate strategic planning of development aid; promote sharing of information, technical expertise and best practice at sector level; and take responsibility as the focal point for the IPMG thematic groups.

<sup>35</sup> The role of donor focal point for supporting the sector thematic groups is described in a note on the role and responsibilities of the international partners in Albania prepared by the EU Delegation in November 2015. Additional information on the functioning of the IPMG and thematic groups is provided in the Decision of the Prime Minister Number 125 on the establishment of IPMG.

<sup>36</sup> In terms of visibility reference was also made to SDC's support to the Social Inclusion and Poverty Reduction Unit in Serbia, which recently issued its second national report on social inclusion that has become a key reference document for policy making and policy assessment in Serbia.

partners interventions; the potential direct outreach to / impact for final beneficiaries; and the perceived relevance for SDC's corporate goals. The scores generically reflect the information collected from different sources in the course of this assignment.

Table 2: Scoring of entry points

Entry point	Scoring by workshop participants*	Link to current social inclusion portfolio	Additionally	Potential beneficiary outreach / impact	SDC relevance
Social inclusion at local level	***	***	**	***	***
Social care services at local level	***	***	***	***	***
Social inclusion data, indicators and monitoring <i>Note: high scoring for data collection at local level</i>	**(*)	*	*	**	**
SIPD framework implementation	*	*	*	*	*
Sector-related entry points <i>Note: enhancing health, education, employment interventions with specific vulnerable group targeting</i>	*(*)	**	*	*(*)	*

\* Scoring by workshop participants converted as follows: 0-5 points (\*), 6-10 points (\*\*), 11+ points (\*\*\*)

### 4.3. Operational Issues

*Leveraging previous interventions:* As pointed out above (see 4.1.) it is highly recommendable that activities – regardless of the current implementer – build up on previous work, achievements and experiences. The social inclusion monitoring framework, the profiles of vulnerable persons, instruments addressing governance aspects of social care reform as well as service models already established and tested are valuable resources for any future intervention in the sector.

*Local ownership:* Experience indicates that complex externally-driven reforms can have the unintended consequences of diminishing local initiative and ownership of reforms (substituting it with external initiative or resources). One way to safeguard ownership, strategic relevance and therefore sustainability of the intervention, is a cost-sharing modality between local governments and donor. This and other methods ensuring local ownership should be assessed in further planning.

*Timing:* Three important interventions of SDC's social inclusion portfolio come to end in late 2016. At the same time important reforms, policies and plans have been

adopted or are being prepared so that planning of next interventions could commence already in 2016, time permitting, so as to ensure that the first interventions can start in the course of 2017. The gap between the interventions that currently phase out and new interventions should be kept small.

*Target groups:* The entry points allow for the identification of specific target groups of vulnerable persons. Whilst it is premature at this stage to singling out a specific target group, which will largely depend on the actual entry point(s) that are pursued, we believe that children and persons with disabilities are target groups for which resources of the current portfolio could be used in a next intervention (networks, experts etc.). Given their continued social exclusion the Roma minority population remains an important target group too. However, given the many ongoing and planned Roma interventions stringent coordination among the development partners and the government is needed.

## 5. Specific Questions

This section responds to two specific questions in the terms of reference.

### 5.1. Delivering as One Approach

SDC considers channelling its future support in the form of DaO approach.<sup>37</sup> The current social inclusion portfolio uses a mix of different implementation modalities and funding mechanisms, including DaO. The funding to the UN Country Team was committed specifically to social inclusion relevant contributions (“soft earmarking”).

A recent external evaluation of the UN-Albania 2012-2016 cooperation programme<sup>38</sup> between the UN and the Albanian government draws a positive picture in terms relevance, effectiveness and efficiency of the cooperation programme; this should bode well for the 2017-2021 cooperation programme. The evaluation also specifically states that donors appear to have greatly valued the DaO approach, whilst highlighted that payments into the UN coherence fund have consistently declined over the past years and that donors tend towards earmarked-funding for greater accountability visibility.

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<sup>37</sup> DaO has been designed with the aim of achieving more coherent programmes, reducing transaction costs for governments, and lowering overhead costs for the UN system.

<sup>38</sup> *Evaluation of the Government of Albania and United Nations Programme of Cooperation (PoC) 2012-2016, Final Report*, A. MacKenzie, S. Ymeri, June 2015

Feedback in the interviews regarding the advantages and disadvantages of channelling assistance through the DaO approach were mixed, though overall leaning to the positive side, as shown in Table 3.

Table 3: DaO advantages and disadvantages

Advantages (Strengths / Opportunities)	Disadvantages (Weaknesses / Threats)
<ul style="list-style-type: none"> <li>• accumulated UN agency experience</li> <li>• good absorption capacity</li> <li>• capacity to work at macro-, meso- and micro/grass-root-level across Albania and strong coordinating capacities with different actors – public, CSOs and international partners</li> <li>• experience in working with local authorities through local development initiatives as well involvement in key reforms (TAR, PAR, social care service etc.)</li> <li>• lower risk that institutional interests, priorities and/or delivery methods permeate implementation compared to partnership with a single UN agency (or other agency)</li> <li>• strong link to Albanian government reform agenda through high-level UN Programme of Cooperation</li> <li>• significantly lower transaction costs for Albanian government and lower transaction costs for SDC (including the cost of a tender procedure)</li> <li>• DaO channelling shows commitment and contribution to a key UN reform initiative, other development partners may follow suit trusted structure/s for implementing pooled funds (Coherence Fund) from different development partners</li> </ul>	<ul style="list-style-type: none"> <li>• less stringent programme / project reporting (activities, outputs, outcomes, impact) which may               <ul style="list-style-type: none"> <li>i. necessitate more active involvement and monitoring</li> <li>ii. pose a risk for accountability</li> </ul> </li> <li>• UNRC has more coordination functions and does not have the technical capacities and relies on UN agencies for technical aspects of programmes</li> <li>• coordination among UN agencies can be fractious and has ramifications on collaboration with SDC</li> <li>• potentially conflicting interests, approaches, methods between SDC and UN with regard to, <i>inter alia</i>, implementation, communication, interaction with government of Albania</li> <li>• decreasing trend of Coherence Fund payments and <i>soft earmarking</i> undermines idea of Coherence Fund</li> <li>• negotiations with UNRC (risks of delays, protracted discussions, not reaching consensus)</li> </ul>

The DaO modality offers the advantage to achieve apparent corporate goals of SDC and to leverage the institutional capacities of the UN to achieve outcomes and impact in terms of social inclusion. Many of the disadvantages that were identified can (partially) be remedied with specific measures to be negotiated with the UNRC; this is particularly the case for reporting and the role the different UN agencies play in terms of implementation.

Summing up the above we conclude that the DaO modality is a viable implementation modality – even more so since it is realistic to assume that (some) of the above

referred weaknesses can be remedied in negotiations with the UNRC. The choice of the implementation modality will largely depend on the actual entry point(s) that is (are) chosen; in addition it is a value judgment of whether the benefits associated with the DaO approach outweigh the costs.

## 5.2. Cooperation Strategy

Switzerland will start working on its next four-year cooperation strategy with Albania towards the end of 2016. The assignment thus contains the question how social inclusion could be reflected and mainstreamed in the cooperation strategy. In line with the client's request we respond to these questions briefly by summarising the feedback we received from the stakeholder interviews and displaying whether social inclusion was mentioned in other country strategic documents.

Most interlocutors were of the opinion that social inclusion, defined both as a process and an outcome, should *in theory* be conceptualised as a transversal theme so as to “mainstream” social inclusion across the entire portfolio (e.g. social inclusion is taken into consideration in infrastructure, transportation or public finance issues) as well as the general policy dialogue. At the same time it was repeatedly cited that *in practice* mainstreaming is a challenge: it requires political and organisational commitment, the allocation of adequate resources, mechanisms for involvement all relevant actors and the resolution of conflicting interests and priorities, and other capacities to ensure that mainstreaming actually takes place. In practice other development partners have therefore opted to have specific social inclusion interventions; their experience suggests that this can significantly support mainstreaming.

Comparing social inclusion approaches of different donor agencies is challenging; they have different social inclusion concepts, definitions or policy guidelines<sup>39, 40</sup>. For this note we summarise, as shown in Table 4, whether and to what extent three bilateral donors have taken social inclusion into account in their strategic documents in five Western Balkan countries. Pursuant to its strategic goals SDC features social inclusion either as strategic goal and/or in the context of its intervention domains (though not as a separate intervention domain).

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<sup>39</sup> SIDA, for instance, conceives social inclusion as a “cross-cutting issue” as part of its human rights based and poverty reduction perspectives (approaches). Hence, there is no explicit reference to social inclusion in SIDA's results strategies. Phone interview with L. Fredriksson, SIDA, 21.04.2016.

<sup>40</sup> For a comparison of donor approaches to social inclusion see, for instance, *Inclusive Local Governance for Poverty Reduction, A review of Policies and Practices*, dlgn / intercooperation / IDS (undated)

*Table 4: Transversal themes in strategic documents of development partners*

<b>Country</b>	<b>SDC</b>	<b>ADA</b>	<b>SIDA</b>
Albania	1 / 3	2	4
Bosnia and Herzegovina	1 / 3		-
Kosovo	1 / 3	3	4
Macedonia	1		-
Serbia	1 / 3		-

<sup>1</sup> strategic goal, <sup>2</sup> transversal theme, <sup>3</sup> mentioned in transversal themes and/or intervention domain, <sup>4</sup> otherwise mentioned in country strategy document. SIDA: most recent country strategy available.

In light of the understanding that Switzerland wishes to firmly integrate social inclusion into its forthcoming cooperation strategy it is recommended that social inclusion be considered as a transversal theme, which should contribute to ensuring that social inclusion consideration are reflected across the entire project and programme portfolio in the different domains. At the same time this must not come at the expense of specific social inclusion initiatives that address pertinent social inclusion themes, for which concrete target groups can be determined. The monitoring of the cooperation strategy should, to the extent possible, align to the social inclusion monitoring framework in Albania.

## Annex 1: Strategic Framework

The Albanian government and in particular the Ministry of Social Welfare and Youth, which has a lead role in social inclusion, have prepared and are implementing a series of policy and strategic orientation documents relevant to this area. All these documents are an integral part of the government's programme under the *National Strategy for Development and Integration 2016-2020*. Some of the most relevant policy documents are:

*Social Inclusion Policy Document (2015-2020)*: The overall objective of the SIPD is to establish a balanced and sustainable framework for ensuring that social inclusion is measured, monitored and reported in Albania through a robust set of indicators thereby improving ways in which social inclusion is linked to improving government policies and Albania's progress towards EU accession.

*National Action Plan on Persons with Disabilities (2016-2020)*: Through its implementation, the Albanian government aims to improve accessibility of public information and services, facilitate inclusive education, introduce disability assessment based on the bio-psycho-social model, and expand community-based social services, rehabilitation services and employment promotion measures.

*Social Protection Strategy (2015-2020)*: The objective is to create a system of social protection composed of policies and mechanisms to protect all those excluded or in need for protection through preventative and social reintegration programmes at local and national level.

*National Strategy for Employment and Skills (2014-2020)*: It aims to integrate economic, education, vocational and entrepreneurship policies together through an action plan that boosts employment in the country. A specific feature is that the document unifies employment and vocational education and training in an attempt to match labour market demands.

*National Action Plan on Youth (2014-2020)*: The focus is on nurturing creativity and innovation capacities of young people by encouraging personal development for better employment opportunities in the future. Furthermore, related to employment, particular reference is made to the promotion of entrepreneurship whereas in terms of education emphasis is being placed on equal access to youth in all levels of education together with the recognition of non-formal learning.

*National Strategy for Social Housing (2015-2025)*: The main goal of the strategy has been set as: "To provide low and middle income households who cannot afford a house in the open market, and in particular, to vulnerable households resulting

*in housing exclusion, with available, accessible, affordable and quality housing solutions”.*

*National Action Plan for Roma and Egyptians (2015-2020):* The main strategic objectives targeting these communities focus at facilitating opportunities for the equal use of civil registration services and justice; improve eligibility to full access and inclusion in qualitative education; provide equal opportunities for formal employment; ensure accessible, affordable and equitable healthcare; improve housing conditions and increase access to social protection programmes for them.

*Plan of Measures for Non-discrimination on the Basis of Sexual Orientation and Gender Identity (2012-2014):* The plan has a multi-dimensional approach and starts by looking into the improvement of Albanian legislation to prevent discrimination in accordance with the Law on Protection from Discrimination, international laws as well as the EU’s *acquis communautaire*. The new plan has not been drafted yet.

*First National Strategy on Gender Equality and Elimination of Domestic Violence (2007-2010):* The strategy maintained that gender will be mainstreamed in all sectoral policies ensuring equal participation and opportunities for women and girls, and men and boys in the social, economic, and political life of the country. In addition, it sets the objective of improving the protection of victims of domestic violence with particular emphasis to prevention. The new strategy has not been drafted yet.

The new *Support to Territorial and Administrative Reform 2* project aims at ensuring functionality of the newly established local governments through strengthening their institutional and administrative capacities;<sup>41</sup> providing support for effective delivery of local public services as well as increasing democratic governance and participation at the local level. The project will look intensively at public administration reform and implementation of the Civil Service Law and the Labour Code. Support to selected public services will also be provided at the national level for one-stop-shop service model and service benchmarking.

The government has committed to the development of a *regional development policy* as the *spatial dimension* of national development policy. It concentrates on development initiatives conceived and implemented by sub-national levels: the regions, qarks and municipalities. Long-term objectives include promoting a bal-

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<sup>41</sup> Interventions for the improvement of administrative capacities are expected to include, *inter alia*, functional reviews, leadership support and support for budgeting and financial management. Support to selected public services will also be provided at the national level for one-stop-shop service model and service benchmarking.

anced development of regions and addressing regional disparities in terms of living conditions; economic and social development and infrastructure; as well as ensuring equitable social and economic opportunities for all citizens. The main instrument to deliver regional development policy will be the *Regional Development Operational Programme*, which concentrates on areas of development that are currently in the responsibility of local governments, including local infrastructure and public services; welfare services; culture and sports, environmental protection; and local economic development. The operational programme will be developed based on a partnership approach by local and national level stakeholders. Responsibility for its implementation will be retained by the Regional Development Agencies, which were established in November 2015 and are governed by a management board composed of both municipalities and national government representatives.

## Annex 2: Workshop Programme

Time	Activity / Topic / Task	Actor
10:00	Opening	SDC
10:10	Introduction <ul style="list-style-type: none"> <li>• Purpose and agenda of the workshop</li> </ul>	HM
10:25	Presentation 1 followed by group discussion <ul style="list-style-type: none"> <li>• Characteristics of entry points</li> </ul> Output: → feedback on characteristics, eventually additional characteristics	HM All
10:50	Presentation 2 followed by plenary discussion <ul style="list-style-type: none"> <li>• Entry points that have been mentioned in the course of semi-structured interviews and CAPEX workshop, supplemented with additional entry points by workshop participants</li> </ul> Output: → long-list of entry points, eventually additional entry points	HM All
11:20	Break <ul style="list-style-type: none"> <li>• Facilitators prepare scoring tables of entry points</li> </ul>	HM, EJ
11:40	Group work 1 followed by plenary discussion <ul style="list-style-type: none"> <li>• Participants score the entry points on the long-list taking different indicators into consideration</li> </ul> Output: → short-list of entry points that will be further elaborated in working groups in the afternoon	
12:15	Lunch break	HM, EJ
13:30	Group work 2 followed by group presentations <ul style="list-style-type: none"> <li>• Each of the group will elaborate entry points in more detail: <ul style="list-style-type: none"> <li>○ What and how?</li> <li>○ Target group? Beneficiaries?</li> <li>○ Where? Localities? (<i>optional</i>)</li> <li>○ When? Estimate timing? Estimate duration? (<i>optional</i>)</li> <li>○ How much? Estimate budget?</li> </ul> </li> </ul>	EJ All
14:45	Group presentations: <ul style="list-style-type: none"> <li>• Group facilitators present group work to the plenary</li> </ul>	Group facilitators
15:15	Planning workshop wrap-up	HM
15:30	Closing remarks	SDC

**Participants**

1. Alketa Zazo, UNICEF
2. Anduena Shkurti, UNDP
3. Denada Seferi, Ministry of Social Welfare and Youth
4. Elsona Agolli, United Nations Population Fund
5. Enkelejda Lopari, EU
6. Entela Lako, UNDP
7. Etleva Martiri and/or Florenc Qosja, ADA
8. Evdin Lame, Ministry of Social Welfare and Youth
9. Linda Bushati, UNICEF
10. Miranda Fejzo, NPF
11. Mirela Bylyku, UNDP
12. Philipp Keller, Embassy of Switzerland
13. Rezart Xhelo, UNWOMEN
14. Robert Stratoberdha, NPF
15. Shpresa Spahiu, NPF
16. Silvana Mjeda, Embassy of Switzerland
17. Vera Gavrilova, UNICEF
18. Yesim Oruc, UNDP

### Annex 3: Entry point assessment

On the occasion of the workshop the participants were asked to assess the entry points that were collected during the field mission against the criteria relevance, ownership/alignment, additionality and value for money. The participants could allocate maximum five scores to all entry points. Table 5 shows the results of the assessment and contains comments to these scores. The entry points in italics were not further discussed during the workshop.

*Table 5: Entry point assessment*

Entry point	Scores	Comments
Inter-ministerial coordination (SIPD framework)	2	Caveat: no final beneficiary outreach, technocratic, central level only
<i>Management capacity for EU sector budget support</i>	<i>1</i>	<i>Note: not further discussed during workshop</i>
Social care service reform	14	Note: experience and results of current programme
Social inclusion at local level	17	Note: experience and results of current programme
Technical support to INSTAT (SIPD framework)	6	Caveat: no final beneficiary outreach, technocratic, central level, EU support to INSTAT
Technical support to Social Inclusion Indicators Group	9	Note: two entry points that are closely connected and can be merged; more priority to data gathering at local level rather
Data gathering at local level	13	
<i>Grant scheme and/or financial support opportunities for local governments and civil society</i>	<i>4</i>	<i>Caveat: small-scale interventions, little strategic impact, increasing dependence; strategy should go towards cost-sharing arrangements with local governments and/or establishing framework conditions for civil society engagement</i> <i>Note: not further discussed during workshop</i>
Inclusive education	10	Note: five scores given for entry point that combines both education and employment; opportunities to enrich current/future SDC vocational and skills development portfolio with e.g. specific target groups
Inclusive employment	2	
<i>Migration and retention and return policies (to address migration as consequence of social exclusion)</i>	<i>1</i>	<i>Note: not further discussed during workshop</i>