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Swiss Cooperation Office Kosovo

ENHANCING YOUTH EMPLOYMENT (EYE) IN KOSOVO



Kosovo Retail Association Training on Retail Management

Annual Report 2021
Submitted: March 2022

A Swiss Development Cooperation (SDC) project, implemented by:



HELVETAS
Swiss Intercooperation

KOSOVO

Management
Development
Associates **MDA**

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List of Abbreviations

AVETAE	Agency for Vocational Education and Training and Adult Education
BPO	Business Process Outsourcing
EARK	Employment Agency of the Republic of Kosovo
ECDL	European Computer Driving License
IVET	Institutions of Vocational Education and Training
ICT	Information and Communication Technology
ILO	International Labor Organization
KCDF	Kosovo Career Development Fund
KESP	Kosovo Education Strategic Plan
KIMERK	Cluster of metal and renewable energy
KfW	German investment and development bank
KRA	Kosovo Retail Association
MDA	Management Development Associates
MESTI	Ministry of Education and Science, Technology, and Innovation
MRM	Monitoring and Result Measurement
NQA	National Qualification Authority
NGO	Non-governmental organization
PES	Public Employment Services
SBCC	School-based Career Centre
SCO-K	Swiss Cooperation Office – Kosovo
VET	Vocational Education and Training
VORAE	Voice of Roma, Ashkali and Egyptians
VTC	Vocational Training Centre
YPO	Yearly Plan of Operation

Basic Information

Country: Kosovo	Name of project: Enhancing Youth Employment (EYE)
SDC No SAP: 7F-06875.03.01	
Domain of Cooperation Strategy: ENE	

Goal	Young women and men, including disadvantaged and excluded groups, benefit from improved employment opportunities inclusively and sustainably
Outcomes (OC) (Project Objective, Purpose)	<p>1) Young women and men in Kosovo increase their employability by enhanced market demanded skills through improved access to training conducted by industry-led training providers and non-formal training institutions</p> <p>2) Young women and men can make better-informed career choices due to a more demand-driven career guidance system, while at the same time benefitting from a more efficient labour market information system</p>

Project phase duration: 01.01.2021 – 31.12.2024	Reporting period: 01.01.2021 – 31.12.2021
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Budget in phase (CHF)	4,973,056	Budget in 2021 (CHF)	1,533,346
Spent in phase (CHF)	1,161,258	Spent in 2021 (CHF)	1,161,258
Information on contributions of partners and/or other donors (calculated in CHF): 0			

Implementing organizations:		HELVETAS Swiss Interco operation (lead partner) MDA - Management Development Associates
Main national partners:	Agency of Employment, MESTI, Job Portals, VET schools, non-formal training providers, business associations, private businesses, AVETAE	Main international partners:

Project Director	Pieter Ypma/Julian	Number project staff	Expat: 1 (100%)
Project Manager	Peach Albina Berisha		National: 13 (4 half-time)
		International consultants (days):	0
		National consultants (days):	0
		MDA (days)	74

1. Introduction

Enhancing Youth Employment (EYE) is Swiss Cooperation Office - Kosovo's (SCO-K's) project. The project is in its third and final phase, from January 2021 to December 2024. EYE is implemented in consortium by Helvetas Swiss Intercooperation (HSI) and Management Development Associates (MDA).

The project works with market actors involved with the supply and demand for qualified labour, including government ministries, the Agency of Employment, municipalities, VET schools, training providers, private job mediation services, private companies and business associations. As per the goal of the project, EYE invests in:

- 1) Non-formal training by working with specialized training institutions, industry leaders, business associations, and
- 1) Job matching and career guidance by working with job mediation service providers and VET schools for career guidance.

During this year, EYE established more than 30 partnerships across both outcomes and continued monitoring and collaborations with other partners coming from phase 2. 40% of the partnerships are new but some of them are partners from phase 2. Partnerships were made based on: the lessons of earlier phases, leveraging EYE's good reputation, its pragmatic approach to partnership and networks in the business and government circles.

Main project results during 2021:

- 2,300 youth have attended trainings in different modules of EYE's partners (350 coming from new partnerships in phase 3).
- 322 youth have found employment after training (18 coming from new partnerships in phase 3).
- 17 new training packages were developed or updated in IT, construction, wood, retail and marketing.
- 31 businesses have contributed to better skills development by participating in workshops, communicating their business needs through surveys and emails, while 40 companies have contributed financially in trainings.
- 145,000 youth had access to relevant labour market information.
- More than 1,000 youth have found jobs as a result of better job mediation services (536 from phase 3).
- Public funding increased in 2021 and has contributed to the establishment of three new career centers without EYE support based on EYE model and methodology.
- MoU signed with Ministry of Education on career guidance. As a result, the institutionalization of the SBCC model of career centers is included in the Kosovo Education Strategic Plan (KESP 2022-2026).
- Department of Labor within MFLT has expressed interest to collaborate with private job mediation providers to improve services for jobseekers which is an activity initiated by EYE in last phase to look at modalities of collaboration.
- Developed with MFLT the infrastructure of platform for job guarantee scheme (Superpuna) which will launch in 2022. The government has allocated 20 million € to fund the scheme.
- Half of the COVID response budget is spent in 2021 with partners that were most affected by COVID. Few examples include: i) a training center which closed due to covid measures was supported to re-start with activities, ii) trainings for more vulnerable groups affected by pandemic such as Serbian youth living in the North, and iii) investments in digitalization topics such as trainings and services which were needed in response to the pandemic.

Main challenges during 2021:

- Inclusion of minorities into trainings and employment remains an issue because of inability to pay and lack of information around jobs and trainings. The challenge for the project is to address the underlying causes in a sustainable way because the partners are NGOs that work on these topics and are highly dependent on donors. But EYE is working more in inclusion of ethnic minorities that speak Serbian into Albanian speaking courses where possible.

- Geographical expansion of training centers and job portals is difficult because of inability of companies to pay and low awareness about the benefits of the services. That is the reason our partners are late in implementation when it comes to expansion.
- Budget spending for 2021 was 76%.

Main context developments:

On a broader labor market development, EYE remains relevant as its context of work is unchanged. According to Labor Force Survey for first quarter 2021, the employment rate was 29.3%¹ while the unemployment rate is 26 % (or 124,657). The same report shows that unemployment among youth is still very high. Young persons aged 15-24 in Kosovo were two times more likely to be unemployed than adults. Youth unemployment is 49% or 37,770 persons. Unemployment is higher among young females (54%) than young males (46%).

And the inactivity rate of the working age population remains of a concern. 61% (741,906 persons) are not economically active.

Kosovo has a new government from March 2021. The biggest change in the new government, relevant to EYE's work, is the merger of the Ministry of Labour under the Ministry of Finance, Labor and Transfers. Together with the Ministry of Education, both have shown willingness to support the topics of vocational skills development, youth employment and career guidance.

With the assistance of ILO and the European Commission, the Kosovo Government has established a technical working group to define the Youth Guarantee Scheme. This is a positive development for EYE project because it will further increase the need for job mediation services, career guidance and short-term training solutions.

2. Project results for 2021

Impact (Overall Goal)	Young women and men, including disadvantaged and excluded groups, benefit from new or better employment opportunities in a sustainable way
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Indicators		Phase 2 Results 2021 ²	Baseline ³	Target 2021	Phase 3 Results 2021 ⁴	Cumulative ⁵	2024 Phase Target
Number of persons having a new or better employment ⁶ (baseline 3,834; target by 2024: 6,800 coming from:	Total	1,388	3,834 ⁷	500	554	5,776	6,800 ⁸
	Women	36%	56%	40%	37%	41%	40%
	Minorities	18%	4%	5%	8%	8%	5%
OC1: Number of youths gained access to employment or self-employment	Total	304	1,322 ⁹	250	18	1,644	2,350 ¹⁰
	Women	40%	49%	40%	33%	47%	40%
	Minorities	1%	4%	5%	6%	4%	5%

¹ 29.3% (590,167 persons) are employed. <https://ask.rks-gov.net/media/6355/lfs-q1-2021.pdf>

² Results which are generated during Phase 3 but are coming from the investments done in Phase 2.

³ Presents the baseline for Phase 3 only

⁴ These are just phase 3 results

⁵ Includes: Phase 2 results + Baseline + Results 2021 Phase 3

⁶ IED_ARI_2 Indicator – better employment. For EYE project, better employment is when a project beneficiary is promoted or gets higher compensation.

⁷ This baseline has changed (how can the baseline change? It happened in history) from 2,475 as written in Prodoc to 3,834 as per measurements in December 2020 -end of phase 2. The biggest contributor to this is "jobs matched" indicator. Due to pandemic situation, it was projected to be lower so that indicator has almost 1,000 difference from projection.

⁸ The baseline was increased for approximately 1300, so the phase target is increased for 1300 (5000+1300=6800)

⁹ Updated as per phase 2 report. This baseline is increased from 969 in prodoc to 1,322 as per measurements of December 2020

¹⁰ The baseline was increased for approximately 350, so the target is increased by 350 (2000+350=2350)

because of better skills development							
OC2: Number of youths matched with jobs through formal job matching service providers and career centers	Total	1,084	2,512 ¹¹	250	536	4,132	4,500 ¹²
	Women	35%	40%	40%	37%	38%	40%
	Minorities	23%	5%	5%	5%	10%	5%

3. Outcome1: Skills development

Outcome 1	Young women and men have increased access to trainings and employability through a more market-oriented non-formal training system.
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Indicators		Phase 2 Results 2021	Baseline ¹³	Target 2021	Phase 3 results 2021	Cumulative ¹⁴	2024 Phase Target
Number of persons (unemployed and employed) enrolled in new or better vocational skills development	Total	2,314 ¹⁵	7,000	1,000	350	9,664	12 000
	Women	53%	40%	40%	37%	43%	40%
	Minorities	5%	5%	5%	6%	5%	5%
Number of companies or professional organizations contributing to relevant vocational skills development			0	15	31	31	55
Number of training providers delivering training sustainably in cooperation with private sector without donor support			62 or 37% ¹⁶	5%	n/a ¹⁷	37%	Increase by 30%
Increase of partners investments in non-formal trainings			84,000 CHF	3%	134,915 CHF	218,915 CHF	10%

¹¹ This baseline increased from 1,506 in prodoc to 2,512 as per measurements in December 2020, end of phase 2 report.

¹² The baseline was increased for approximately 1000, so the phase target is increased for 1000 (3500+1000=4500)

¹³ Presents the baseline for Phase 3 only

¹⁴ Includes: Phase 2 results + Baseline + Results 2021 Phase 3

¹⁵ Partners from phase 2 reporting are: VTCs, Korabi, United Pixels, ECK, Meister, Speex Education, GIC, Beetroot Academy

¹⁶ 37% (62 out of a total of 167) of training providers who are financially sustainable cooperate with private sector by using their feedback in tailoring training modules

¹⁷ This will be measure in end of 2022.

Number/percentage of intended users of KML products apply knowledge			0	100	31 ¹⁸	31	300
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Under the skills development component during 2021, EYE entered long-term partnerships with new partners that were working in sectors we did not work before such as wood and retail. EYE also continued collaboration with VTCs and NGOs, such as LINK, which provide trainings in Serbian language in north Mitrovica. EYE partners in 2021 were: Vocational Training Centers, Betroot Academy, BIT Academy, Data2Know, Dekoriti Training Center, Jungle, Kosova Retail Association, LINK, Shehu, Speeex Education. Through all these partnerships, 24 new training packages were developed, and more than 40 companies benefited from training solutions. A list of the training modules developed by each training provider is in Annex 2.

During this period, 350 youth completed vocational training through EYE's partners while more than 1,000 are expected in the coming year. With these partners, EYE is working to improve the functioning and responsiveness of the non-formal training market in accordance with the skills demanded from the private sector.

One of the indicators through which we measure systemic change is the number of companies that are contributing to better skills development. Already, there are 31 companies, who actively participated and contributed to curriculum development, contributed financially, and provided feedback about the training relevance. This line of communication between training providers and private companies is expected to remain and will help the training providers to continuously innovate, improve their offer and remain relevant. This communication is the feedback through which we intend to measure systemic change. Through this communication we are trying to enhance the collaboration of training providers with private sector needs. Hence, we are strongly convinced that systemic change is achieved only with the inclusion of private sector. Some examples of companies that contributed to training development: 8 private companies from the ICT sector provided feedback to a training profile for Quality Assurance training at Betroot Academy, 20 companies participated in workshops when VTCs were updating their curriculums, Dekoriti training center received inputs from 3 companies in the wood sector. In addition, 40 companies contributed financially for the trainings.

By December 31st, 2021, five training providers¹⁹ and EYE, assessed the satisfaction of participants/trainees with trainings, as well as how satisfied were businesses with their trained staff. According to data derived from the 135 trainees, 88% of participants responded that they were satisfied with the content of the training and 91% declared that training met their expectations. On the other hand, out of 20 businesses who financed trainings for employees, 75% were very satisfied with the content. While on the question related to productivity of employees who attended the training, 90% of businesses reported an increase of productivity and performance. The findings from this questionnaire are expected to help training providers to improve the quality and content of training in the future. Businesses also provided concrete recommendations on how to make the trainings more relevant in the future. For example, some businesses suggested to increase the practical part more, to include modules on "work ethics" or add other modules.

All private training providers are generating revenues. Together they have reported around 84,433 CHF in 2021 and investments around 134,000 CHF. Donor support in this market has increased in 2021 which distorts the market and is making it hard for EYE to measure sustainability because of more donor money presence in the market of VSD. In 2021, two of EYE's partners (Korabi and Shehu) have been awarded large investments grants from the Regional Challenge Fund of KfW. EYE continues to work with partners and the RCF team to mitigate risks related to sustainability. Donor coordination and collaboration in skills development in Kosovo remains a priority and EYE has contributed to ensure that donors require similar co-investment terms to training businesses. We as a project maintain continuous communication with other donors and share the information regarding the activities, scope and area of work that has helped each of us to better coordinate in our respective intervention areas as donors/implementation agencies. We firmly believe and insist that sustainable business models are what will contribute and bring sustainability. In this regard EYE constantly tries to inspire co-investment in the ideas and partnerships that have turned to be success stories for us (example: Shehu, winner of the 1st

¹⁸ 86% of attendees at VET summit stated that the covered topic on the presentation of EYE about several business models on VSD is important and valuable

¹⁹ Shehu, Dekoriti, Kosovo Retail Association, Bit Academy and Beetroot

batch of Regional Challenge Fund. The main donors contributing to this area remain: Kosovo Challenge Fund, USAID through Compete project and GIZ.

A survey conducted by EYE on the use of a tracing system by 20 training providers showed that 45% of the surveyed partners stated to have a tracing system in place. The rest do not have tracing due to lack of overall capacities. As a follow up activity, EYE organized an event with training providers in October 2021 where there was a general agreement about the need for increasing quality through a feedback mechanism by training providers. EYE will support in 2022 private training providers to build capacities so they can start tracing of their graduates. The hypothesis is that with better data and more knowledge on how to use the data, the training provider will be able to design better training offers (increase the quality) and work more effectively and efficiently due to better internal management processes.

A pilot of tracing is done by Korabi Training Center in December 2021 to measure the impact of trainings. Out of 72 trainees who responded, 28% said they have opened their own business mostly working at home while 46% said they are thinking to open their business (here there are possibilities that even students that are working from home stated that in the future they are going to open formal business so they are not part of 28%), 20% have expended the range of products, 13% made new investments and 4% opened a new point of sales. Moreover, they provided specific recommendations on how the curriculum can be improved. Korabi, as input supplier, had 58% growth in sales which attributes to the training center. This business model with input supplier was also replicated to the sector of wood processing with Shehu company.

Lessons learned:

- Until now the most successful ones are training centers established by an input supplier. This model works best because: they have a good connection with the private sector, they are an already known player and they finance the costs of training center through business revenues from products they sell.

Covid response budget:

58% and 98% of the budget from Covid response in output 1.1 and 1.2 was spent in 2021 and around 48,000 CHF are committed for 2022.

Covid Response Budget for outcome 1				
	Covid Budget 2021	Spent 2021	Commitment 2022	Partners
Output 1.1	€ 60,000	€ 34,536 (58%)	€ 35,610	Dekoriti Training Center, Revision of 4 VTC curriculums, LINK
Output 1.2	€ 59,565	€ 58,275 (98%)	€ 13,913	Shehu Training Center

Outputs and performance for 2021

Output 1.1 Non-formal trainings

During the first year of phase III, EYE focused on consolidation and scaling up some partnerships that started in Phase II and established new partnerships. In addition, EYE has continued to monitor the results derived from phase II, which were focused more on increasing the offer for different trainings in the market and increasing the number of private sector partners.

Seven partnerships have developed in the reporting period: VTCs, Beetroot Academy, BIT academy, Data2know, Speeex Education, Jungle and one with NGO Link targeting Serbian population in the North Mitrovica. Through these partnerships, 193 persons enrolled in new or better vocational skills development, 17 youth, of which 6 women, gained access to employment or self-employment because of better skills development. 20 companies contributed to revise curriculums for VTCs in four profiles. In total, 17 new training packages were developed by non-formal training providers from both outputs. A

²⁰ https://helvetas-ks.org/eye/file/repository/Final_Version_survey_on_TracingENG.pdf

revenue of 46,000 CHF was generated from non-formal training providers in output 1.1, and over 83,000 CHF was invested in non-formal trainings.

During 2021, the goal was to focus on expanding partnerships, bringing private sector in and increasing the number of trainees. Some activities also started in 2021 that will further contribute to the following key market functions:

- improve quality, relevance and innovation in non-formal training market.
- improve communication with private sector.
- facilitate and support expansion in geographic and diversity.
- improve methods of delivery, promotion and marketing strategy of trainings.

EYE worked with the following partners for the following functions:

Partner	Type of support/sector	Market function
VTC	Covid response/public training center	Innovation, quality
Bit Academy, Betroot Academy, Data2know	Direct support/ IT sector	Communication with private sector and innovation
Speeex Education	Direct support/BPO sector	Geographic expansion
Ngo LINK – North Mitrovica	Covid response/IT sector	Innovation, quality

Following are the elaborated activities and status of activities that started in 2021:

Increased training quality, relevance, and innovation: EYE contracted ITED LLC to revise curriculums of VTCs of four profiles: mason, carpenter, electrical installer and accounting officer. The input from the private sector was crucial in revising the curriculums of these profiles. Twenty companies have contributed to revising these four profiles. We expect that VTCs will invest in updating other training packages as per private sector needs. Until now curriculums are being finalized and trainings are expected to start in 2022.

Geographic expansion: Geographic expansion remained a strong focus for EYE in the last 12 months as a strategy to scale existing training providers. Among the prominent sectors that enables higher access to trainings, employment, and sustainability in the long run, the BPO sector undoubtedly plays an important role. EYE supported SPEEEX Education to expand to Prizren but the project was delayed and could not be implemented as planned in 2021. The project will continue in 2022. It is expected that the focus in reaching non-majority communities will produce the desired results in the following years too. 150 youngsters from Prizren region are expected to be employed by the end of this partnership.

We still do not have a success story on geographical expansion except for Speeex moving to smaller towns with smaller training centers. But it is obvious that there is hesitation to expand and invest in other cities mostly due to market size and affordability to pay for trainings. Inclusion becomes even more difficult.

Also, Tricontes Prishtina, a subsidiary of Speeex has been supported in offering trainings and employment. It is expected that 80 young people will be employed by the end of this partnership for the retail providers of e-commerce HSE24 (Home Shop Europe), for which it covers the order line. The project aims to expand the services to back-office, retention, video editing and graphics for HSE24 Live TV. Therefore, the key points of the project implementation are the training of the employees in the topics of retention, back-office, and live TV demonstrations in the German language.

Input from private sector – enhancing communication: Communication and input from the private sector remains a crucial point of focus for EYE. We are strongly convinced that an increase of quality and relevance of the trainings shall derive from the private sector. EYE continued to focus more on emphasizing the communication with the private sector. In the sector of ICT, partnerships with Beetroot Academy, BIT academy and Data2know have been developed, aiming to improve the quality of the training packages. The main changes expected are communication with the private sector, digitalizing their marketing and industry certifications to improve the quality of the training. These three partners of EYE developed six new training packages and three of them have started with training delivery. 183 people were trained in 2021 and 28 employed. Through constant facilitation support and advice towards our partners, it is expected that this will lead to higher employment rate and the good practices will be

communicated. Among the key changes is inclusion of private sector curriculum development and matchmaking after training. For example, Data2Know offering professional training in Business Informatics and Data Science has received the trust of some lead companies like VivaFresh and Raiffeisen bank to supply qualified workforce on business informatics.

GSI: EYE has continued to have a focus on inclusion. Hence, we have supported NGO LINK in North Mitrovica who initiated Mitrovica Innovation Centre to marketing training consisting of four modules: 1) Marketing and Sales, 2) Social Media Management, 3) Graphic Design and Content Creation, and 4) Freelancing Module. 20 young people from Serbian population attended the training and 15 are already employed.

Lessons learned OP 1.1:

- The non-formal training market is growing so EYE shall use this momentum to support scale and sustainability.
Most successful training solutions are the models that have a clear financing model from the establishment.
- ICT sector remains an attractive field for youth. Although manufacturing profiles are highly demanded, the motivation of youth is rather low to pursue trainings in this area.

Output 1.2 Industry led solutions

EYE supports innovative solutions on training provided by industry leaders and sector associations. In 2021, the intervention leveraged strong engagement of businesses in curriculum development, investment by employers to train existing and potential staff, and the feedback received from businesses and trainees.

In 2021, three new training solutions were developed while 125 participants enrolled in new or better vocational skills development. 40 enterprises benefited from training solutions and 50,000 CHF investment in non-formal trainings was made by training providers. Furthermore, three partnerships were developed: one in retail and two in the wood-processing sector.

Partner	Type of support/sector	Market function
Kosovo Retail Association	Direct support/ Retail sector	Innovation
Training Centre Shehu	Covid response/Wood sector	Communication with private sector and innovation
Training Centre Dekoriti	Covid response/Wood sector	Communication with private sector and innovation

Kosovo Retail Association completed the second phase of the “Employment Guaranteed Training” project which aims at bridging the skills-gap identified in the retail industry by equipping entry-level managers with the skills on a) customer service and sales, and b) business of retail, through the curricula of the world’s largest retail association, namely the US National Retail Federation, with the unique opportunity to earn internationally recognized certification.

Kosovo Retail Association enrolled 65 mid-level managers from nine different companies from different cities in Kosovo for the two phases of the training until November 2021. The companies have contributed financially by in-kind contribution of their time and paying a small training fee. The third group of trainings is expected to start in February 2022. Specifically, out of 65 managers who participated in the first and second phase of the project, 30 of them were women mainly at entry-level positions, eager to further advance their career development. The partnership with KRA aims to enhance the skills of 100 entry-level managers especially female managers of the member companies but also young people that are looking for jobs in the retail sector. It is worth noting there was one candidate that came from public sector and was interested to increase the knowledge in the field of retail sector. After the training she started her own business by opening an apparel store in Municipality of Klina.

Through this partnership, KRA has built internal capacities of their team where two of their staff members attended the Training of Trainers delivered by the National Federation in the USA. If the trainings continue and private companies continue paying for the training, the sustainability is assured. We expect

the KRA model will serve as an example for other business organizations and clusters to replicate the model and find affordable solutions with relevant training.

As a **COVID response**, EYE supported two recently established training centres by industry leaders in the wood processing industry. One training centre was not functioning due to the pandemic and the other one was supported to develop a digital manufacturing training. The trainings provided by these two training centres will benefit the whole wood processing industry in Kosovo, as it will prepare a skilled workforce that enables wood processors to utilize modern technologies, expected to become an industry benchmark soon. It is expected that other industry leaders in other growing sectors replicate the model by taking investing in vocational skills development for their own needs and sector needs.

The partnership with **Training Centre Shehu** provided the opportunity for upgrading the skills of participants in carpentry with the following modules: Introduction to carpentry, Safety at work and environmental protection, and Computer numerical control (CNC) modules. These are highly demanded by the wood processing industry.

So far, 24 companies have sent employees for training and have shared the cost of the trainings. 47 employees from different regions finished the training by December 2021. Financial sustainability of this training centre is likely to be attained as they have a quality brand and are also suppliers of equipment in the wood processing industry and train people to use the equipment they sell.

Training Centre Dekoriti has started operations in October 2021. They have developed training packages based on the wood industry needs also taking the feedback of four wood companies for the curriculum development; 45 employees of 7 companies upgraded their skills.

Dekoriti aims to offer professional and market-oriented training programs focused on digital manufacturing processes which will prepare a resilient workforce ready for the challenges of the future with the following modules: 1) Introduction to carpentry, 2) Furniture Construction and Interior Design, 3) Digital manufacturing, 4) Painting illustration.

Although the provision of trainings started very recently, there have been tremendous interest and request from wood processing companies for reskilling their staff. Most participants who attended training at Dekoriti were already employed. It is worth mentioning that one trainee who participated for the module in Furniture Construction and Interior Design in November 2021, got employed as an architect in Albed Furniture, Fushe Kosove, immediately after finishing the training.

Furthermore, EYE increased the internal capacities of the managers of both training centres by subsidising the cost of the e-learning “How to manage a Vocational Training Centre” provided by the International Training Centre of the ILO.

During the second half of year 2021, EYE with the **Metal Industry and Renewable Energy Cluster of Kosova (KIMERK)** developed a skills gap analysis in the metal sector which gave a more detailed picture of the metal skills needs in the metal sector. Out of 89 surveyed enterprises, 64% stated that there is a skills gap among employees. Among the most lacking skills in employees and most needed for surveyed enterprises are welding skills (31%), CNC machine programming (13%), operating CNC machines (13%), AutoCAD (8%). The research is expected to be served as a foundational analysis for KIMERK’s future strategy and could be very useful to other donor and non-governmental actors after the publication. However, finding the right partner for delivering trainings in a sustainable way remains an issue.

As part of KML and communication, two info sheets with infographics from Skill Gap Analysis in the retail sector have been developed for informing job seekers, training providers and businesses about the needs and gaps of the retail sector. Also, the video production of the Korabi Training center has been developed to promote the accreditation of their training programs and to address the fact that the Korabi Innovation Centre is inclusive and aims to target women and minorities as two categories that have the potential to develop their skill in this area and be employed.

Lessons learned:

- Building a closer relationship between industry leaders who provide trainings and private companies takes a lot of effort, commitment, and trust.
- The feedback from trainees and especially businesses about satisfaction and the effects of training completed is highly valuable, but not very easy to receive in a proper way.
- The development of the business model behind the training providers is a challenge because there are other donors supporting free trainings.

4. Outcome 2 Job mediation and career guidance

Outcome 2	Young women and men make informed career choices and gain more employment opportunities through an improved labour market information system
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Indicators		Phase 2 Results 2021	Baseline	Target 2021	Phase 3 results 2021	Cumulative ²¹	2024 Phase Target
Number of youth that access and use new/improved labour market information and services facilitated by the project	Total	2,454 ²²	13,000	18,000	21,504	36,958	50 000
	CGS (info.)		6,500	9,000	20,924 ²⁴	27,424	15 000
	Job matching	2,454 ²³	6,500	9,000	600 ²⁵	9,554	15 000
	PES info centres			0	0	0	7 000
	Women	44%		40%	39 ²⁶ %		40%
	Minorities	0.5%		5%	3%		5%
Change in time it takes a young person to find a job through labour market mediation	Total		TBD ²⁷	0	n/a		TBD
Number of unique businesses that make use of new/improved labour market information and services facilitated by EYE from 01.01.2021	Total	2,732	0	500	680	3,412	3,000
	CGS			300	624		
	Job matching			200	56		
Amount of public funds committed for replication or adaptation of career centres on national level			5,570 CHF	15,000 CHF	30,701 CHF	36,271 CHF	55,000 CHF

²¹ Includes: Phase 2 results + Baseline + Results 2021 Phase 3

²² This data represent data from phase two partnerships with Kosova Job (Simba), and ECK (Xpuna platform). Additional 11, 258 youth that accessed information are registered users in a database of another partnership from phase 2, but because this number could not be validated, we keep it only as an informative figure and not represent in the table.

²³ Data from phase two results are generated from partnerships with Kosova Job (Simba), Portal Pune and ECK (Xpuna platform)

²⁴ This data represent data from 12 career centers (20,921) and partnerships with KCDF and KIMERK(14,518 VET students and 6,403 9th graders)

²⁵ This data is coming from partnership with Media Center. 112,000 people reached through Kosovajob campaign financed by EYE are not reported in this number

²⁶ The disaggregation for gender was done only for Career Centers, KCDF, KIMERK and Media Center partnerships. It does not include the proportion of women that accessed labor market information from the campaign of Kosova Job financed by EYE. The same applies to the proportion of minorities

²⁷ In a survey with 121 users of biggest job portal, portalpune and 3 focus groups, the average time to find a job was 1-6 months (50%) of respondents. Further explanation in MRM chapter.

Number/percentage of intended users of KML products apply knowledge			0	100	30 ²⁸	30	300
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In outcome 2 EYE works through two different but complementary systems:

- Output 2.1 improves the career selection of VET students by looking at their abilities and aspirations and guiding them to relevant profiles where there is strong demand.
- While output 2.2 improves the job matching services market to make it easier for youth to find the vacancies that match their skills.

Both outputs ultimately work towards improved access to the labour market by young people.

22,101 youth used the services of career guidance and job mediation services. The number of businesses using these services is 3,412 including businesses reported from phase 2.

It is encouraging to see the increase in public funds in support of systemic change. In 2021, AVETAE decided to establish three additional career centers without donor support. It invested 30,000 CHF and the amount is expected to increase as EYE together with MESTI invests in opening new career centers in 2022.

EYE is well on track to achieve targets related to systemic change at scale. Whilst there are signs of crowding-in as other agencies join the private market, more emphasis needs to be put on increasing the market base for these companies. Therefore, EYE worked with private providers to expand geographically, worked with Ministry of Finance, Labor and Transfers to assess the possibilities of increasing collaboration of public and private job mediation services and supported Ministry of Finance, Labor and Transfers to develop infrastructure for a Youth Guarantee Scheme that is expected to be launched in 2022.

The biggest challenge in this outcome is measurement of the second indicator in the table above: *Change in time it takes a young person to find a job*. After several attempts, EYE has learned that quantitatively measuring the indicator "Change in time it takes a young person to find a job" doesn't convey the message about the change we have triggered. However, users of job mediation services through focus groups confirmed that they were able to find jobs easier, and switch between jobs faster. More information is in MRM chapter.

Measuring quality and relevance of the services: In a survey of 121 users of the biggest job portal, Portalpune, and three focus groups, youth were asked to list improvements to help them find a job faster. They prioritized the following issues: more internships, more part-time jobs, jobs out of Prishtina, more details in job vacancies, career orientation.

Lessons learned:

- Users of job mediation services are increasing every year and digital solutions are helping to spread information more and increase the information access for youth.
- Private job mediation services are becoming more effective and growing their business due to experience, investment and competition. Public employment services are still stagnant due to political delay which creates space for private job mediation services to grow. Pace of public reform is slow.
- The topic related to career guidance and job mediation has received proper attention by relevant institutions. Career guidance is offered only by public sector while private sector is more developed in job mediation and job vacancies by private companies.

²⁸ 22 career counsellors of 8 Career Centers and 8 IT teachers at Lower Secondary Schools (teachers of career education module within the "Life&Work" curriculum area) benefited from the use of the manual for facilitation of 9th graders for their transition to Higher Secondary School using Busulla platform. This knowledge is applied with 248 9th graders

Covid response budget:

Covid Response Budget for Outcome 2 for 2021				
		Spent 2021	Commitment 2022	Partners
Output 2.1	€ 49,565	€ 5,782 €16,690	€ 6,080 € 2,199	KCDF ECDL
Output 2.2	€ 48,261	€ 17,323 € 17,576	€ 8,500	Kosova Job

45% of budget in output 2.1 is spent in 2021 and more than 8,000 are committed while in the second output, 72% of budget is spent.

Outputs and performance for 2021

Output 2.1 Career guidance

2021 was an excellent year of consolidation and progress for this intervention. The value of the career centres is now much clearer to stakeholders; expansion and sustainability is looking more likely.

Cooperation with MESTI was intensified to mobilize it for fulfilment of responsibilities and activities defined by the MoU signed mid-year regarding the institutional expansion and standardization of career centers in IVETs. In addition, newly established career centers in Skenderaj, Ferizaj and Prizren were coached to advance and diversify their services. Networks have also improved between centres and employers.

As a result, 2021 concluded with 20,921 career service provisions from 12 career centers and partnerships with KCDF and KIMERK, with a 39% female involvement. This is an achievement of 40% over the total outcome projected to be achieved by the end of the phase (15,000). Inclusion of minorities in career guidance services and activities remains low (1.7%), because of the low number of career centers in regions with minorities: an issue which will be taken into consideration when selecting municipalities for establishment of new career centers.

The education system in Kosovo allows separate classes only for the Turkish community and in this context the career centers in the municipalities where this community exists (e.g., 11 Marsi in Prizren) offer career services only for classes with Turkish students. While the RAE community is mixed in the classroom with other communities (mainly Albanian) therefore is more promising to look at municipalities where in VET schools have this community (e.g., Fushe Kosova) in order to have equal opportunity for better career development.

The involvement of over 600 businesses in the activities of career centers has contributed to the development of practical skills of VET students, thus increasing their employment power. Already in the second half of the year, the number of unique businesses was 36% higher than in the first half. As a result of this collaboration, 2,411 students were linked to the labor market, out of which **297 jobs were gained by matching students with vacancies** (32% women and 1.3% minorities).

The following is a summary of the main activities that contributed to achieved results:

Ensuring the sustained expansion of SBCC in national level

EYE and MESTI formally agreed a partnership which defines main areas of collaboration: standardization of the model, expansion to ten municipalities and a qualification programme for career counsellors.

Under this partnership, MESTI set up a 24-member working group with the mandate to define all aspects of a sustainable career guidance system in IVETs. This group will start work when the KESP 2022-2026 is completed as it will define the national vision for career guidance for IVETs. A study visits of MESTI officials to Albania, organized by EYE and RisiAlbania, to exchange experiences with the Tirana municipality regarding the community career services was a valuable input for defining this vision. In addition, EYE was actively involved in the technical group of KESP, contributing to the dissemination of knowledge, experience, and good practices of the SBCC model. Now MESTI has made all the preparations for the working group to start its work at the beginning of 2022; firstly, on the standardization

of the model and then in the second half of the year to continue drafting the administrative instruction. To support MESTI in this process, EYE will engage local and international consultants.

MESTI has committed to the establishment of ten new career centers where 30% co-investment is expected from municipalities. It is also mandatory that the staff of the new career centers will be trained according to the qualification program for career counsellors which EYE has developed in partnership with AVETAE and the Competence Center, Prizren. Even though the application for accreditation was initiated in July 2021, evaluation by NQA did not start. The completion of the accreditation process is necessary to take place in the first quarter of 2022, in time for the establishment of new career centers and staff qualification.

Ensuring quality and diversity of SBCC services

For career guidance services to remain, relevant new services need to be developed. During 2021, EYE has supported partners to develop three new services developed and improve one, thus reaching the total phase target of three new services. A total of 976 VET students and 248 9th ninth graders benefited from these new services:

- In the first half of the year, for the first time, the subject "Labor Law and Professional Conduct and Ethics" was offered to students after being piloted at the end of 2020. This training offered by five career centers helped 717 students of 12th grade get empowered and better equipped to explore the world of work.
- Another new service was piloted in partnership with KCDF, to facilitate 9th graders to make an informed career choice when transiting to upper secondary schools. The aim is to increase the maturity of their decision-making regarding their future profession through self-recognition career tests provided by the national platform Busulla.com. Eight career centers were assisted to offer this service, following the guideline developed to help them. The pilot phase was completed in the last quarter of 2021 by involving 248 9th graders in eight different municipalities. The service will continue until the end of the school year 2021/2022 covering over 200 lower secondary schools with about 7,000 students. This new service of career centers is a digital service and can be implemented remotely if in-person center-based activities of SBCCs are partially or completely restricted. This will bring to VET schools more and better-quality, prosperous students.
- An important service of SBCCs is the promotion of professions required by specific industries, since in the labor market there is a shortage of those professions. Such a service has not been offered so far by career centers as they lack marketing skills and strong connections to specific industries. Hence, the cooperation with business organizations and sectoral associations is imperative. KIMERK is an association of metal processing and renewable energy, which showed interest in working with career centers to raise the self-confidence of VET students to continue their studies in engineering and make them familiar with the engineering world of work. This new activity of career centers is planned to have two components: the industry week which is realized in cooperation with the member businesses of KIMERK, and the university week which is realized with three higher education institutions in Kosovo. Priority is given to career centers in technical VET schools, involving six of them in Gjakova, Peja, Prishtina, Prizren, Viti and Vushtrri. By December 2021, the activity was completed by two of them where 80 students benefited. This new service will be regularly offered by these career centers and will also serve for peer learning so other career centers can offer it for other important professions.

In addition to three new services developed, four career centers worked on improving the existing practice of training provision by using visualization methods. The infographic "How to create a wildly-effective career portfolio" developed by EYE has been integrated to the job readiness training offered to 179 VET students, thus yielding higher learning outcomes.

The recent assessment of SBCC services implemented by EYE, showed that due to Covid physical restrictions, career centers have found it difficult to organize most of the usual activities over the period 2020-2021. As a result, over 40% of students could not take advantage of most activities promoting employment (e.g., job fairs, workshops on labor market information and job seeking, preparations for meeting with employers, as well as trainings). In addition, the assessment also found that career centers need to frequently update information about labour market trends, emerging jobs and new skills demanded by the labor force. This information is mainly sourced online. On the other hand, the management of SBCCs' processes and services have increasingly sought to be digitalized to be more effective and on time. All these arguments justify the need for training the SBCCs staff to upgrade their computer skills. EYE has contributed by organizing the ECDL training for 12 SBCC staff in need of more

advanced IT competencies. By end of the year, three modules of the ECDL package were completed, while the additional four modules will be organized next year.

EYE continued to explore opportunities to make available career guidance services to the minority youth. We followed up with KCDF on scaling up the usage of Busulla platform translated into the Serbian language in Phase 2. To succeed in mobilizing and coaching the Serbian students to use this platform, KCDF created six local Serbian master trainers from Gracanica Innovation Center and Young Active Gracanica. However, there is still no evidence that Serbian students have logged into the Busulla platform. We are aware of the external factors implicated, beyond the influence of EYE, therefore we will not make any other intervention other than monitoring the potential effects.

Support development of career guidance services and information beyond VET students

Regarding the Career Guidance Information Centers (CGIC) of PES planned by EARK intended to expand the service package for categories beyond active unemployed, investments in infrastructure have been completed for seven regional CGICs granted by GIZ DIMAK project. In addition, the feasibility study under development by ILO will show the best modality of integrating activities of CGICs into the PES services. At present EYE has contributed knowledge and expertise, while direct involvement will be planned after the feasibility study completion.

Lessons learned:

- Career centers need to improve their online promotion, organizing public campaigns, and communicating results to the public as a regular task of career centers based on the profile of SBCC. This would increase the interest of prosperous students and their parents. Hence increased marketing skills of career center staff and school leadership is needed. They do contribute actively on improving the image through direct communication and activities performed with relevant stakeholders (parents, 9th graders, civil society, etc.), but they don't have adequate skills to promote their results that would have impact on the improvement of school image;
- School-based career centers have a large scope over an impressive number of clients (VET students, 9th graders, businesses). However, they cannot prove whether they are offering demand-driven services since there is no real-in-time satisfaction feedback received. So, a mechanism is needed that would enable the evaluation of satisfaction with services provided by career centers. MDA is already working on coming up with a feasible solution.

Output 2.2 Transition to work services

2021 saw job matching coming back to business after a tough period due to the global pandemic. EYE continued to seek partnerships to improve the provision of job matching services and potentially identify new services in the market. EYE engaged in the following areas:

- **Marketing of KosovaJob** services in other areas than Prishtina - As part of its COVID19 response budget, EYE supported the main market job matching business with a promotional campaign that targeted other areas of Kosova: Prizren, Peja, Gjakova, Gjilan and Ferizaj, and the small town of Shterpe populated by Serbian minority and where the campaign was conducted in Serbian language. The campaign used two approaches, mobile billboards as well as social media, which proved to be very effective in reaching young people. According to KosovaJob, the campaign was more successful in Peja, Prizren and Ferizaj, as they are economically more vibrant. As a result, via Facebook and Instagram over 1.000.000²⁹ youth were reached and over 20 new clients (businesses) started using KosovaJob services. EYE encouraged KosovaJob to develop concepts that would revolve around improving current job ads practices, inclusion of training providers in Kosovo within the KosovaJob platform thus turning it into a «one-stop-shop» where interested parties would find information not only about available jobs but also the trainings they are interested in.
- **Collaboration with Media Centar** – Based on the focus groups with youth that EYE had in preparation of closing phase two, one of the main issues was access to jobs and training information in Serbian language. To help resolve this issue, EYE made an agreement with Media Center – Cagllavica, which has established a job-matching portal, “Posao na Kosovu”, to do two things: 1) to provide information on training and employment opportunities in Serbian language, and 2) to improve and increase their job-matching opportunities. Media Center published job and training opportunities through 15 TV shows. 150 new advertisements were published (including job and training calls), and at least 45 jobs were matched. Through Media Center, EYE successfully facilitated information flow

²⁹ These are not unique users of social media

through majority owned training providers (such as Dekoriti, Korabi, etc.) to the Serbian speaking youth, including Serbs, Roma, Bosnians, Croatians and other communities.

- During 2021, **Ministry of Finance, Labour and Transfers (MFLT)** approached EYE requesting support to facilitate a joint meeting between public and private job matching services, with the aim of assessing possibilities for cooperation in job matching service provision. EYE contracted a local labour market expert to support the meeting. He interviewed a wide selection of private job matching service providers, followed by interviews with the Employment Agency of the Republic of Kosovo and MFLT staff.

A joint meeting with public and private job matching services was organized in October 2021 where sound discussions among actors took place. One of the recommendations which came out of the meeting was to organize a training on public-private partnerships which EYE supported. The training brought together again public and private job matching services, who were exposed to certain concepts of public-private partnership, partnership practices in Kosovo and relevant legislation. EYE will continue to facilitate such partnerships if there is interest. Greater collaboration between job matching services would contribute to a better job matching market in Kosovo in the future.

- **Superpuna platform** - EYE supported MFLT to contract a local IT-based company to develop the "superpuna" platform, as part of the Government's "Youth Guarantee Scheme". The platform is almost completed and very soon a presentation of its functioning will be done, prior to public launching of the platform. It is expected that the platform will have a great impact on youth employment in terms of facilitating their transition to the labour market. Superpuna platform will be one of the tools for implementation of Youth Employment Guarantee Scheme which is being developed by ILO and EU. The main Youth Guarantee (YG) model in EU countries follows path of young people from NEET to employment or labor market integration. It has the following pillars: 1) prevention of early school leaving, 2) identification and outreach of NEET, 3) activation or individualized support, 4) market integration measures, 5) follow up with monitoring and evaluations. While superpuna platform will address the pillar 4 on active labor market integration measures aiming to secure the first job of every person aged 18-24, subsidized by the MFLT at minimum wage level (170 euro/month).

Lessons learned:

- Covid 19 heavily impacted job portals, particularly in terms of their revenues. However, 2021 has seen an increase in job advertisement making job portals work comfortably again. However, the market lacks innovation and commitment from more businesses to create better quality services.
- Through Media Center we learned that most of the employers, although in smaller places outside of Prishtina such as Gracanica, have a need for new employees, but there was a lack of understanding of the usefulness of publishing vacancies (advertising vacancies through portals), and willingness to pay for such a service.
- There is a clear lack of new and innovative ideas, which is proved by a very low number of concepts received by EYE, despite having several meetings with job matching companies. Thus, EYE will work closely with job matching service providers in seeking, identifying, and designing new products and services that will have an impact in youth employment in Kosovo.

5. Gender and Social Inclusion

The EYE Project was designed as a gender and socially aware and inclusive project. EYE Phase III is a continuation of the previous two phases of the project. Although the approach in this phase was different without the Minority and Vulnerable Groups Fund, mainstreaming of GSI has therefore become imperative. GSI is mainstreamed through all outputs and outcomes and considered through each intervention. With all activities being screened on inclusivity, EYE did not have activities that negatively impacted minorities or women. Possibilities are considered for each activity to maximize the impact on women and minorities. To achieve this, EYE has developed a GSI checklist that is used with partnership development to evaluate the partnership on important GSI aspects. The checklist is also used to direct partnerships into a more beneficial approach on GSI where opportunities exist. Where there is potential, EYE developed activities that enhanced the opportunities for vulnerable groups, and this was done by:

- **Addressing women employment issues and the impact of COVID:** EYE has invested resources into determining if childcare sector is impacting women employment. The report was disseminated

to relevant stakeholders as an input for possible policy changes that improve the probability of women entering the workforce.³⁰

- **Choosing sectors that have a high employment rate of women.** According to the Kosovo Agency of Statistics, around 60% of the currently employed women occupy positions in the retail sector; Although it is widely known that few women have senior positions within companies, Kosovo Retail Association (KRA) targets all the entry-level managers. The courses provided by the KRA enhanced their skills, allowed for their further development in this sector and provided opportunity for career advancement. Another example is the sector of bakery and pastry.
- **Access to information on training and employment** for non-majority groups, especially those of Serbian speaking communities is a big issue. Therefore, EYE partnered with Media Centre - Caglavica, to disseminate employment and training information, as well as to identify new job opportunities for job matching. From May to November 2021 the Media Centre created fifteen TV shows, with information about job and training opportunities in Serbian language. In addition, the Media Centre showed great results in outreaching local companies for job matching on their portal www.posaonakosovu.org. They cooperated directly with 17 local companies, posted 150 jobs and training advertisements, most of them recruiting in areas where non-majority communities live. Out of which, they confirmed that 45 jobs were matched, 42 of them from minority communities. This partnership was important not only because of employment opportunities, but also because of bringing information about training opportunities to minority communities. In this period Media Center made cooperation with other stakeholders including EYE's partners such as Gracanica Innovation Centre³¹, Korabi³², Dekoriti Training Center³³, Mitrovica Innovation Centre³⁴, and KCDF³⁵. Media Center continued their cooperation with other stakeholders, such as Dekoriti³⁶, also without EYE's support. Media Center still did not reach the full financial sustainability but the number of job vacancies posted is increasing. EYE will continue monitoring and collaboration with Media Center to improve their marketing and outreach. However, it is clear that Media Center is not vigorously seeking a business model independent of grant assistance. It sees its role partly to be self-financing but also to receive grants which it uses for its mission.
- **Extending activities to geographic areas** with a higher-than-average minority presence, as well as youth who are living outside of Prishtina. An example of this is the intervention with KosovaJob, and our intervention with SPEEEX where a special focus is given to the social inclusion of women and non-majority communities residing in the region of Prizren (including RAE, Turkish, Bosnian, Gorani). Targeted campaigns will be aimed at these groups to encourage them to apply and be part of the training and development modules. Results from this partnership are expected in the following year.
- **Developing tailored activities that have a big impact on a particular group**, including training providers run by and benefiting GSI targeted groups: EYE's support to NGO LINK in North Mitrovica, which founded Mitrovica Innovation Centre, aimed to offer different non-formal IT training. EYE supported LINK to create a sustainable marketing training package, consisting of four modules: 1) Marketing and Sales, 2) Social Media Management, 3) Graphic Design and Content Creation, and 4) Freelancing Module. The courses started from September 2021 and 20 participants (50 % women, 90% minorities) already finished the first two modules. Another activity was with Bardha, a women led NGO, who expressed interest to cooperate with EYE for training provision of women in the textile and apparel sector (including sewing and some necessary soft skills for the targeted group). EYE engaged MDA backstopping resources for the technical support to the NGO Bardha and developed a sustainable business model. NGO Bardha cooperates with local companies (such as Ylber Tekstili and Albina Dyla who are providing a minimum salary right after completing the training program at Bardha, but prior to employment, all girls and women trained by Bardha are completing a one-month apprentices). NGO Bardha has determined the pricing strategy and policies that will positively affect its revenues, and this will make sure that prices are affordable, and customers can pay, competitive, and will keep costs low to achieve financial sustainability. The total cost for the training program will be 420 Euros, or 70 Euros per month which is an affordable and reasonable price for the participants, considering the employment opportunity provided by NGO Bardha after the completion of the training program. Gap between affordability of vulnerable groups

³⁰ [https://helvetas-](https://helvetas-ks.org/eye/file/repository/Impact_of_COVID_19_on_Womens_Employment_in_Childcare_Sector_Final_Report_English.pdf)

[ks.org/eye/file/repository/Impact_of_COVID_19_on_Womens_Employment_in_Childcare_Sector_Final_Report_English.pdf](https://helvetas-ks.org/eye/file/repository/Impact_of_COVID_19_on_Womens_Employment_in_Childcare_Sector_Final_Report_English.pdf)

³¹ TV Show about GIC: <https://www.facebook.com/105408741663438/videos/469509801045293>

³² TV Show about Korabi <https://www.facebook.com/105408741663438/videos/1273758576420123>

³³ TV Show about Dekoriti <https://www.facebook.com/105408741663438/videos/580531392948011>

³⁴ TV Show Mitrovica Innovation Centre/LINK <https://www.facebook.com/105408741663438/videos/233153692166353>

³⁵ Tv Show KCDF <https://www.facebook.com/105408741663438/videos/845275283065923>

³⁶ Riad Durguti from Dekoriti as a guest in another TV Show at Media Center <https://www.medijacentar.info/heroji-u-doba-koronavirusa-gordana-djoric-i-riad-durguti/>

to pay services, as well as readiness of private sector to take this risk (to pay for training of future employees), and sustainability of providers still stay an issue for EYE Project.

- **Career Guidance (CG) for GSI targeted groups:** EYE was supporting VoRAE with the promotion of success stories from the career guidance mentoring program from the previous phase and, together with KCDF and their local partner Young Active Gracanica CG, digital tools such as Busulla.com were promoted in the Serbian language.
- **Invitation of Serbian organizations in activities and events:** EYE invited also Serbian organizations in activities such as “Public-Private Partnership of job-matching providers” and “Tracing System of Training Providers”. In both events, Serbian-led organizations participated actively.

6. Communications and knowledge management

During 2021, EYE worked to increase its communications and online presence by sharing, communicating, and engaging with the online audience to further improve our relationship with partners, beneficiaries, and the public. Since entering the 3rd phase EYE has shifted its focus on disseminating learned lessons, and practices accumulated throughout the last eight years in efforts to educate and aid partners and other donors regarding the adaptation of market changes especially after COVID-19. A great focus has been given to our online presence, knowing how all stakeholders are constantly using social media. We have seen it as essential to be more active and share more of our work with partners. Since January 2021, 277,770 people have been reached through EYE's Facebook page. Whereas on LinkedIn, EYE has gained 338 new followers.

EYE has increased its number of average posts per week from one post in two weeks to 2-3 posts per week to increase our engagement and reach. Nearly all our partners are using social media platforms to share their work, to attract young people to apply for their programs, or use their services; and it has proved to be a great tool in mobilizing the youth. As such EYE is constantly sharing the work of our partners and informing the audience regarding different opportunities they can benefit from. Some of the main knowledge products EYE has shared through social media channels during 2021 are:

- Published [“Survey on tracing system of non-formal training providers in Kosovo” report](#) and organized dissemination event with partners to incentivize them on creating their own tracing system.
- Published report and organized workshop on: [Cooperation Between The Ministry Of Finance, Labour And Transfers, The Public Employment Agency And Private Employment Agencies.](#)
- [Handbook for School-based Career Centers in supporting 9th grade students](#) for an informed career choice when transiting from lower secondary to upper secondary school.
- Korabi Corporation [Video](#) on promoting bakery and pastry trainings.



- [Annual Newsletter](#) containing key news and activities shared with our partners.
- A blog for one of the training centres we have supported, United Pixels, and how they have trained young people in graphic design and showcased some success stories of employment: [Graphic Design, a tool to communicate clarity in times of confusion!;](#)
- Produced an informational [sheet for International Women's Day.](#)

- [A profile of a School-Based Career Centre for VET school](#) to showcase the model and structure of how a center is established.
- [Skill Gap Analysis in the Retail Industry](#), an analysis identifying major skill gaps in the industry from which we developed an [infographic](#) that explains the main findings.
- Launched the [“Impact of COVID 19 on Women’s Employment in Childcare Sector”](#) by organizing an event as well as publishing the study on EYE’s website.
- A report to help career centre students to learn how to create a portfolio/CV: [“How to create a wildly effective portfolio”](#).
- In cooperation with the Voice of Roma, Ashkali, and Egyptians, EYE produced a success story video showcasing the mentorship program, which was supported by EYE, as well as the impact of the program on the RAE students who have benefited from the program.

7. Monitoring and results measurement

Monitoring and Results Measurement continues to be one of the central parts in project implementation for decision making, steering, and learning. The current MRM system offers good baseline information for Phase III. Following are listed activities that have taken place throughout 2021 related to MRM.

Defining baselines for project key indicators under Outcome 1 and Outcome 2

Throughout 2021, EYE conducted some research to determine the baselines for two key indicators under outcome 1. The research aimed at developing an assessment methodology through qualitative and quantitative data gathering. Below are baselines defined:

- Number of training providers delivering trainings sustainably and in cooperation with private sector without donor support. 37% (62 out of a total of 167) of training providers who are financially sustainable cooperate with private sector by using their feedback in tailoring training modules.
- Increase of partners investments in non-formal trainings. 80,603 Euros was the claimed amount from the survey with EYE partners related to their investments in non-formal trainings.
- Project indicator “Change in time it takes a young person to find a job through labour market mediation” that falls under outcome 2 could not be measured quantitatively alone. The team made several attempts through combination of quantitative and qualitative research methods with job portals and VET graduates. The findings show that there were different lengths of time it took graduates to get a job and varies between 0-3 months, 4-6 months, 6-12 and more than 12 months. In a survey with 121 users of biggest job portal, portalpune and 3 focus groups, the average time to find a job was 1-6 months (50%) of respondents. Regardless of the value that this information offers to the project, EYE has noted from respondents of focus groups that confirmed that job mediation services has helped them to find job easier, faster and could switch between jobs faster. EYE will continue to get qualitative evidence regarding this indicator in order to assess progress.

Revised MRM Manual: EYE throughout its project phases, prepared an MRM manual which was a foundation of the logical steps for any internal or external party to have an understanding on how the processes are build and followed within the project. EYE revised the manual from phase 2 and made the necessary changes/adaptations as per the new project phase. MRM worked closely also with the communication officer to visualise and document the process of decision making which is considered an important part throughout the project implementation. Tools and management processes of the project are integrated and can be updated accordingly as a new changes or adaptations occur.

8. Finances and management

8.1 Finances In 2021, EYE spent 75.7% of the planned budget. The pandemic made it more difficult to arrange partnerships. Parts 1, 2 and 3 have better spending rates. Part 1 has overspending of 15.4% but that is still within the phase budget. More support was provided by Head Office during the reporting period due to additional efforts required to manage the transition and changes of Project Directors of EYE from Pieter to Julian.

Part 4 has spent all the budget in industry led interventions (output 1.2) and has committed most of its budget in non-formal training (output 1.1). Moreover, half of budget in Outcome 2 is spent.

It is important to mention that half of COVID response budget is spent and the other half is committed for 2021 in outcome 1. The budget related to COVID response in Outcome 2 was not spent due to late implementation of partners but 50% of planned budget is committed. But also, the implementation of the activities from covid response budget was late and that is why the spending rate is lower. The biggest challenge was to differentiate activities that were financed through normal output budget and Covid response budget. It was clear that the covid response budget was to support initiatives that support beneficiaries that were affected by pandemic such as: training center that was closed due to pandemic, inclusion of women and minority groups into trainings who were identified as groups mostly affected by pandemic, support to digital solutions for training and job mediation that were necessary to be adjusted.

The leftover budget in other lines in part 4 will be forwarded in 2022.

The balance for 2021 in all budget lines will be forwarded in 2022.

8.2 Project management

- EYE has a new project Director. Mr. Julian Peach joined the project in November 2021 after departure of previous Project Director in September same year. He had to leave due to health reasons;
- EYE also hired a new Communication Officer and new Intervention Manager for skills development during 2021;
- The 2nd steering committee of EYE was successfully completed in October 2021 at offices of Agency of Employment, chaired by Director of Agency of Employment, Mr. Drin Haraqia. During the meeting half year report of EYE was approved.
- Three important field visits were organized by EYE team in 2021:
 - Field visit of Swiss Ambassador and SDC representatives on May 12th to VTC Ferizaj, Shtjefan Gjecovi VET school and Bonevet Prishtina;
 - Visit by SDC high level delegation from Bern in September to Speeex Education in Prishtina and Korabi Training Center;
 - SDC staff field visit on December 6th to LINK in North Mitrovica, Medija Center, Dekoriti and Beetroot Academy.

Risk mitigation:

- EYE actively participates in donor coordination to avoid the risk of duplication of efforts EYE;
- EYE has been careful to build relationships and built a reputation thereby reducing the risk of not being able to implement due to a lack of partners;

Annex 1: Results Table

Output Indicators 1.1	Additional Phase 2 Results	Baseline	Target 2021	Results 2021	Cumulative	2024 Phase Target
Number of new training packages offered by non-formal training providers (direct and indirect)		44	6	17	61	64
Amount of revenues generated by private non-formal training providers from new trainings		280,000 CHF	45,000CHF	84,433 CHF	364,434 CHF	430,000 CHF
Number of KML products developed		0	1	2 ³⁷	1	4
User satisfaction with KML products		0	0	92% ³⁸	92%	50%
Output Indicators 1.2		Baseline	Target 2021	Achieved 2021	Cumulative	2024 Phase Target
Number of new training solutions developed and offered with private sector		0	4	3	3	10
Number of enterprises that benefit from solutions facilitated by EYE		0	15	40	40	30
Number of KML products developed		0	1	2 ³⁹	2	4
User satisfaction with KML products		0	1	58% ⁴⁰	58%	50%

³⁷ 1) Infographics on skill gap for printing industry, 2) Tracing system survey findings

³⁸ 25 out of 27 training providers who participated in the presentation of the Tracing Study confirmed their readiness to invest in a Tracing System.

³⁹ 1) Korabi video promotion on bakery and pastry training, 2) Infographics on skills gap on retail.

⁴⁰ 68%=20%+48% at Korabi video promotion, 408 people clicked and 81 reacted/shared (20%). 2) 48% - 20 people out of 40 who have clicked the post have reacted through different actions. 58% is the average

Output Indicators 2.1	Additional Phase 2 Results	Baseline	Target for 2021	Results 2021	Cumulative	2024 Phase Target
Number of new/improved career guidance services		3	1	4 ⁴¹	7	6
Number of career centres introducing new/improved - career guidance services		0	5	7	7	10
Number of financially sustainable career centres established		9	0	3	12	19
Percentage of students express their satisfaction with career guidance services		0	75%	n/a ⁴²	0	75%
7 regional career information centres established through PES		0	7	n/a ⁴³	0	7
Number of KML products developed		0	1	3 ⁴⁴	3	4
User satisfaction with KML products		0	50%	68% ⁴⁵	68%	50%

⁴¹ 1) Promotion of industry specific profession. 2) Training on how to create effective portfolio, 3) Facilitation of 9th graders, 4) Training on Labor Law

⁴² To be measured end of 2022

⁴³ Activity postponed

⁴⁴ 1) Handbook for school-based career centers in supporting 9th graders, 2) Profile of school-based career center for VET, 3) how to create a wildly effective portfolio

⁴⁵ 23 people out of 34 who clicked the post on Facebook for infographic and the profile of SBCCS have interacted, liked, commented, or shared the post. This totals 68 % as satisfied with the content.

Output Indicators 2.2	Additional Phase 2 Results	Baseline	Target for 2021	Results 2021	Cumulative	2024 Phase Target
Number of public and private transition to work services facilitated by EYE		5	0	2 ⁴⁶	7	10
Number of vacancies advertised on job portals	4,000	10 000	0	402	10,402	15 000
Percentage of unemployed express their satisfaction with public and private transition to work services		0	50%	78.5% ⁴⁷	78.5%	75%
Number of KML products developed		0	1	2 ⁴⁸	2	4
User satisfaction with KML products		0	50%	96% ⁴⁹	0	50%

⁴⁶ Superpuna platform and Kosovajob

⁴⁷ In an online survey conducted by Portal Pune with 121 respondents asking jobseekers about their satisfaction with services provided by online job portals, 78.5% responded to be satisfied

⁴⁸ Under output 2.2 the following KML products have been developed throughout 2021: 1) Event on the Impact of Covid on women's employment in childcare sector and 2) Report on "Cooperation between MFLT, Public Employment Agency and Private Employment Agencies

⁴⁹ Out of 275 people who reacted to the report posted on Facebook page 248 of them reacted by commenting or sharing it. This totals to 96 % of users as satisfied with the product/content.

Annex 2: List of new training modules offered by non-formal training providers



AGJENCIA E PUNËSIMIT E REPUBLIKËS SË KOSOVËS
AGENCIJA ZA ZAPOSŁJAVANJE REPUBLIKE KOSOVO
EMPLOYMENT AGENCY OF THE REPUBLIC OF KOSOVO

VTC's

1. Carpentry
2. Electrical installation
3. Bricklayer
4. Accounting



NGO LINK

1. Marketing and Sales
2. Social Media Management
3. Graphic Design and Content Creation
4. Freelancing Module



Data2Know

1. Python
2. SQL 1
3. NET 1



BIT Academy

1. CCNA
2. Cisco Devnet
3. ASP.NET5
4. IT essentials
5. Wordpress
6. Python
7. UI&UX
8. ReactJS



Beetroot Academy

1. QA Training



SHEHU Training Center

1. Introduction to carpentry, safety at work & environmental protection
2. Computer numerical control (CNC)



Kosovo Retail Association

1. Customer service and sales
2. Business of retail



Dekoriti Training Center

1. Introduction to carpentry
2. Furniture Construction and Interior Design
3. Digital manufacturing
4. Painting illustration

Annex 3 Risk assessment update

Update on the risk matrix from the ProDoc – (reporting period)

Main identified risks related to the intervention	Probability of incidence	Impact	Planned measures (for mitigation or others)	Update on planned and implemented mitigation measures
Public stakeholders lack political leadership & technical capacities to lead positive changes in the market system. They are slow to respond to market pressure, might not have the authority to enact necessary decisions (especially related to budgetary issues) or their timeframe may not be adapted to the needs and pace of private stakeholders	Low/Med	Medium	Building capacities of partners/stakeholders and providing financial assistance where necessary. EYE also understands that public sector incentives are different and will ensure dynamic individuals and institutions will be rewarded through recognition and enhancing their profiles within and outside their organizations. Engaging with key public influencers when possible.	EYE managed to keep relationship with Ministries of Education and Fin/Labour to make the necessary plans to achieve project objectives. This was realized by clearly communicating to them, formalizing agreement and make the process transparent.
Youth employment is both a pressing issue and a top priority for Kosovo's government. As such, many initiatives targeting the youth are ongoing and many more are set to emerge during the life of the programme. The risk is that other donors' interventions may overlap, while following a direct delivery approach, which may	High	Medium	EYE will remain in close coordination and collaboration with other donor initiatives such as USAID Compete project, Kosovo Challenge Fund funded by KfW as well as GIZ the new upcoming project "Fit for jobs". Their work may have high impact on our current activities therefore EYE will closely coordinate with them. EYE may also be able to encourage the government to lead donors to fund	EYE actively participates in donor coordination to avoid the risk of duplication of efforts EYE. EYE remains as relevant stakeholder to influence lead donors to fund projects that are of national interest such

hinder our programme's systemic change approach. Donor competition for stakeholders' attention and oversupply of funds may negatively impact the willingness of actors to work with a facilitation-oriented program.			projects that support national priorities, strategies and sustainable outcomes.	as ILO, KfW through Kosovo Challenge fund.
Private service providers in the areas of skills provision, career guidance and job mediation have a hard time expanding their businesses and reaching profitability	Medium	Medium	Support them in marketing their services, developing sustainable business models and expanding service portfolio or target regional markets to make them profitable in expanding sectors.	EYE managed to enter in new partnerships and support them to expand.

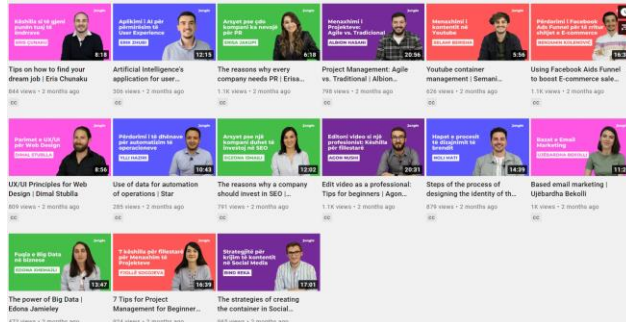
New risks, if any, identified by the partner and mitigation measures (reporting period)

Main identified risks related to the intervention	Probability of incidence	Impact	Planned measures (<i>for mitigation or others</i>)	Update on implemented mitigation measures
Economic crisis that may affect all businesses therefore they may not be interested in investing in trainings or in paying for job-matching services.	High	High	Focus on sectors that have high potential for growth despite the economic and political crisis	Worked with lead businesses Continuously communicate with private sector Assist employment service providers to find low-cost solutions.
Youth migration	Medium	Medium	Due to high migration of youth, businesses are hesitating to pay for trainings	Support sustainable business models and link with private sector

Annex 4: Top news from EYE during 2021



3 Career Centers in Skenderaj, Prizren and Ferizaj established through 100% public funds



JUNGLE: preparing the next generation of digital leaders



EYE Project launches the latest study: "Impact of COVID-19 on women's employment in childcare sector"



EYE Project Supports the first VET Summit in Kosovo



Swiss Diplomatic Corps Visits EYE's partners



EYE and MESTI sign MOU on VET Schools



EYE Presents the Survey for Non-Formal Training Providers



Workshop on Enhancing the Cooperation Between Public and Private Employment Agencies



Dekoriti opens the doors for their training center for youth interested in wood processing



“Training that Guarantees Employment” – by Retail Association in Kosovo



**Korabi Training program now available in
Serbian language**