



United Nations Development Programme

**Active Labour Market Programmes 2**



Annual Report 2020

(January –December 2020)

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## Acronyms

ALMP2	UNDP's Active Labour Market Programmes project
ALMPs	Active labour market programmes
DLE	Department of Labour and Employment at the MLSW
DRRP	Department for Reintegration of Repatriated Persons
EA	Employment Agency
EO	Employment Offices
EMIS	Employment Management Information System
HDR	Human Development Report
HR	Human Resources
ILO	International Labour Organization
ISCO	International Standard Classification of Occupations
ITF	Internal Training Framework
KAS	Kosovo Agency of Statistics
MEST	Ministry of Education, Science and Technology
MIA	Ministry of Internal Affairs
MLSW	Ministry of Labour and Social Welfare
MOCR	Municipal Offices for Communities and Returns
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
OG	Operational Guidelines
OJT	On-the-Job Training Programme
PES	Public Employment Services
PMF	Performance Management Framework
SEP	Self-Employment Programme
UNDP	United Nations Development Programme
UNV	United Nations Volunteers Office
WS	Wage Subsidy Programme
PBF	Peacebuilding Fund: Empowering Youth for a Peaceful, Prosperous, and Sustainable Future in Kosovo

## Project Card

**Project Title:** Active Labour Market Programmes 2

**Main Objective:**

Active Labour Market Programmes 2 (ALMP2) is a multi-year project, designed together with the Ministry of Labour and Social Welfare (MLSW) in line with the strategic priorities as outlined in the Sector Strategy 2014 – 2020 of the MLSW. The project is implemented together with the Ministry of Labour and Social Welfare as the main project partner and is financed by the Ministry of Labour and Social Welfare (MLSW), the Ministry of Internal Affairs (MIA) and the United Nations Development Programme (UNDP), building on the generous investment of the MFA of Finland. In the beginning of 2016, the Ministry of Internal Affairs approved the second phase of the joint UNDP/MLSW project component on reintegration of repatriated persons, utilizing the collaboration platforms established by ALMP.

In 2018 UNDP signed a new partnership project on the reintegration of repatriated persons for the implementation of the project during period of 2019-2021 since the competences for reintegration of repatriated persons were transferred from MIA to MLSW. Through a comprehensive and scaled-up approach, the overall goal of the intervention is to build on joint achievements in addressing Kosovo's<sup>1</sup> labour market challenges, as well as to pave the way for long-term and sustainable local mechanisms that are capable to address such challenges on their own. The project's main objective is to improve the capacities of the labour market institutions to design relevant gender responsive policies at central level and to deliver integrated services at local level, focusing on the most vulnerable groups among the unemployed. In 2018, the project focused on two outputs, with the third one (*Through identifying feasible ways for Kosovo to establish an Employment Fund, in order to ensure sustainability in the financing and implementation of active employment measures*) already finalized:

1. Human Resource capacities of MLSW, EA and PES are improved for delivering of employment services by Employment offices, VTCs, and Labour market research and evidence
2. Sustainable economic integration for unemployed young men and women registered in the PES through active labour market measures (Wage Subsidy program, Self-Employment and On the Job Training); Sustainable economic reintegration for repatriated women and men.

**Start/end dates of the project:** March 2014 - December 2021

**Main Project Partner(s):** Ministry of Labour and Social Welfare (MLSW), Regional and Municipal Employment Offices, Vocational Training Centres (VTC), Ministry of Internal Affairs

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<sup>1</sup> References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999)

(MIA), Municipal Offices for Communities and Returns (MOCR), Municipalities, Private Sector Enterprises, Civil Society Organizations (CSO's), Ministry of Education, Science and Technology (MEST), Ministry of Trade and Industry (MTI), Kosovo Agency for Statistics (KAS), other labour market institutions, Regional Development Agencies (RDA), Business Associations (BA)

**Partner projects:** SDC-funded Enhancing Youth Employment project (EYE), EC-funded project Enhancing Employability for Vulnerable Groups (EEVG-finished), World Bank projects, GIZ projects, Aligning Education with Labour Market Needs (ALLED) project, EC-funded KOSVET 6 project (finished) and others.

**Donors:**

Ministry for Foreign Affairs of Finland: (2014-2016) 1,200,000 euro  
 Ministry of Labour and Social Welfare: (2015, 2016, 2017, 2018-2019): 2,200,208 euro  
 Ministry of Internal Affairs (Employment and training project 2016-2018): 1,682,083 euro  
 Ministry of internal Affairs (Self-Employment Program, 2018): 1,011,000 euro  
 Ministry of Internal Affairs and Ministry of Labour and Social Welfare (2019-2022): 3,039,000 euro  
 United Nations Development Programme (2014-2016): 312,500 euro  
 The Government of the United Kingdom:(2016): 68,000 euro  
 Municipality of Vushtrri/Vucitrn (2019): 31,518 Euro  
 Ministry of Culture, Youth and Sports: (2020) 500,000 Euro

**Total Project Budget (2014-2022) : 10,044,309 euro**

Expected Outputs	Project Indicator(s)/Baseline/ Targets/Status 2020
<p><b>OUTPUT 1:</b> Human Resource capacities of MLSW, EARK and PES are improved for delivering of employment services by Employment offices, VTCs, and Labour market research and evidence</p>	<p><b>Indicator 1.1:</b> The performance of PES in the provision of Employment Services  <b>Baseline 1.1:</b> Limited capacities of PES and MLSW  <b>Target 1.1</b> The performance of PES in the provision of Employment Services is improved through technical expertise interventions.  <b>Status for 2020: 15 International and local experts to provide technical expertise in improving the performance of PES and MLSW</b></p>
<p><b>OUTPUT 2:</b> Sustainable economic integration for unemployed young men and women registered in the PES through active labour market measures (Wage Subsidy program, Self-Employment, Internship and On the Job Training);</p>	<p><b>Indicator 2.1:</b> Number of jobseekers benefiting from the active labour market measures  <b>Baseline 2.1:</b> 13,980 people  <b>Target 2.1 2020:</b> Additional 480 jobseekers have benefited from the measures  <b>Status: Completed in 2019 --- 897 (19') + 259 (20') = 1,156 (2020)</b></p>

<p>Sustainable economic reintegration for repatriated women and men</p>	<p><b>Indicator 2.2:</b> % of newly benefiting jobseekers are women  <b>Baseline 2.2:</b> n/a  <b>Target 2.2:</b> At least 45% of ALMP beneficiaries are women  <b>Status 2020:</b> 403 (19') + 54 (20') = 457 --- 40% (2020)</p> <p><b>Indicator 2.3:</b> % of newly benefiting jobseekers are from among the non-majority communities  <b>Baseline 2.3:</b> n/a  <b>Target 2.3:</b> At least 12% of beneficiaries are non-majority communities  <b>Status 2020:</b> 143 (19') + 50(20')= 193 --- 16% (2020)</p> <p><b>Indicator 2.4:</b> The number of repatriated jobseekers who have benefited from ALMPs  <b>Baseline 2.4:</b> 1,185 repatriated have benefited from ALMPs (2012-2017)  <b>Target 2.4:</b> At least 1,400 repatriated persons have benefited from the ALMPs (2019 – 2021)  <b>Status 2020:</b> 357 (19') + 259 (20') = 616 (2020)</p> <p><b>Indicator 2.5:</b> % of repatriated women who have benefited from ALMPs  <b>Baseline 2.5:</b> 30% of ALMP beneficiaries are repatriated women (2012-2017)  <b>Target 2.5:</b> At least 27% of ALMP beneficiaries are repatriated women  <b>Status 2020:</b> 242 (19') + 54 (20') = 296 --- 25% (2020)</p> <p><b>Indicator 2.6:</b> % of repatriated persons from non-majority communities benefited from ALMPs  <b>Baseline 2.6:</b> 23% of ALMP beneficiaries are repatriated persons from non-majority communities  <b>Target 2.6:</b> At least 14% of beneficiaries are repatriated persons from non-majority communities  <b>Status 2020:</b> 143(19') + 40(20') = 183 ---16% (2020)</p>
<p>Results for Output 1 and consequently the indicators are set annually based on the funds available as per new financing agreements and ongoing resource mobilization for the project.  Results for Output 2 are cumulative over the years, for the targets set under this output are predefined by the ProDoc.</p>	

## Part A

### (1.a) Executive Summary

The Active Labour Market Programmes 2 project (ALMP2) is the second phase of UNDP's employment programme implemented since 2005 in close cooperation with the Ministry of Labour and Social Welfare (MLSW), other labour market relevant institutions and private sector.

The project is fully in line with and contributes to strategic priorities of MLSW and addresses the key development challenge in Kosovo, unemployment. The project's main component, along with the institutional capacity development activities, is employment promotion and skills development of young women and men, **with over 15,000 women and men having been part of one of several active labour market programmes implemented since the start.**

In the recent years, the project has evolved to respond to another critical challenge in Kosovo's sustainable development: sustainable reintegration of repatriated people that come back to Kosovo from abroad to resettle. In this regard, the project collaborates effectively with the Ministry of Internal Affairs, the Ministry of Labour and Social Welfare, the Employment Agency and other partners across Kosovo to ensure adequate and sustainable service provision to repatriated in the field of employment, skills development, and self-employment.

ALMPs	No. of beneficiaries		
	2005-18	2019	2020
On-the-job Training	4816	181	39
The Wage Subsidy Programme	3218	391	56
The Self-Employment Programme	442	267	164
Internship Scheme	1376	30	-
Public Works Project	3194	-	-
Professional Practice in Enterprise for VET students	1138	-	-
Training at Don Bosco	40	-	-
Community volunteers (UNV)	-	28	-
<b>TOTAL</b>	<b>14,224</b>	<b>897</b>	<b>259</b>

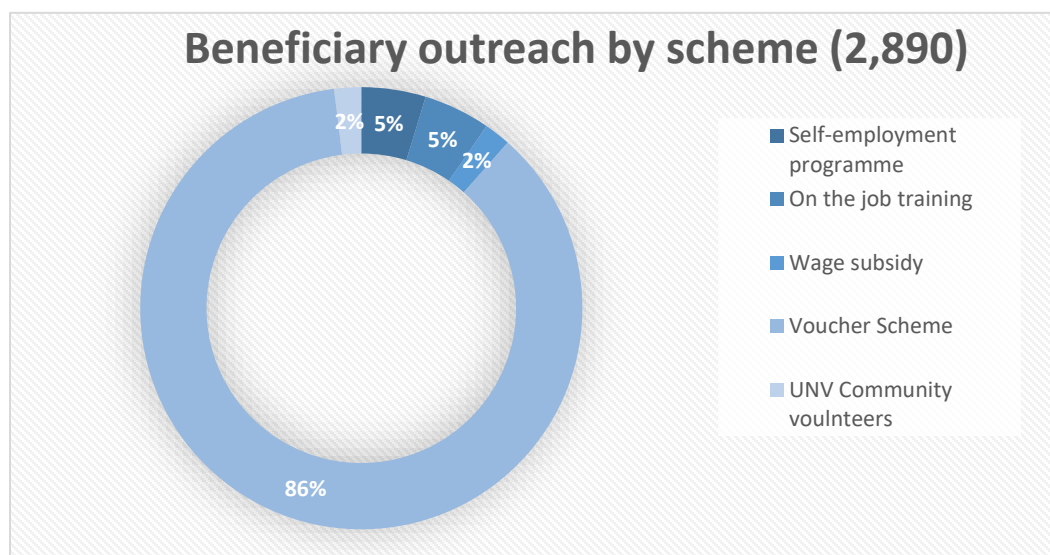
#### Measures through other UNDP Programmes implemented by ALMP2 project

The following schemes have been integrated within the ALMP2 scope via agreements between the project and external initiatives. To mitigate the socio-economic impact of the COVID-19 pandemic, project staff have offered assistance and implemented measures such as the 'On the Job Training' scheme (OJT) (from the PBF Project), with 102 beneficiaries and placement of 57 UNVs (also from the PBF project).

Additionally, the ALMP2 staff have also implemented activities with delivering vouchers to Centers for Social Work (CSW) Kosovo wide with 2,500 beneficiary families within the framework of another UNDP project: Response to Covid-19 Mitigation of Impact of Health and Humanitarian Crisis providing social protection support to the most vulnerable groups, supported by the Government of Grand Duchy of Luxembourg.

<b>Regular Jobseekers 2020</b>		
<b>On the job training</b>	<b>102</b>	
<b>Women</b>	<b>56</b>	<b>55%</b>
<b>Men</b>	<b>46</b>	<b>45%</b>
<b>Ethnic minorities</b>	<b>31</b>	<b>30%</b>
<b>Voucher Scheme</b>	<b>2,500</b>	
<b>Women</b>	<b>1318</b>	<b>53%</b>
<b>Men</b>	<b>1182</b>	<b>47%</b>
<b>Minorities</b>	<b>921</b>	<b>37%</b>
<b>UNV Community volunteers</b>	<b>57</b>	
<b>Women</b>	<b>42</b>	<b>74%</b>
<b>Men</b>	<b>15</b>	<b>26%</b>
<b>Minorities</b>	<b>13</b>	<b>23%</b>
<b>TOTAL</b>	<b>2,659</b>	

	<b>OTHER PROGRAMMES</b>	<b>ALMP2</b>	<b>TOTAL</b>
No. of beneficiaries	<b>2,659</b>	<b>259</b>	<b>2,918</b>





## Summary of results:

OUTPUT 1: Human Resource capacities of MLSW, EARK and PES are improved for delivering of employment services by Employment offices, VTCs, and Labour market research and evidence-based decision making.

- Improved institutional resilience via swift response to COVID-19 pandemic measures by provision of IT tools and equipment to the employment agency and Ministry of Internal Affairs; staff from institutions utilize equipment to work remotely, protect themselves and colleagues via protective tools.
- Experts on data registry and processing have improved the quality of reporting and publications presented by the MLSW.
- “Analytical Report on Implementation of the Employment and Social Welfare Strategy 2018-2022” published- providing the MLSW with the analyses of the impact of COVID-19 in strategy implementation and clear recommendations for revisions of measures, including digitalization of service provision.
- “Employment policy for the Employment Agency 2019-2021 (revised 2020)” published- Providing the MLSW with an in-depth study of the macroeconomic, demographic, and social trends impacting the labour market in Kosovo.
- “Research analysis on satisfaction for the provision of employment services for jobseekers and employers by the Employment Agency” published – highlighting important areas for improvement within the public employment services.

OUTPUT 2: Sustainable economic integration for unemployed young men and women registered in the PES through active labour market measures (Wage Subsidy program, Self-Employment and On the Job Training); Sustainable economic reintegration for repatriated women and men.

- 164 jobseekers opened up new businesses via the Self-employment Programme
- 39 young jobseekers gained new skills via 3-month training (OJT) at local private companies
- 56 jobseekers received 1 year employment via the wage subsidy scheme

### *Gender Mainstreaming, Governance and Environment*

The implementation of the ALMP2 project is done based on and utilizing the best practices and lessons learned from the implementation of the previous phases of the project. ALMP2 is the second phase of UNDP’s employment programme implemented since 2005 in close cooperation with the Ministry of Labour and Social Welfare (MLSW). The project has been directly involved in establishing the Employment Agency, providing feasibility studies for the implementation of an employment fund, supported the Kosovo Agency for Statistics on the production of Labour Force Surveys, jointly with the Ministry of Trade and Industry (MTI)

produced skills needs assessments. Additionally, in liaison with the University of Prishtina, the project has established a platform of collaboration between the Kosovo institutions and academia. For this, the project supported the establishment of an academic journal, integrated within the Faculty of Economy. Thus, the majority of the institutional cooperation has been founded on the very successful partnership of the past ten+ years. Besides the main partners, the MLSW with its EOs and VTCs and the Ministry of Internal Affairs, the project has strengthened the partnership and collaboration with other partners: institutions, local and international organisations.

The main target group for this period have been the repatriated persons, based on the data received from the MIA – the department of reintegration and repatriation, there is a clear disproportion between the number of repatriated men and women (approx. 5 men are repatriated for every 1 woman), creating a challenge in implementing gender inclusive measures. The SEP in particular, is an employment scheme with the greatest number of beneficiaries, however, it itself, the SEP accounts for a low participation of women, this being attributed to the fact that migration in this particular context is primarily male-driven and the vast majority of people seeking reintegration services are men. Quotas have not been used for this target group as a form of increasing the inclusion of women in the measures, due to the priorities linked to repatriated persons and the economic empowerment of this demographic. Until 2020, women represented **40%** of project beneficiaries, being on track for the targeted forecasts, the project works actively in promoting gender inclusive measures, for each vacant spot in employment schemes, preference is given to female candidates. While under the planned 45% mark, it must be noted that the impact of COVID19 on existing businesses has had a direct impact on implementing ALMPs, especially integrating female candidates.

ALMP2 follows UNDP Social and Environmental Standards in all three levels: Programme Level Principles, Project Level Standards, as well as Social and Environmental Management System Requirements. Within the programmatic level, ALMP2 contributes directly in **strengthening the resilience of societies** to the impact of shocks, disasters, conflict and emergency situations (i.e. COVID-19 response via provision of vouchers and employment measures throughout the pandemic, vital for the private sector). In project level, ALMP2 contributes towards fulfillment of Standard 7: Labour and Working Conditions through and Standard 5: Displacement and Resettlement. In compliance with Standard, the project ensures the safety and health of workers (during the COVID19 pandemic, private sector companies were obliged to follow health safety standards), compliance with employment and labour laws, applicable rules and regulations and international commitments (enforced via Memorandums of Understanding and employment contracts). Regarding Standard 5, a major component of the ALMP2 project addresses the need for economic integration of repatriated jobseekers. In line with UNDP practices, ALMP applies strict SES measures such as regular stakeholder engagement and development of joint response mechanisms, provision of equal access to information; and regular monitoring, reporting and compliance.

## PART B (Detailed Progress Report)

### (1.b) Background information

The impact of COVID-19 and the follow-up measures taken by the government have had a negative impact on the labour market and economy as a whole, GDP in Q3 2020 marked a real decrease by -7.25%<sup>2</sup>. In particular, key industries that drive economic development and subsequently generate employment have been noted to have the greatest decrease: Construction -16.77%; Wholesale and retail trade, Transportation, Accommodation and food service activities -16.89%; and Financial and insurance activities -3.67%. The purpose of the Labour Force Survey (LFS) in Kosovo is to provide statistical data on statistical indicators of the labour market and facilitate their comparison with previous years and quarters (table 2). The unemployment rate in the last three years is steady, ranging from 29-30%, which is twice as high as the countries in the region, and four times higher than the average of the European Union. Similarly, the activity rate and the employment rate remains to be the lowest in the Western Balkans, 29.8%, respectively. The labour market indicators for women are especially low. The biggest employer in Kosovo remains to be the service sector. For 2020, unemployment is most pronounced among females with 33.1%, compared to males, 21.5%. The most significant unemployment rate is in the age group 15-24 years old with 46.9%. According to LFS results, in Q3 2020, inactive labour force is quite high at 60.0%, with a particular focus on females at 78.5%, compared to males at 41.1%.

	LFS 2018	LFS 2019 <sup>3</sup>	LFS 2020 <sup>4</sup>
<b>Unemployment rate</b>	<b>29.6%</b>	<b>25.3%</b>	<b>24.6%</b>
Women	33.4%	32.7%	33.1%
Men	28.5%	22.8%	21.5%
<b>Inactivity rate</b>	<b>59.1%</b>	<b>60.1%</b>	<b>60.0%</b>
<b>Employment Rate</b>	<b>28.8%</b>	<b>29.8%</b>	<b>30%</b>
<b>Youth Unemployment</b>	<b>55.4%</b>	<b>32.7%</b>	<b>46.9%</b>

Table 1 Labour Force Survey (LFS)

The MLSW designed a strategic document 2018-2022 which focuses on improving the efficiency, availability and coverage of its public employment services. On the other hand, MIA designed a strategic document 2018-2022 which focuses one of its pillars on advancing the sustainable economic reintegration measures for repatriated persons in Kosovo. ALMP2 aims to support its implementation of this strategy specifically in its four main intervention

<sup>2</sup> <https://ask.rks-gov.net/media/5824/gross-domestic-product-gdp-of-the-expenditure-and-production-approach-q3-2020.pdf>

<sup>3</sup> Results of the Labour Force Survey (LFS) in the second quarter of 2019

<sup>4</sup> <https://ask.rks-gov.net/en/kosovo-agency-of-statistics/add-news/labour-force-survey-q3-2020>

areas, namely (1) supporting the labour market institutions in developing and strengthen their capacities in policy-making, operational and business processes; (2) direct support to the job-seekers and private sector companies to increase the employability and job creation; (3) enhancing the quality and availability of reliable data to create space for evidence based policy making; (4) and ensuring the sustainability of active labour market measures through feasible financing mechanisms.

Through providing gender-sensitive employment and skills development opportunities for Kosovars, as well as helping public institutions to deliver more effective, tailored, and modern services, the project contributes to a number of **Sustainable Development Goals: SDG1**: End poverty in all its forms everywhere, **SDG5**: Achieve gender equality and empower all women and girls, **SDG8**: Promote inclusive and sustainable economic growth, employment and decent work for all, **SDG10**: Reduce inequality within and among countries, and **SDG16**: Promote just, peaceful and inclusive societies. Overall, the project strategy contributes towards achieving the outcome of the **Kosovo Common Development Plan 2016 - 2020**: Outcome 2.1: Education and employment policies and programmes enable greater access to decent employment opportunities for youth and women. In line with the **UNDP Eight Point Agenda (SC 1325) point 6** (Ensure gender-responsive recovery) and in line with the UNDP Gender Equality Strategy Implementation, the project is ensuring provision of equal opportunities to men and women jobseekers and encouraging young disadvantaged women to undergo training and enhance their skills, hence increase their employment opportunities. ALMP2 promotes gender equality and inclusion of marginalized groups throughout its activities.

### **COVID-19 and its impact on the project**

On March 13, 2020, the first case of COVID infection was registered in Kosovo, thus marking the beginning of the pandemic and the suspension of many economic activities. The COVID-19 pandemic has led to strict measures taken by the Kosovo institutions to prevent the spread of the virus. Some of the measures have included the closure of all public and private educational institutions, the progressive closure of all physical retail businesses, the food and service industry, the cancellation of all flights and the closure of all physical boundaries. The final measure was to restrict the movement of citizens and private cars via curfew. The suspension of social and economic life is expected to have major impacts, as the service industry and trade have been hit hard. As the crisis unfolds, and depending on its duration, the social and economic implications are significant. The effects of the pandemic are various, from rising unemployment, aggravated poverty, loss of income, precarious jobs, industry-specific inequalities, delays in education, stagnation of the gender gap, and so on. Consequently, with the suspension of economic activities, the labour market in Kosovo suffered a direct blow where initially companies reduced staff, public institutions created rotating work systems; thus making access to the labour market difficult for many jobseekers of vulnerable groups. The planned activities have been affected in two key areas: Institutional and economic. Officials engaged in employment offices, have worked in rotations and thus

resulting in lower productivity due to reduced office staff; in its economic aspect, the pandemic halted much of the private sector activities, including the businesses involved with the employment schemes via ALMP2 thus impacting the income regularity of beneficiaries and their livelihood. Despite all the challenges it has faced during the implementation, the project has managed to provide training, employment, and self-employment opportunities for **231** repatriated persons during the period January-December 2020. Moreover, the project engaged actively in implementing external activities via the Voucher Scheme (**2500 beneficiaries**) under Project : Response to COVID-19 Mitigation of Impact of Health and Humanitarian Crisis Output 2 Basic social protection to the most vulnerable groups provided supported by the Government of the Grand Duchy of Luxembourg and the PBF Project “Empowering Youth for a Peaceful, Prosperous, and Sustainable Future in Kosovo” (**159 beneficiaries**).

## (2.a) Reporting on Project Progress

<b>Output 1 Human Resource capacities of MLSW, EARK and PES are improved for delivering of employment services by Employment offices, VTCs, and Labour market research and evidence</b>			
<b>Target 2019</b>	<b>Indicator status (Fully/Partially/ Not achieved)<sup>5</sup></b>	<b>Explain the status of the Indicator</b>	<b>Means of Evaluation/ Verification</b>
<b>The performance of PES in the provision of Employment Services is improved through technical expertise interventions</b>	<b>Fully achieved</b>	15 International and local experts deliver technical expertise in improving the performance of PES, additionally 14 trainers provide support to the VTC via the project	ALMP2 Project database, reports, ToRs, Contracts.

### **Activity 1: Provision of technical expertise for MLSW and EA and Vocational Training Centers for the provision of training and employment services for registered job-seekers**

Support Vocational Training Centers with technical experts in one (1) year period in providing technical assistance to Vocational Training Centers where human capacities are lacking in the provision of these services

ALMP2 has conducted regular meetings with the MLSW and EA, as well as the employment offices to identify the challenges faced by the public employment services and provide direct assistance and mentoring for each employment office. The project has initiated delivering direct technical assistance through engaging trainers throughout Vocational Training Centers,

<sup>5</sup> The target is “Partially achieved” when 60% of target is reached; Target is “Not Achieved” when less than 60% of target is achieved; target is “Fully achieved” when 100% or more of target is achieved.

as such an issue had been identified as crucial by the MLSW / EA in its service delivery and that was encountering gaps. During the reporting period, the project has provided the following experts:

Vocational Training Centre	Trainer	Subject
<b>Prizren (Suharekë/Suhareka Mobile Unit)</b>	<b>1</b>	Information Technology
<b>Mitrovicë/Mitrovica(Skenderaj Mobile Unit)</b>	<b>1</b>	Information Technology
<b>Gjakovë/Djakovica</b>	<b>1</b>	Hairdressing
<b>Gjakovë/Djakovica</b>	<b>1</b>	Tailoring
<b>Prizren</b>	<b>1</b>	Tailoring
<b>Prizren</b>	<b>1</b>	Baking
<b>Prishtinë/Priština (mobile unit Podujevë/o)</b>	<b>1</b>	Information Technology
<b>Prishtinë/Priština</b>	<b>1</b>	Tailoring
<b>Ferizaj/Urosevac</b>	<b>1</b>	Construction
<b>Mitrovicë/a</b>	<b>1</b>	Business Administration
<b>Podujeve</b>	<b>1</b>	Tailoring
<b>Pejë/a</b>	<b>1</b>	Construction
<b>Gjilan/Gnjilane</b>	<b>1</b>	Culinary
<b>Ferizaj/Urosevac</b>	<b>1</b>	Business Administration
<b>Total</b>	<b>14</b>	

*Provide training for employment offices and vocational training centers in the implementation of the Programs*

With the initiation of the COVID-19 pandemic, coordination meetings and guidance sessions for upcoming active measures were held via Zoom Meetings. Each project officer has held separate meetings with their assigned regions, where employment officers from the relevant offices were briefed upon the measures, methods of implementation as well as precautions to be taken while implementing schemes while COVID-19 is present.

The employment offices were informed upon the digitalization of the self-employment programme, where the whole cycle, from application, to evaluation and award information, were to be implemented via online tools.

Similarly, the Vocational Training Centers were informed of the precautionary measures taken in response to COVID19. Whilst implementing the OJT Scheme, trainers from the centers were advised to conduct their monitoring via telephone and compile training plans from the distance.

## Technical expertise for MLSW and EA (amended with additional resources for responding to further needs for technical assistance for MLSW and EA)

### Technical assistance in media outreach

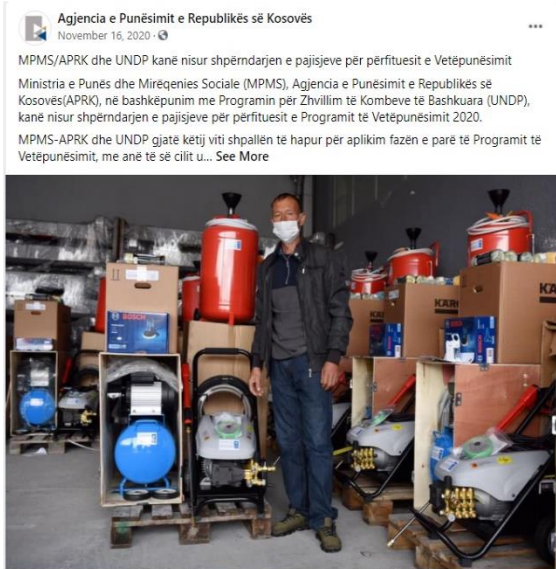


Figure 1 Social Media Post - SEP Beneficiary 2020

During this reporting period, the project continued to support MLSW and PES with technical expertise by engaging a photographer and a content developer in promoting MLSW and PES activities by visiting beneficiaries as well as showcasing MLSW and PES success stories. During 2020, over 26 stories have been published, covering the wide range of beneficiaries of the ALMP2 project. Often, the stories depict the status of the beneficiaries before and after their involvement within the employment agency. Typically the stories are published on the employment agency social media pages, however, depending on the communication strategy, the UNDP Kosovo page also includes highlights of the stories

developed as part of the ALMP2 project.

Media outreach is crucial; due to the high usage of social media platforms, a great deal of beneficiaries utilize the information disseminated and receive a better understanding of the employment measures.

### Technical assistance in data registry at the Social Policy Department within the MLSW

At the request of MLSW the project has engaged a data entry expert in the Social Policy Dept. within MLSW who provides administrative and technical support for coordinating activities with the Kosovo Agency of Statistics, with regards to data collection and processing, publishing research reports from the Department of Social Policy. Specifically, the expert:

- Records the data sent by research and surveys conducted by the Department of Social Policy;
- Develops reports of findings in the field of social policy.
- Summarizes achievements in the field of social policy and prepare draft reports for their publication in the MLSW or on the Department's website.

Proper data collection and reporting is crucial for understanding the impact of social policies. Engaging an expert in data registry and processing has improved the quality of reporting and publications presented by the MLSW.



## Local expert on developing analytical report for inclusion of social assistance beneficiaries into Active Labour Market Measures by Employment Agency

The project engaged a local expert to conduct an analysis on the implementation of MSLW Sector Strategy for 2018-2022 and develop detailed findings as well as recommendations for potential revisions of the current strategy.

In December 2020, the findings were published in a report titled "Analytical Report on Implementation of the Employment and Social Welfare Strategy 2018-2022". The report covers the National Development Strategy 2016-2021 (NDS), a key document in the field of economic development and examines measures implemented concerning alignment between the educational system and the labour market, as well as addressing informal employment and labour working conditions.

Additionally, the report examines the implementation of the Employment and Social Welfare Strategy with its 4 Strategic Objectives and 93 activities distributed through 14 specific objectives. The report concludes that the implementation of strategy is very well performed by Ministry of Labour and Social Departments including relevant Departments and Agencies.

Apart from analyzing implementation of activities, the report also highlights recommendations based on findings and changes resulting from COVID-19 and digitalization of work:

### **Inclusion of key performance indicators**

The Sectoral Strategy of the Ministry of Labour and Social Welfare as presented lacks Key Performance Indicators, which is very important for specifying performance measurement indicators to the persons responsible for the completion of activities.

### **Gender mainstreaming – core cross-cutting element:**

Gender equality should continue to be the focus of the Ministry, it is recommended that gender equality principles are implemented in all activities in a cross sectorial manner throughout all levels and activities.

### **Impact of COVID-19:**

The COVID-19 pandemic has had an impact throughout the Kosovo economy, currently it is not specifically measured as a direct impact on strategic objectives, an impact assessment is urgently required, consequently updating the sector strategy based on the results provided.

### **Regular updating:**

It is very important to regularly organize workshops with responsible officials to verify objectives and activities and propose appropriate and required changes.



Figure 2 Analytical report on the implementation of the Employment and Social Welfare Strategy 18-22



**Action plan:**

To ensure the implementation of activities within the set time that appoints specific departments and persons as a responsible person for the completion of specific activities. Such a plan would ensure clear roles and responsibilities..

**Progress Report:**

The progress report should be drafted in order to provide at the Ministerial level the results, obstacles and other important information. The frequency of the report should be at least on a quarterly basis.

**Addressing the future of work:**

It is critical that the MLSW actively engages in understanding the rapidly changing labour market and the evolving needs of the future labour demands, by using the new ideas and technology to create sustainable social protection systems.

- Conduct a feasibility study and mapping of current occupations and quantifying the occupations of the future.
- Identify the promising sectors in a near future within the Kosovo economy.
- Identifying rising demand for skill sets and conduct skills gap analysis.
- Mapping characteristics of learning trajectories and skills competences of Kosovo Labour potential.
- Review of Regulation and increase of human capacities in reducing labour informalities.
- Work on developing innovation modalities and technological transformations at the VTC.
- Revise the Strategy reflecting the long-lasting impact of COVID-19, and include the elements of the Perspective, Preparedness and Diversity and Migration.

**Technical expert for socio-economic recovery and decent jobs to Ministry of Labour and Social Welfare (MLSW)/Employment Agency**

In July 2020, the project has contracted a technical expert with the purpose of providing expertise to the MLSW/Employment Agency for implementation of ALMPs and socio-economic recovery measures in light of COVID-19. The duration of the expertise has been 6 months (13 July 2020 – 12 January 2021). The expert drafted recommendations for delivery of ALMPs in light of COVID-19 for the Employment Agency as well as produced the following documents:

- Draft the recommendations for the Economic recovery programme for the C19 pandemic.
- Research and analysis on pandemic impact according to business profiles/sectors; with an emphasis on businesses participating within the active labour measures
- Needs assessment of minimum income households affected by pandemic including food basket cost estimation .

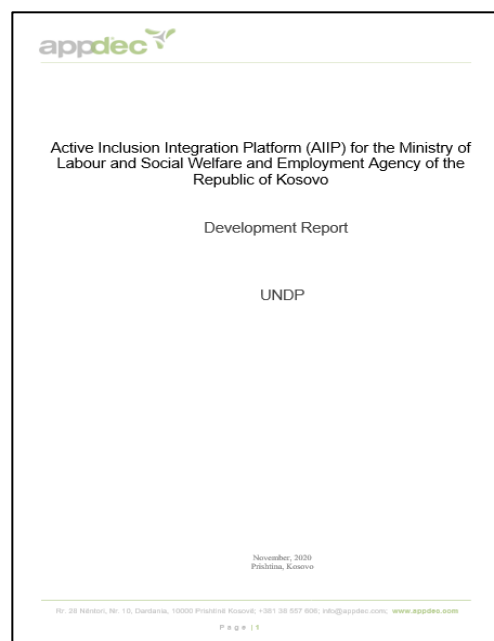
## **Junior expert for data entry and analysis's at Department for Social Policy and Family /Ministry of Labour and Social Welfare (MLSW)**

The junior expert for data entry currently support the Division of Social Policy and Family in MLSW with technical support in research analysis and data gathering in field of social policy and provide technical support in analysis on inclusion of social assistance beneficiaries in ALMPs implemented by the Employment Agency. The expert analyses social and employment trends with the aim of developing findings in the field of Social Policy; furthermore, the expert provide reports by summarizing achievements and publishing data on the MLSW webpage. Additionally, provide administrative and technical support for coordination of activities regarding implementation of government fiscal package measure 15 and also other supporting activities regarding data collection and processing, used in publishing research reports by Department of Social Policy and Families.

## **Local expert on drafting the concept "Active Inclusion Integration Platform (AIIP) for the Ministry of Labour and Social Welfare and Employment Agency "**

As a result, an integration concept has been developed highlighting key features of the existing Employment Agency website and its potential for upscaling.

The Employment Agency (EA) currently has 4 different information systems which are integrated with each other. Two of them are the Labour Market Information System (LMIS) - A statistical system that presents supply and demand in the labour market, and The Employment Management Information System (EMIS) - the main system that enables the registration of jobseekers, employers, vacancies, employment mediation, referral to vocational training, etc. The latter is connected to the EA website and enables jobseekers and employers/VTC (vocational training centers) to register online. Jobseekers apply to vacancies and businesses look for labour. The jobseekers can manage their profile, search for potential vacancies, and apply for trainings at the VTCs. Employers/VTCs can advertise job vacancies or trainings.



*Figure 3 Integration concept*

The concept proposes integrating a web application with the EMIS and other institutional systems where:

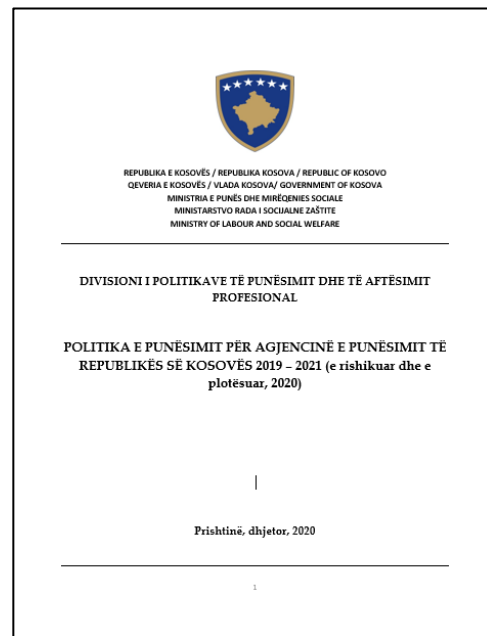
- o Every Business and job vacancy registered on the Web must in real time integrate into the EMIS and vice versa;
- o Every job seeker registered with the EMIS must integrate into the web in real time and vice versa;
- o Link the database of the web application with the EMIS database;

- o Link the database of the web application with the Tax Administration of Kosovo (Integrate the database of the web database with TAK database for persons mediated in employment and include them in the list of taxpayers). Get feedback. The system integrated with TAK to send identification notification when identifying a beneficiary.
- o Integrate the EARK web with the Kosovo Civil Registry for verification during the registration process.

### **Local expert for revision and of Kosovo Employment Policy 2019-2021 for the Kosovo Employment Agency (KEA)- Ministry of Labour and Social Welfare (MLSW)**

From October-December 2020, the project engaged an expert to review and analyse existing reports such as Labour Force Surveys and relevant data of Agency of Statistics including studies on the impact of the COVID19 pandemic on the labour market. In close cooperation with MLSW, the Department of Labour and Employment, the expert has performed a desk review with relevant partners and stake holders to identify macroeconomic and budgetary impacts that will arise during the implementation of the Employment Policy.

In December 2020, the expert produced an analysis and recommendation paper titled "Employment policy for the Employment Agency 2019-2021 (revised 2020)". The paper presents an in-depth study of the macroeconomic, demographic, and social trends impacting the labour market in Kosovo. Specifically, the paper addresses the short- and long-term impact of the COVID19 pandemic and its implications on the implementation of the employment policy. With regard to the employment agency, the analysis presents an in-depth examination of the EAs' performance, the current limitations as well as the performance of the public and non-public employment services. In regards to strategic objectives, the paper presents linkages of the employment agency with other relevant institutions, namely the sectorial strategy of the MLSW (2018-2022), Kosovo programme for economic development (2018-2020), National Strategy for Development (2016-2021), Action plan: youth employment (2018-2020). Additionally, the paper presents a monitoring and evaluation framework that can be used to track progress and assess the impact of policies and strategies. The framework presents a systematic collection of information at a given point in time to monitor the progress of activities and results against pre-defined targets. Evaluation is the comprehensive policy review (ongoing or completed), including aspects of design evaluation, implementation, effectiveness, efficiency, and cost-benefit analysis.



*Figure 4 Employment Policy for the Employment Agency of Kosovo 2019-21 (revised 2020)*

### **Local legal expert to support Ministry of Labour and Social Welfare (MLSW) Department of Social Policy and Families (DSPF) on developing secondary legislation**

The experts support Kosovo Employment Agency with necessary legal assistance and advice on ongoing legal processes for beneficiaries that misused active labour market schemes and other legal proceedings. The duration of this contract is 28 November 2020 – 27 May 2021.

### **Local expert on developing analytical report on implementation of the Employment and Social Welfare Strategy 2018-2022**

The local expert supports MLSW to conduct analyses on implementation of MSLW Sector Strategy 2018-2022 and develop detailed findings on **Strategic Objective 1,2 ,3, as well as recommendations** for potential revisions of the current strategy. The assignment requires comparative analysis with National Development Strategy 2016-2021 and the current strategic framework review by the Office of the Prime Minister. The duration of this assignment is 26 November 2020 – 31 December 2020.

### **Intern- Junior Admin Associate at the Kosovo Employment Agency**

The intern provides assistance is to the Employment Agency with technical support in implementation and monitoring of activities as per EA annual work plan. The intern provides administrative assistance in organizing workshops, coordination meetings by Employment Agency and local and regional employment offices and Vocational Training Centres; entry technical data of reports delivered by municipal employment offices to the Employment Agency. Provides technical support for coordination of activities with local and regional Employment offices for data collection and processing. Summarizes achievements in the field of employment and prepare draft reports for publishing them into Employment Agency webpage.

### **Intern – IT Help Desk Associate at the Kosovo Employment Agency (EA)**

The intern provides maintenance of an up-to-date inventory of software and hardware; Performance evaluation of specific technical functions, including changing of hardware electronic components (disks, memories, network wiring, power sources, etc.) and routine repairs; maintenance of a library of ICT related reference materials, as well as help desk ICT support as per requests of Employment Agency.

**Activity 2: Strengthen the capacities of institutional structures within the MLSW and the EA by organizing policy development workshops and study visits to exchange best practices with other countries and development research knowledge on the Labour Market.**

### **Visit to Istanbul, Turkey Istanbul Chamber of Commerce**

During 08 -11 October 2020, a delegation from the MLSW was supported via the ALMP2 project in conducting a study visit to the Istanbul Chamber of Commerce and a range of vocational institutions: Istanbul Chamber of Commerce Vocational High School and Tailoring School Istanbul, Turkey; ICOC Anatolian Trade Vocational High School; Istanbul, Turkey Bursa Chamber of Commerce and Industry; Nilufer Vocational Training Center; Osmangazi Vocational Training Center.

Through this study visit MLSW shared best practices with relevant labour market institutions in Turkey which will follow up new cooperation agreements in field of vocational training during 2021. In particular, the visit highlighted the need for cooperation measures within the fields of integrating young jobseekers within the public employment services, creating attractive modules within Vocational Training Centers, as well as defining a clear career path from vocational training to sustainable employment for young jobseekers.

### **Study visit, Vienna Austria, European Center for Social Welfare and Policy Research**

On 27 Jan 2020, a delegation from the Employment Agency was supported in Signing the New Memorandum of Understanding between Kosovo and European Center for Social Welfare Policy and Research. The MOU specifies exchange of practices in implementing scientific methods in quantitative and qualitative research and adapting such methods within the local Kosovar context. Additionally, the memorandum shall improve the EA practices in collecting secondary analysis of cross-sectional and longitudinal micro data literature reviews, interviews, case-studies, focus groups, workshops, and trainings, all vital methodologies for improving policy making for the Employment Agency.

### **Study Visit of the delegation of Ministry of Internal Affairs and Public Administration in Finland (25 February – 29 February 2020)**

The purpose of the study visit was to understand Finland's integration system of the foreigners: including legal framework, vocational training education and employment. The delegation from the Ministry of Internal Affairs and Public Administration Department of Integration and Reintegration have exchanged best practices by meeting different departments within Finnish institutions dealing specifically with



*Figure 5 Visit to the MIA and PA in Finland (2020)*

integration process of the foreigners with residence permit in Finland. The delegation visited " Hakunila Int'l Association in city of Vantaa "which is a multicultural center promoting integration of foreigners by implementing different projects . The delegation also met with representatives of the municipality of Vantaa which has shared different programmes in field of

integration of the foreigners. The delegation also visited the Helsinki Skills Center where they were informed closely for the work in field of employment , professional trainings and language courses.

The visit contributes to the on-going process of reintegrating repatriated Kosovars from Western Europe. Over the past 5 years, more than 16,000 people have been repatriated in Kosovo, often with no source of income, financial capital, nor employable skill. Thus, reintegrating this group of jobseekers presents a great challenge for local and central institutions. The visit in Finland brought hands on experience to MIA officials in the linkages between vocational training education, employment, and integration within the labour market. As a follow up, the project has provided a translation of the “Finnish National Curricula on Training and Integrating Adult Migrants” for the ministry, to be utilized for future policy making.

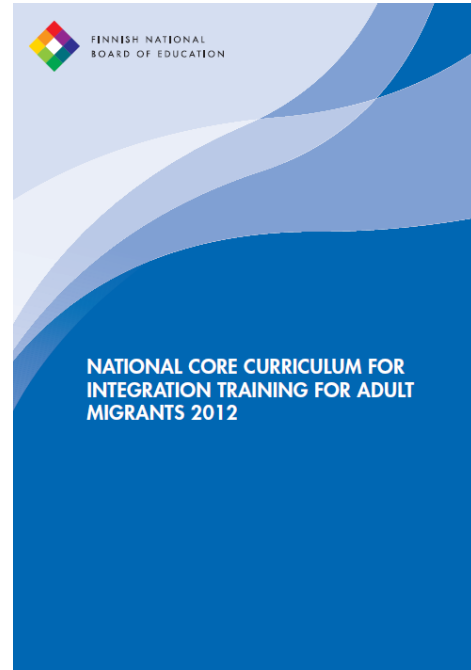


Figure 6 “Finnish National Curricula on Training and Integrating Adult Migrants.”

### Development of web application platform “Kosovo Job Portal” (KJP) for the Kosovo Employment Agency

The Employment Management Information System (EMIS) is the main system used by the Employment Agency for the registration of jobseekers, employers, and management of employment. This system offers possibilities to register jobseekers according to different criteria’s, changes on job status, training and registration of trainees, registration of employers and registration of vacant jobs, job

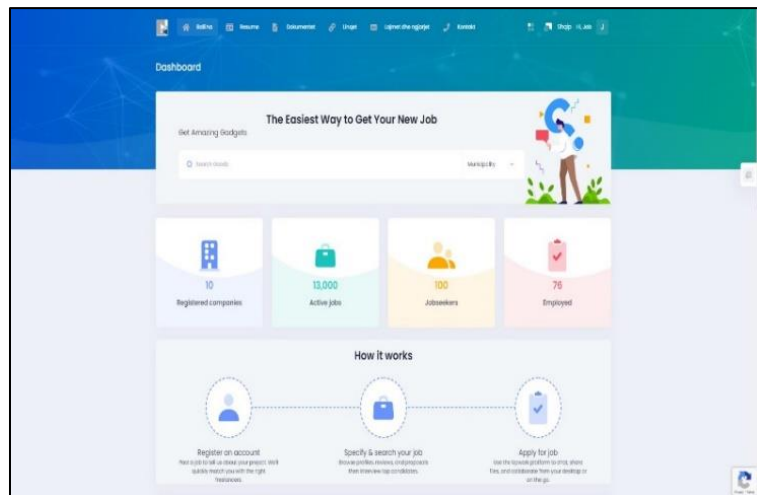


Figure 7 Employment Agency Job Portal (2020)

matching between jobseeker and potential employer, and many other functions. Within this system, jobseekers are profiled and based on categories, they receive employment services. This system will be functional in all Employment Offices and Vocational Training Centers used by 170 users, mainly employment counsellors and VTC trainers by **February 2021**.

The project has contracted a company to design and develop web application platform “Kosovo Job Portal” for the Kosovo Employment Agency (KEA) which will be linked in the EMIS



in order to enable provision of all employment services online by KEA. The KJP platform is designed to provide multidimensional services consisting of web application content and five (5) modules as follows:

- Jobseeker (unemployed and employed) module
- Employer module
- Training providers module
- Employment counselor module (administrative module)
- Public facing Web Site

**Delivery of MASKS K95 and Hand Disinfectants to facilitate provision of their services:**

In July 2020, in response to the COVID-19 pandemic, ALMP2 provided the following donation to the Ministry of Internal Affairs:

Description/ Specification of Goods	Quantity
Face Masks Disposable Filter Mask 3 Ply Earloop 50 pcs package. CE: EN14683	1000 pcs
Gel Hand sanitizer Antiseptic, Disinfectant Alcohol at least 60% 500ml with pump	1000 pcs

**Delivery of Masks and Hand Disinfectants to facilitate provision of their services for the Employment Agency**

Kosovo Employment Agency (KEA) and its Employment Offices provide employment services for the citizens even during this challenging time of Covid-19 pandemic. In order to facilitate their commitment, ALMP2 provided the following goods:

Description/ Specification of Goods	Quantity
Face Masks Disposable Filter Mask 3 Ply Earloop 50 pcs package. CE: EN14683	300 boxes
Gel Hand sanitizer Antiseptic, Disinfectant Alcohol at least 60% 500ml with pump	1000 pcs



Figure 8 Handover event at the Employment Agency (2020)

## **IT solution for the Employment Agency to functionalize virtual working:**

In response to the COVID19 pandemic, ALMP2 in the framework of regional project Promoting Inclusive Labour Market Solutions in the Western Balkans (ILMS II), to the Ministry of Economy, Employment, Trade, Industry, Entrepreneurship and Strategic Investments/Employment Agency and provided the following donation.

<b>Description/ Specification of Good</b>		<b>Quantity</b>
1	Laptop DELL NB Inspiron 15 3000 3584, Intel Core i3-7020U (3M Cache, 2.30 GHz), 15.6" FHD (1920x1080) AG, 8GB DDR4 2666MHz, 1TB 5400 rpm 2.5" SATA Hard Drive, Intel HD Graphics 620, No DVD, Wireless, BT, Ubuntu 18.04, 3-cell, Black, 2 Year warranty.	<b>15</b>
2	Tablet - SM-T515 Samsung Galaxy Tab A 10.1 LTE Black - 2 Year warranty	<b>30</b>
3	MASKS FFP2/N95	<b>500</b>
4	GLOVES Powder-free, non-sterile single use	<b>220</b>
5	Hand Disinfectants 500ml	<b>500</b>
6	Prepaid Mobile Phone Scratch Cards (20-euro credit)	<b>136</b>
7	Memory Stick 16 GB ,3.0	<b>15</b>
8	Electrical Extension cables 5 meters /3 plugs	<b>15</b>

The officials at the employment agency have had to address a multitude of challenges during 2020, starting from the restructuring of ministries, a factor that has had a destabilizing impact on the bureaucracy of the offices, as well as COVID-19 and the challenges faced in implementing employment measures in the light of a pandemic. In addition, counselors from the employment offices were tasked with implementing Government Emergency Fiscal Package (COVID-19 response) which stipulated payment of €130 Euros to people living in poor social conditions.

The employment offices have had issues with outdated IT equipment ahead of the pandemic, often with slow computers and scanners hampering the efficiency of implementing an employment measure; however, with the strict pandemic measures and limited staff, the work of the employment offices was brought to a halt. Providing IT equipment such as laptops, tablets, USBs, and extension cables has been a vital response for it enabled employment counselors to initially increase the distance between their own working stations via extension cables; work remotely via laptops, utilize tablets during field visits, as well as ear protective masks and gloves during contact with potential jobseekers or employers.



## **Delivery of equipment and protective items donated by Austria to the Ministry of Finance and Transfers to enhance their services during the COVID-19 pandemic**

UNDP Kosovo via ALMP2, in immediate response to COVID-19 and in line with its mandate to eradicate poverty and reduce inequalities, provided laptops and protective items to the Division of Social Assistance (DSA) at the Ministry of Finance and Transfers (MFT).

This donation was provided as part of the regional Promoting Inclusive Labour Market Solutions in the Western Balkans (ILMS II) project funded by Austrian Development Agency (ADA). The project aims to facilitate the work of the Division and Centres for Social Work while implementing the Government Emergency Fiscal Package in response to COVID-19. The donation included: 12 Laptops to support IT solutions and facilitate DSA-s work; 500 Protective masks KN95; 500 hand sanitizers 500 ml; 200 packages of protective gloves; 82 Mobile Phone Scratch cards (20€) for the essential staff, in order to facilitate communication with clients during provision of their services and implementation of government emergency measures.



*Figure 9 Donation event at the Ministry of Finance and Transfers (2020)*

At the time of the donation, the department of social assistance had been placed as part of the Ministry of Finance and Transfers (MFT), responsible for implementing the Government Emergency Fiscal Package (COVID-19 response) which stipulated payment of €130 Euros to people living under poor social conditions, declared as unemployed. The donation was of great value to the Centres for Social Work, since these institutions were at the forefront of CSWs of providing services to the most vulnerable Kosovars. The IT tools provided assisted officials to work remotely and deliver the much needed assistance in a timely and efficient manner.

### **Research analysis on satisfaction for the provision of employment services for jobseekers and employers by Employment Agency**

The study "Research analysis on satisfaction for the provision of employment services for jobseekers and employers by the Employment Agency" in Kosovo has been conducted for the purpose of identifying the current situation on the level of satisfaction of jobseekers and businesses that have cooperated with the Employment Agency (EA). This research adopted quantitative and qualitative methodology. The quantitative methodology was applied using two questionnaires: one for jobseekers, surveyed to 1,022 respondents and

one for businesses, surveyed to 201 business representatives. The qualitative methodology was carried out by 20 in-depth interviews with business representatives, to gain a better perspective about the cooperation of businesses and the EA.

The following reveals the main finding gathered from the results of the questionnaires and in-depth interviews.

### Key Findings for Jobseekers:

- The main source of information about the Employment Agency are family and friends, according to 64 % of the respondents. Moreover, 15 % learned about the agency through people who were already registered in the Employment Agency, and 13 % heard about it on social media.
- The most popular service offered by the Employment Agency, with which jobseekers were more familiar with, was Employment mediation/finding a job (90%), followed by providing vocational training (72%) and internships (62%).
- The main reason why respondents were registered in the Employment Agency was to get a job (71%).
- Most respondents (40%) attended professional training offered by the Employment Agency, specifically from the Vocational Training Centres. Trainings most attended were cooking training (28%) and tailoring training (24%). The majority of respondents claimed that the trainers were well prepared for the training topic.
- The majority of the respondents (66%) have heard about the website of the Employment Agency of Kosovo in which job vacancies are published and 77 % find it useful.
- Some of the recommendations for the Employment Agency were to provide more information on job vacancies (52%), create new employment services (50%) and organize job fairs (42%).
- The respondents were mostly satisfied with services such as professional training (86%), job finding (83%) and internships (78%). As for satisfaction with employees working at the EA, on a scale from 1 (not at all satisfied) to 5 (very satisfied), respondents' level of satisfaction was 4.45. overall, the majority of respondents (87%) would recommend unemployed people to register in this agency.
- In addition to using the Employment Agency's services as the key job-mediating institution in Kosovo, around one third of respondents stated that they use job portals to find job vacancies; mostly Gjirafa.com (18%), Portalpune.com (13%) and Kosovajob.com (12%).

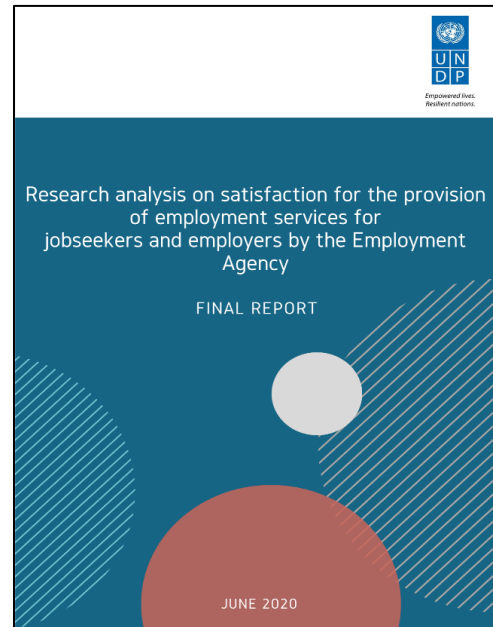


Figure 10 Cover Page for the Research Analysis on the satisfaction for the provision of employment services for jobseekers and employers by Employment Agency (2020)

### Key Findings for Business Representatives:

- According to business representatives interviewed, the Employment Agency has helped businesses hire new employees, interns and broaden the business prospect.

- The majority of interviewed businesses reported to be satisfied with the EA, since their services have been quite beneficial to their business. However, there were also some representatives who were not satisfied with this agency, namely due to the lack of transparency and bureaucratic nature.
- The method that surveyed businesses use mostly to recruit staff is by getting recommendations from friends, colleagues or family members (77%).
- Employment portals that businesses in the survey use to publish vacancies are Portalpune.com (47%), Kosovajob.com (29%) and Gjirafa.com (12%). On the other hand, interviewed businesses mainly use social media. The main reasons why they use private platforms instead of the EA is because those platforms offer more information to jobseekers (40%), they have a broader reach (40%) and they provide faster ways to finding employees (35%).
- The majority of businesses in the survey (63%) claimed that they have not hired any employee through the mediation of the Employment Agency.
- On a scale from 1 (not at all informed) to 5 (very informed), business representatives in the survey were mainly informed about employment mediation/finding employees (3.33) and internships (3.28).
- Businesses in the survey cooperate with the Employment Agency mainly for employment mediation/finding employees (71%) or internships (55%). However, the majority of businesses in the survey (63%) claimed that they have not hired any employee through the mediation of the Employment Agency.
- In general, businesses were very/somewhat satisfied with Employment Agency's services, such as job training (90%), internships (85%), wage subsidies (83%) and employment mediation (70%).
- The majority of businesses (81%) claimed that they have not hired any employee who has completed any professional training at the Vocational Training Centre. Similarly, 18 interviewed businesses said they have not hired employees trained by the EA, which leaves only two who have.
- More than half of respondents in the survey have heard about the website of Employment Agency (59%) and found it somewhat useful (56%).
- Recommendations for the Employment Agency from business representatives in the survey were to organize more job fairs (51%), create new employment services (48%) and create partnerships with more businesses (46%). Those interviewed recommended including professional practice after the trainings and expanding their trainings in different areas.
- The majority of respondents (88%) stated that they would recommend the Employment Agency to other businesses.

The findings from the study reflect that more than half of the respondents are informed on the workings of the Employment Agency via family and friends, indicating that there are clear gaps of communication between the agency and the wider public. While there is a general satisfaction with the staff and services offered, surveyed jobseekers indicated below satisfactory performance on providing information about job vacancies and professional advice. Ultimately, the majority of surveyed jobseekers claimed that they would recommend the Employment Agency to unemployed people, however, they recommend better information channels for existing and upcoming vacancies. Respondents from the business

sector claimed that their cooperation with the Employment Agency was mainly about employment mediation/finding employees; again the main recommendations for the Agency were to provide more information regarding the services, from which the businesses can benefit the most, specifically to invest more in terms of advertising.

ALMP2 is already integrating the key recommendations from the research, where outreach consultants are engaged in promoting the work of the agency. Additionally, in order for the cooperation between businesses and the Employment Agency to be further enhanced, the project is enhancing the communication process between the private sector, jobseekers and the agency via the KosovaJob Portal. In the platform, the businesses and jobseekers can enter with a professional profile and find matching profiles. This platform will facilitate the process of cooperation and will reduce bureaucratic obstacles mentioned by both jobseekers and businesses in the study.

### **Evaluation of the implementation and impact of the project “Sustainable Reintegration of Repatriated Persons 2019-2020”**

During 2020, the project has initiated an external evaluation of the impact of the reintegration measures implemented by ALMP2. The purpose of the evaluation is to review and assess the relevance, efficiency, effectiveness, sustainability, and impact of the Project, and make strategic recommendations for future decision-making. The evaluation will look to underline the key factors that have either facilitated or impeded project implementation. The evaluation will examine the overall performance and impact of the ALMP2 project. Particularly the evaluation examines project design & contextual relevance, project efficiency (results), project impact, project sustainability and innovation, evaluates cross-cutting issues, partnerships, and cooperation



*Figure 11 Florim Buzhala (Wage subsidy beneficiary)*

## OUTPUT 2: Sustainable economic integration for unemployed young men and women registered in the PES through active labour market measures (Wage Subsidy program, Self-Employment and On the Job Training)

Target 2019	Indicator status (Fully/Partially/Not achieved) <sup>6</sup>	Explain the status of the Indicator	Means of Evaluation/ Verification
<b>2.1</b> 600 jobseekers have benefited from the measures.	Fully met (Completed in 2019)	<b>1,156 (2020)</b> jobseekers have benefited from the measures.	ALMP2 project database, MOUs, Certificates
<b>2.2</b> At least 45% of ALMP beneficiaries are women	Fully met	<b>40% (2020)</b> of ALMP beneficiaries are women	ALMP2 project database, MOUs, Certificates
<b>2.3</b> At least 12% of beneficiaries are non-majority communities	Fully met	<b>16% (2020)</b> of beneficiaries are non-majority communities	ALMP2 project database, MOUs, Certificates
<b>2.4</b> At least 380 repatriated persons have benefited from the ALMPs	Fully met	<b>616 (2020)</b> repatriated persons have benefited from the ALMPs	ALMP2 project database, photos, MOUs
<b>2.5</b> At least 27% of ALMP beneficiaries are repatriated women	Partially met	<b>25% (2020)</b> of ALMP beneficiaries are repatriated women	ALMP2 project database, photos, MOUs
<b>2.6</b> At least 14% of beneficiaries are repatriated persons from non-majority communities	Fully met	<b>16% (2020)</b> of beneficiaries are repatriated persons from non-majority communities	ALMP2 project database, photos, MOUs

### Activity 3: Provision of employment and skills development services for jobseekers through Wage Subsidy, Self-Employment and On the Job Training Schemes

*Provision of employment and skills development through the Wage subsidy, Self-Employment and On the Job Training scheme for long-term jobseekers in partnership with private enterprises.*

The project implements active labour market measures in close cooperation between MLSW, MIA and the private sector. During this reporting period, with the support of the project, 588 jobseekers have benefited under the Active Labour Market Measures Programme. ALMP2 project team has provided hands-on technical support to all the employment counsellors throughout Kosovo in the implementation process of the following ALMPs: On-the-job

<sup>6</sup> The target is "Partially achieved" when 60% of target is reached; Target is "Not Achieved" when less than 60% of target is achieved; target is "Fully achieved" when 100% or more of target is achieved.



training (OJT), the Wage Subsidy Programme (WSP), Internship programme and the UNV community volunteer placement, Voucher Scheme. The EOs have continued to provide employment counselling and mediation services to jobseekers.

The project team has supported the counsellors in the EOs and the representatives of the VTCs at every stage of the implementation of the ALMPs, to ensure their implementation according to the procedures outlined in the manuals, using the specific forms, especially for the newly launched self-employment programme. The project team is directly involved in developing the templates, selection of candidates, overseeing the implementation of the schemes by monitoring the payment process, securing that all the applicable regulations are implemented throughout the implementation of schemes, notifying the EO counsellors in cases of irregularities, and field visits.

As part of the successful collaboration with the employment offices and vocational training centres around Kosovo, the EOs and VTC operating in the northern-most municipalities of Kosovo participated in the implementation of all the employment measures. The project has had a two-pronged approach in addressing the labour market needs, thus expanding the scope of impact by simultaneously providing employment measures for the **repatriated jobseekers** and the **regular job seekers**.

<p><b>Repatriated jobseekers</b> are defined and bounded by the regulation (GRK) No. 22/2020 on reintegration of repatriated persons :</p> <p>1.3. <b>Repatriated person</b> - a Kosovar who, due to the lack of legal basis for staying in a foreign country, is repatriated to Kosovo regardless of their return manner.</p> <p>1.4. <b>Reintegration</b> – social and economic re-inclusion of repatriated persons in the society of Kosovo after repatriation.</p> <p>1.14. <b>Reintegration measures</b> – actions of the relevant institutions to provide the</p>	<p><b>Regular jobseekers</b> are defined by the <b>Labour Law of Kosovo Nr. 05/L -077</b> and the <b>Law on the Employment Agency NR. 04/L-205</b><sup>7</sup></p> <p>1.1. <b>Registered unemployed</b> - any person from the age of eighteen (18) to sixty four (64) years old, unemployed and registered at the employment agency of Kosovo;</p> <p>1.5. <b>Active labour market measures (ALMM)</b> - measures consisting of support and temporary interventions for individuals or groups identified as having difficulty entering employment in the labour market.</p> <p><b>Employment Offices</b> provide the following active labour market measures</p>
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<sup>7</sup> <https://aprk.rks-gov.net/en-US/Content/Documents?doctype=3&doctype=4>

<p>assistance and support for repatriated persons during the reintegration process.</p> <p>14. MLW /EA shall be responsible for the integration of repatriated persons in the labour market through the Active Labour Market Measures (ALMMs).</p>	<p>for regular jobseekers: wage subsidies, on-the-job training, vocational training, internships, self-employment, public works.</p>
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During the reporting period, The ALMP2 project implemented the following key activities, Kosovo wide:

1. **ALMMs for repatriated jobseekers (WSP, OJT, SEP)**
2. **ALMMs for regular job seekers** (PBF project component “Empowering Youth for a Peaceful, Prosperous, and Sustainable Future in Kosovo”) (OJT)
3. **Internships**
4. **UNV Community Volunteer Placement** (PBF Project in cooperation with UNV office “Empowering Youth for a Peaceful, Prosperous, and Sustainable Future in Kosovo”)
5. **Voucher Scheme** (Project: Response to COVID-19 Mitigation of Impact of Health and Humanitarian Crisis Output 2 Basic social protection to the most vulnerable groups provided supported by the Government of the Grand Duchy of Luxembourg).

**What is the OJT?** It is a three-month training programme, guided by an individual plan agreed upon between the jobseeker and the private company; monitored by the trainers of VTC and implemented by the employment counsellors with the support of ALMP team throughout the process.

**What is the WSP?** One-year employment programme, which subsidized up to 50% of the employee’s wage, on a twelve-month period, based on the profile of the jobseekers (the ones with a higher risk of becoming long-term unemployed are subsidized for a longer period).

**What is the Internship Programme?** Three months training programme, targeting recent graduates (not more than 1 year), to get them integrated into the labour market, right after graduation, in the same profile as their degree.

**What is the SEP- Self Employment Programme?** supports the creation of viable businesses capable of surviving in the competitive market, while promoting self-employment as an active labour market measure. Apart from providing equipment

packages, the Programme also delivers training on business skills and expert support, helping unemployed jobseekers with qualification and orientation to be successful in the chosen field.

**What is the UNV Community Volunteer Placement?** The “Empowering Youth for a Peaceful, Prosperous, and Sustainable Future in Kosovo” (EYPPSFK) project, funded by the UN Secretary-General’s Peacebuilding Fund, the project offered technical assistance in placement of UNVs within Municipal Employment Offices in order to coordinate the promotion of services offered by the employment office and reach out to youth to benefit from the active labour market measures. The duration of service for each UNV candidate has been 6 months.

**Voucher Scheme:**

The purpose of the Program is to support families in difficult socio-economic situation, which are beneficiaries of the social assistance scheme within the CSWs. The program aims to provide support to 2,500 beneficiary families in different municipalities via offering vouchers for basic/primary care products.



*Figure 12 Wage Subsidy Beneficiary*

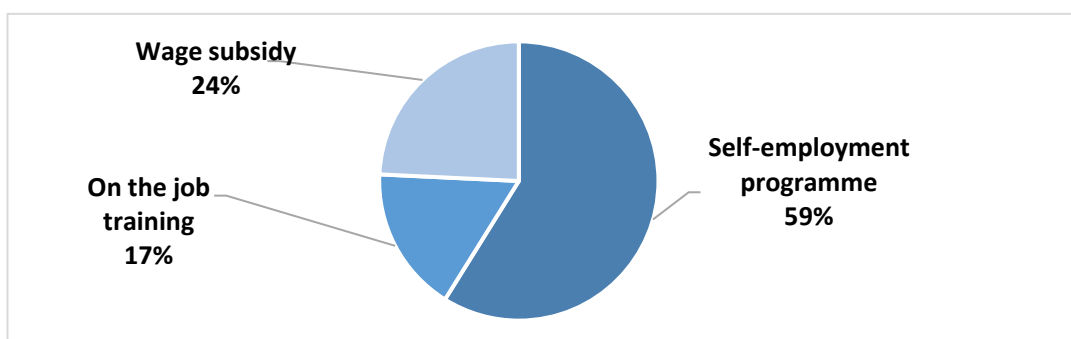


## ALMPs in numbers (repatriated job seekers)

### Key highlights:

- **259** repatriated jobseekers have benefited from the employment measures implemented by ALMP2 throughout 2020.
- **27 %** of the repatriated beneficiaries are women.
- **17 %** of the repatriated beneficiaries are of minority background (Serbian, Roma, Ashkali, Egyptian, Gorani, Turkish)
- The distribution of repatriated beneficiaries by scheme: **58%** Self-employment Programme (SEP), **17%** On the Job Training, **25%** wage Subsidy.
- All approved beneficiaries (100%) were monitored by the ALMP2 project team, employment offices and VTC trainers.
- All SEP beneficiaries were required to open and establish new businesses.

Employment measure	No. of candidates	% based on scheme
<b>Self-employment programme</b>		<b>164</b>
Women	22	13
Men	142	87
Minorities	16	10
<b>On the job training</b>		<b>39</b>
Women	14	36
Men	25	64
Ethnic minorities	15	38
<b>Wage subsidy</b>		<b>56</b>
Women	18	32
Men	38	68
Minorities	19	34
<b>TOTAL</b>	<b>259</b>	<b>%</b>
Women	54	21
Men	205	79
Minorities	50	19
Majority	209	81



Regarding the origin of the return state, the majority (74%) of the repatriated are returnees from Germany, following the other countries according to the table from the project database:

Country of repatriation	OJT	SEP	WS	Total	%
<b>Germany</b>	29	130	37	196	<b>75.7</b>
<b>Belgium</b>			1	1	<b>0.4</b>
<b>Austria</b>	1	8	3	12	<b>4.6</b>
<b>Finland</b>		1		1	<b>0.4</b>
<b>France</b>	5	8	6	19	<b>7.3</b>
<b>Netherlands</b>		2	2	4	<b>1.5</b>
<b>Hungary</b>		2	1	3	<b>1.2</b>
<b>Luxembourg</b>		1		1	<b>0.4</b>
<b>Norway</b>		1	1	2	<b>0.8</b>
<b>Sweden</b>	1	8	1	10	<b>3.9</b>
<b>Norway</b>			1	1	<b>0.4</b>
<b>Switzerland</b>	1	3	5	9	<b>3.5</b>

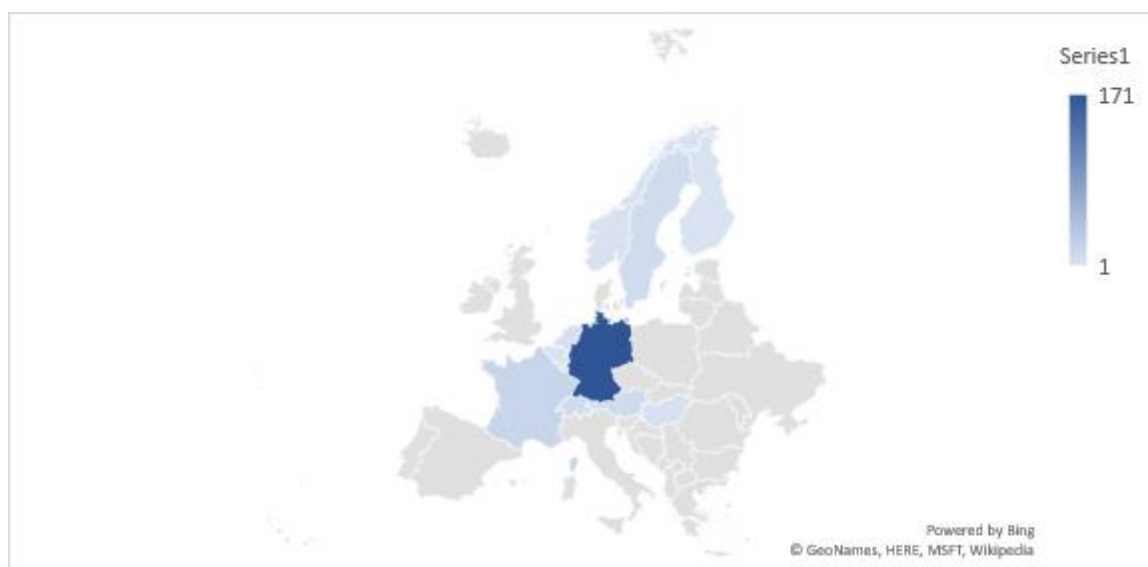


Figure 13 Beneficiary distribution based on the origin country of repatriation (2020)

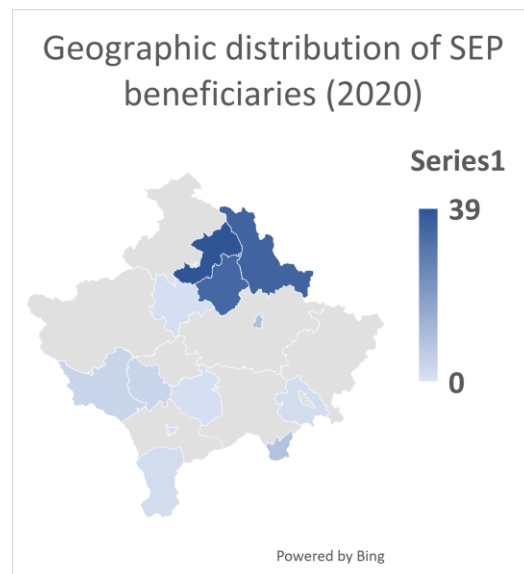
## The Self-Employment Programme 2020: Repatriated Jobseekers

Scheme highlights:

- **13 %** of SEP beneficiaries are women.
- **6 %** of the repatriated beneficiaries are of minority background (Serbian, Roma, Ashkali, Egyptian, Gorani, Turkish)
- **25%** of repatriated beneficiaries are from the municipality of Vushtrri, **20%** are from the municipality of Mitrovica, **20%** of beneficiaries are from the municipality of Podujeva.
- **53%** of beneficiaries within this scheme come from the urban areas, **47%** of beneficiaries from this scheme come from the rural areas.
- According to the profile selected: Plasterer (19%), Mechanic(13%) ,Carwash (12%).
- During the evaluation process, **18%** of the candidates were rejected during the administrative evaluation, **14%** were rejected during the technical evaluation and **3%** rejected the package.
- All applicants have been encouraged to close previous non-functional but active registered Businesses.

### What is the self-employment program (SEP)?

The self-employment programme provides start-up packages, training and mentoring for young jobseekers through a competitive process of selecting the best business ideas put forward by repatriated jobseekers. The SEP is implemented by the EO and VTC with the support of the ALMP2 team; the programme is set in line with the economic development priorities set by MTI. Furthermore, the program supports the creation of viable businesses capable of surviving in the competitive market while promoting self-employment as an active labour market measure. The self-employment program is implemented as a competitive program to guarantee the highest possible return on investment. In addition to providing equipment, the Program also provides business skills training and expert support, helping unemployed people with qualifications and orientation to be successful in their chosen field of operation.



In addition to providing equipment, the Program also provides business skills training and expert support, helping unemployed people with qualifications and orientation to be successful in their chosen field of operation.

The SEP is implemented in close cooperation with EAK in accordance with **operational guidelines** and in coordination with DRRP. During this reporting period, due to the COVID19 pandemic, the ALMP2 project implemented the self-employment program online via email submission. The applicants were informed about the proposal procedures through virtual instructions in two languages (Albanian and Serbian via YouTube at: <https://www.youtube.com/watch?v=NYzRMorC11g&t=496s> ). Furthermore, applicants, in order to avoid crowding into the employment offices and avoid the risk of spreading the

COVID19 virus, have applied directly by sending all documents to the project email address [almp.ks@undp.org](mailto:almp.ks@undp.org)

The project has supported **164** repatriated beneficiaries, who according to their business plans have been provided with tools and technical equipment to start their businesses as repatriated beneficiaries under the Self-Employment Program 2020.

### **The selection process:**

The selection process ensures transparency and fair competition and to support the best business ideas and plans that guarantee sustainable results. The selection process is consisted of three phases: the administrative verification phase, the technical verification phase and the interview phase.

### **Administrative verification phase**

In the first phase, the submitted proposals must undergo an administrative verification - where the applications have been examined by an Administrative Verification Panel composed of the ALMP2 project team. The main elements examined during this process:

1. The business plan is presented in the form defined for 2020, has sufficient content to enable technical evaluation.
2. The applicant is a repatriated jobseeker registered with the local employment office.
3. The applicant does not have an active business registered with KBRA and does not administer an informal business;
4. The applicant has not benefited from other employment or training schemes from UNDP and other donor organizations;

### **Technical verification phase**

In the second phase, the submitted proposals undergo an evaluation by the Technical Evaluation Panel; composed of experts in the field of economics, business, management and marketing. Selected proposals that had passed both evaluation stages have nominated the candidate for an interview.

The technical assessment was made based on the following criteria:

1. Applicant's knowledge of the applied business (20 points in total);
2. Existing resources - facilities, equipment, facilities, staff (total 20 points);
3. Market analysis and sales forecast (total 20 points);
4. Financial viability of the business (total 20 points);
5. Additional points offered for priority groups (20 points in total)

All business plans that have been awarded an average of 45 points or more, from both experts, are approved for the interview phase.

### **The interview phase:**

The interview process was used as a tool to verify the applicants' knowledge of the business plan submitted, as well as to verify the information presented in the proposal. Due to the changes caused by COVID19, the interview process was conducted by phone where

applicants were notified of the list of tools and equipment to be delivered, and the responsibilities of receiving the equipment and obtaining instructions for registering a new business at KBRA. Furthermore, the candidate was informed about the binding and legal contractual obligations of the operation of a private enterprise, as well as the legal obligations towards the program. The evaluation was done in cooperation with the Faculty of Economics of the University of Prishtina. Each submitted business plan was evaluated by two experts in the field, who evaluated the business plan independently. In case there is no agreement between the two evaluations, the plan is sent for evaluation to a third expert. After the completion of the technical evaluation, telephone interviews were organized in order to verify all information related to business plans submitted by applicants focused on the compatibility of information and documentation described in their applications and as a result we have the final list of beneficiaries within Self-employment program 2020 (**Annex 2 – Published List of SEP 2020 Results**).

<b>Self Employment Programme 2020</b>	
<b>Selection process</b>	<b>Total</b>
<b>Rejected during the administrative verification</b>	55
<b>Rejected during the technical evaluation</b>	29
<b>Refused the package</b>	7
<b>Total rejected</b>	<b>91</b>
<b>Total applications</b>	<b>255</b>
<b>Total granted</b>	<b>164</b>

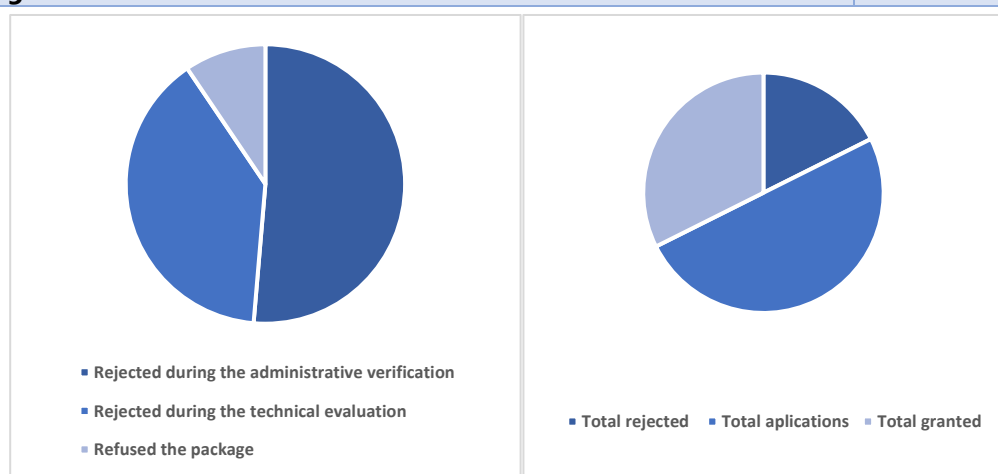


Figure 14 SEP 2020 Selection Process

### **Delivery of tools**

The project has ensured that all beneficiaries receive tools and technical equipment according to the package of the selected profile, immediately after the registration of businesses, where the delivery dates of the equipment are set and all beneficiaries are notified of the delivery date and time. The equipment according to the package was delivered in the presence of the project officer where during the delivery the contract was signed as well as the listed appendix of tools and equipment for each profile.

Beneficiaries before signing the contract and receiving the equipment were informed about the technical specifications, rights and obligations which arise from the contract for the use of tools and equipment.




Hadije Hasani , SEP Beneficiary of Sewing Machinery (2020)

*“I was at the camp of the refugees in Germany last year with my family. It was a particular challenging period of our lives. I spent the time sewing caps for the children of the camp from the fabrics of different clothes I had and sewing clothes for the people of the camp” - Hadije left Kosovo in 2014, with her husband and her 14 years old son for a better life abroad. For five years, the Hasani family has been living between Sweden and Germany, struggling to make a living, before finally being repatriated in Kosovo in 2019.*

### Standardization of data input

As part of the self-employment program, the ALMP2 project has also created dropdown table forms that aim to standardize data processing by employment offices. Data standardization creates opportunities for storing and compiling data with greater accuracy than before. Due to the large number of officials involved in the implementation of schemes, especially that of self-employment, the project has received forms compiled with different data, so the project has compiled the database of registration of self-employment applicants through profile lists and data.

 AGJENCIA E PUNËSIMIT E REPUBLIKËS SË KOSOVËS EMPLOYMENT AGENCY OF THE REPUBLIC OF KOSOVO AGENCIJA ZA ZAPOŠLJAVANJE REPUBLIKE KOSOVO							Progr
Nr.	Emri dhe mbiemri i aplikantit/es	Numri i telefonit	Numri personal i kandidatit/es	Gjinia M/F	Kombësia	Komuna ZP	
1				M	Shqiptar		
2					Prishtine		
3					Gracanica		
4					Drenas		
5					Novobërde		
6					Fushë Kosovë		
7					Podujevë		
8					Obiliq		
9					Lipjan		
10							
11							
12							

<b>Profili</b> (te plotësohet nga këshilltari/ja)
Instalues i ngrohjes qendrore Suvatues dhe Fasadues Instalues i sanitarisë/Qeramikës Instalues elektrik Murator

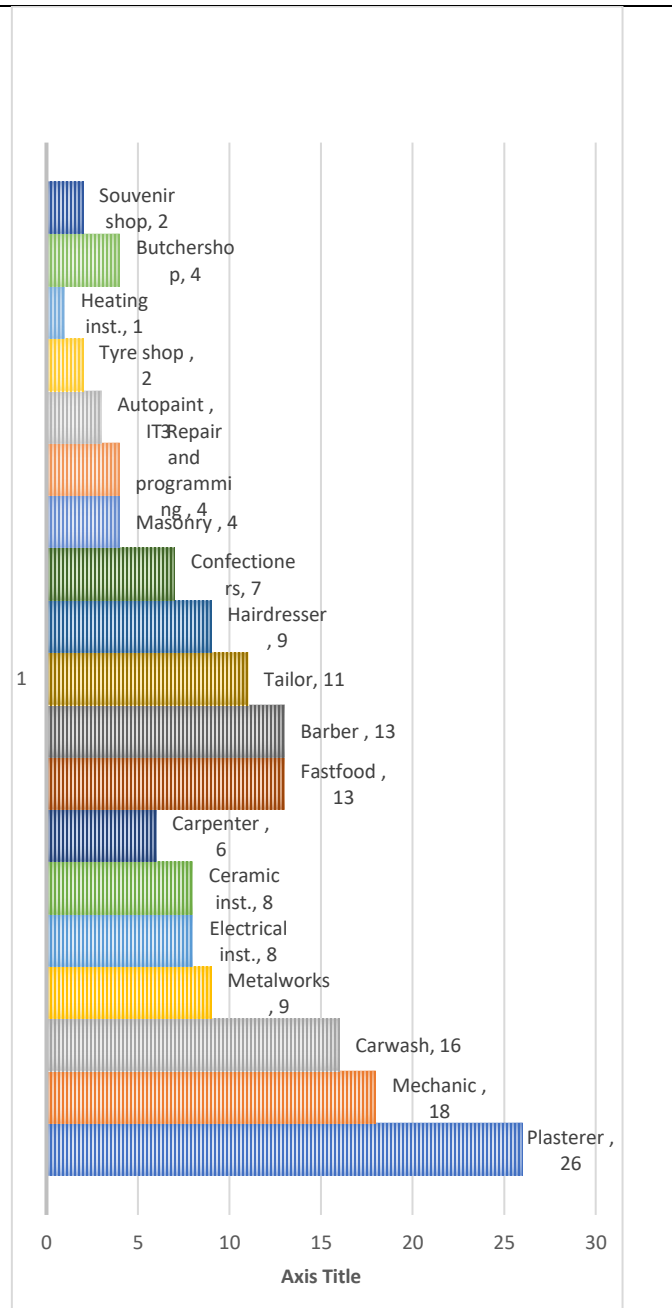
Figure 15 Standardized drop-down forms (2020)



Figure 16 Dissemination event: Minister of the MLSW Mr. Skender Recica & UNDP Resident Representative Mrs. Maria Suokko



Self Employment Programme 2020		
Profile selection	Total	%
Plasterer	26	16
Mechanic	18	11
Carwash	16	10
Metalworks	9	5
Electrical inst.	8	5
Ceramic inst.	8	5
Carpenter	6	4
Fastfood	13	8
Barber	13	8
Tailor	11	7
Hairdresser	9	5
Confectioners	7	4
Masonry	4	2
IT Repair and programming	4	2
Autopaint	3	2
Tyre shop	2	1
Heating inst.	1	1
Butchershop	4	2
Souvenir shop	2	1
<b>Total</b>	<b>164</b>	<b>100</b>



## Monitoring of SEP businesses

During this reporting period, the project has continued to support quality assurance activities in project implementation in ongoing consultations with relevant partners in DRRP and EAK addressing challenges as well as finding more appropriate alternatives in implementation. The project monitored in cooperation with the employment offices the beneficiaries supported by the program during 2020 in order to ensure the quality of the implementation of contracts with each beneficiary.



*Figure 17 Beneficiaries from the 2019 SEP Programme, monitoring.*

The **ALMP2** project has also engaged a legal advisor who reviews, advises and implements the agreement signed between MLSW, UNDP and the beneficiaries of the self-employment program. During the monitoring, the project encountered irregularities in some of the beneficiaries of the 2019 self-employment program, namely, jobseekers who have deactivated their businesses. In line with the terms and conditions of the signed MOU, the tools were withdrawn from the candidate. The assets, in coordination with the Employment Agency, were been placed at the Vocational Training Centers, to be used by the trainers and job seekers registered in the centres; thus securing that the equipment are fully utilized.



*Figure 18 Ukshin Schaefer, Fast Food Package Beneficiary (2020)*

## Self-Employment Programme 2020 (Second Phase)

During 2020, the project has launched the second phase of the self-employment programme; however, for this phase, the programme has focused on offering the following profiles:

**Food processing and packaging industry:** Cake Shop, Preparation of fast food, Meat processing (preparation of minced products).

**ICT:** Software Development, Servicing of equipment within ICT  
Printing designs for souvenirs.

**Textile industry:** Tailor, Embroidery,

**Others:** hairdresser, barber.



"In 2019, Bujar Ibrahim was a repatriated jobseeker with the idea of creating a hairdressing business. Through the SEP, Bujari received packages of equipment through which he started his business. A year later, Bujar visited the employment office in Obiliq for the second time, this time as an employer. "Bujari already operates a successful business and has already hired Samed Shabani, also a repatriated jobseeker."

Bujar Ibrahim - beneficiary of the self-employment program 2019

Samed Shabani - beneficiary of the on-the-job training scheme 2020.

## On the Job Training 2020: Repatriated Persons (Key Data)

On the Job Training 2020		%
Women	14	36%
Men	25	64%
Minority	15	38%
Majority	24	62%
Withdrawn	0	0%
<b>Total</b>	<b>39</b>	
<b>Education Level</b>		
No education	11	28%
Primary	11	28%
Secondary	17	44%
University	0	0
<b>Rural/Urban</b>		
Rural	26	67%
Urban	13	33%
<b>TOTAL</b>	<b>39</b>	<b>100%</b>

Table 2 OJT Beneficiaries, disaggregated by gender, ethnicity



Figure 19 Beneficiary of the On the Job Training Scheme



Figure 20 Representation of OJT Beneficiaries: Gender, Region, Ethnicity, Education Level.

### Wage Subsidy 2020: Repatriated Persons (Key Data)

Wage Subsidy 2020	No.	%
<b>Women</b>	<b>18</b>	<b>32</b>
<b>Men</b>	<b>38</b>	<b>68</b>
<b>Minorities</b>	<b>19</b>	<b>34</b>
<b>Majority</b>	<b>37</b>	<b>66</b>
<b>Withdrawn</b>	<b>14</b>	<b>20</b>
<b>Subtotal</b>	<b>70</b>	<b>-</b>
<b>Education Level</b>		
<b>No education</b>	12	21
<b>Primary</b>	15	27
<b>Secondary</b>	25	45
<b>University</b>	4	7
<b>Region</b>		
<b>Rural</b>	36	64
<b>Urban</b>	20	36
<b>TOTAL</b>	<b>56</b>	<b>100</b>

Table 3 Wage Subsidy: Gender, Education Level, Region



Graph 1 Graphical representation of Wage Subsidy Beneficiaries: Gender, Education level, ethnicity, region.

## Internship Scheme 2020

An open call for the Internship Program has been published on 25.11.2020 till 08.12.2020, seeking the application of newly graduated jobseekers and companies/NGOs. The internship programme is a joint activity supported by the Ministry of Culture, Youth and Sport (MCYS) as well as the Ministry of Work, Labour and Social Welfare via the Employment Agency.

The internship program seeks to enable at least 392 unemployed jobseekers who have graduated from vocational schools, professional high schools, and higher education institutions within the past 24 months to pursue a 6-month internship in private sector enterprises or NGOs. To benefit from the program, unemployed candidates must be registered as unemployed in one of the Municipal Employment Offices within the Employment Agency of Kosovo. The program focuses on identifying enterprises / NGOs that have the potential to offer long-term employment opportunities for new graduates.

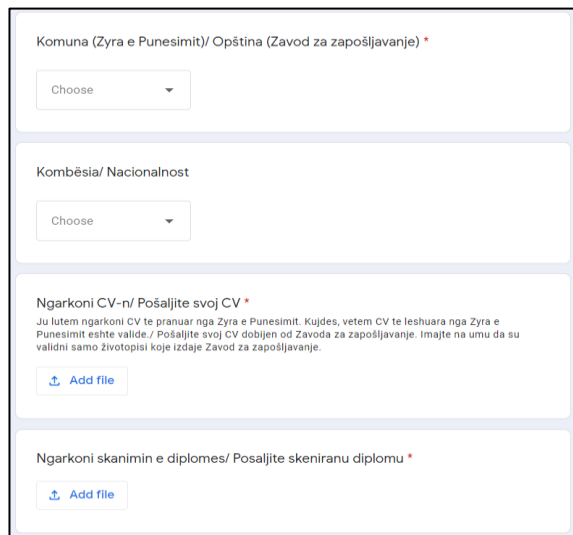


Figure 21 Online Application Form - Internship Programme 2020

In addition to supporting unemployed jobseekers in finding internship opportunities, the Internship program facilitates the entire process of identifying and matchmaking jobseekers with the requirements of enterprises / NGOs. The Internship Program will engage the expertise of the Employment Office to match each position with the appropriate jobseekers, in line with the needs and criteria set by companies / NGOs.

Due to fluctuating numbers of infected cases with COVID-19, the project, in collaboration with the employment offices and the MCYS, have launched the application process online via form filling for both the candidates (jobseekers) and potential employees (businesses/NGO). The online forms contain up to 12 questions/filing forms (in both Albanian and Serbian), where each candidate/employer inputs key information and uploads application forms and business certificates.

**The Open Call:** <https://www.mkrs-ks.org/?page=1,22>

**The Online Application Form for candidates:** <https://forms.gle/6HVNUo4WtVzVP5bNA>

**The Online Application Form for companies/NGOs:** <https://forms.gle/MiVPfpMGuGGQYqpb6>

The online application process has presented a dual advantage: through applying online, candidates do not risk exposure and protect the staff of the employment offices from the COVID19 virus; additionally, through online presence, companies that have previously not been registered with the employment services, via applications, will now integrate within the PES systems and will be utilized for future measures.

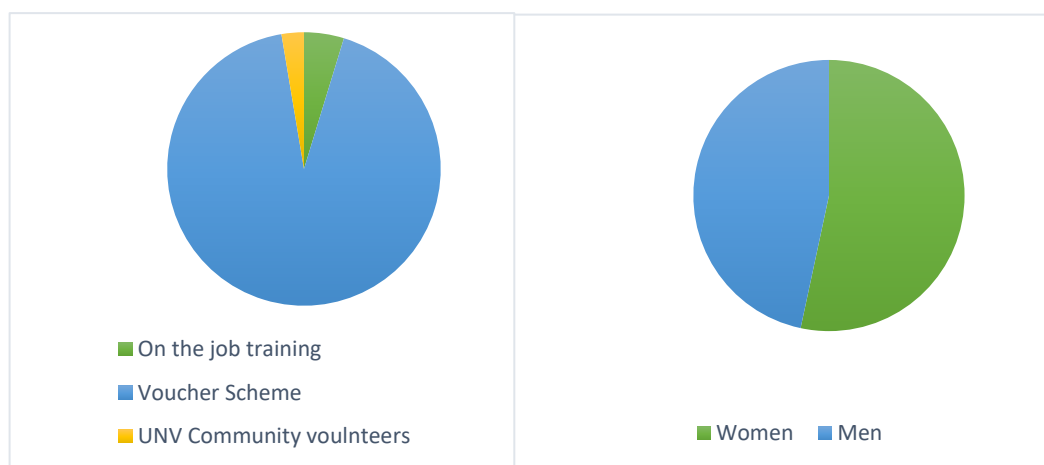
**ALMPs in numbers (Regular job seekers – the following schemes are implemented externally from the ALMP2 measures**

**Expertise to other projects**

The following schemes have been integrated within the ALMP2 scope via agreements between the project and external initiatives. To mitigate the socio-economic impact of the COVID19 pandemic, project staff have offered assistance and implemented measures such as OJT (from the PBF Project), with 102 beneficiaries and placement of 57 UNVs (also from the PBF project). Additionally, the ALMP2 staff have also implemented activities with delivering vouchers to CSW centres Kosovo wide with 2500 beneficiary families.

<b>Regular Jobseekers 2020</b>		
<b>On the job training</b>	<b>102</b>	
Women	<b>56</b>	<b>55%</b>
Men	<b>46</b>	<b>45%</b>
Ethnic minorities	<b>31</b>	<b>30%</b>
<b>Voucher Scheme</b>	<b>2500</b>	
Women	<b>1318</b>	<b>53%</b>
Men	<b>1182</b>	<b>47%</b>
Minorities	<b>921</b>	<b>37%</b>
<b>UNV Community volunteers</b>	<b>57</b>	
Women	<b>42</b>	<b>74%</b>
Men	<b>15</b>	<b>26%</b>
Minorities	<b>13</b>	<b>23%</b>
<b>TOTAL</b>	<b>2659</b>	

Figure 22 Disaggregation of beneficiaries based on schemes: Voucher Scheme, OJT ,WS, Community Volunteers 2020





## **ALMPs in numbers (PBF: Empowering Youth for a Peaceful, Prosperous, and Sustainable Future in Kosovo)**

During the reporting period, the project has had synergy with the “Empowering Youth for a Peaceful, Prosperous, and Sustainable Future in Kosovo”; a multi-agency project involving UNV, UNICEF, UN Women and UNDP in Kosovo.

The project targets 18 to 30-year-old jobseekers in the Prishtinë / Priština and Mitrovicë / Mitrovica regions, respectively municipalities: Mitrovicë / Mitrovica, Mitrovica / north, Skenderaj, Vushtrri, Leposavic, Zubin Potok, Zvecan, Fushe Kosove, Glllogovc, Lipjan, Obiliq, Podujevë, Graçanicë, Novobërdë and Pristina.

Moreover, the project, in cooperation with the UNV office, have selected and placed UN Volunteers throughout the employment offices in the Prishtina and Mitrovica regions. The selected volunteers, under the supervision of Project Officers, have provided support to the employment counsellors and the municipal employment office in promoting active labour market measures within the community.

In addition, the volunteers, being a connecting point with the community, have helped promote the services provided by the Municipal Employment Offices and encouraged young people to register; have promoted cooperation between the municipal employment office, the community (youth) and other relevant stakeholders. As part of this activity, the project engaged a total of 57 UNV volunteers, of whom 42 were women and 15 were men; and of the 57 volunteers, 13 are from the non-majority community.



*Figure 23 ALMP2 SEP beneficiary (2020)*

On the Job Training “ Empowering Youth for a Peaceful, Prosperous, and Sustainable Future in Kosovo”		%
<b>Women</b>	<b>56</b>	<b>54.9</b>
<b>Men</b>	<b>46</b>	<b>45.1</b>
<b>Minorities</b>	<b>31</b>	<b>30.4</b>
<b>Majority</b>	<b>71</b>	<b>69.6</b>
<b>Withdrawn</b>	<b>56</b>	<b>54.9</b>
<b>Total</b>	<b>102</b>	
<b>No education</b>	<b>2</b>	<b>2</b>
<b>Primary</b>	<b>15</b>	<b>15</b>
<b>Secondary</b>	<b>84</b>	<b>82</b>
<b>University</b>	<b>1</b>	<b>1</b>
<b>Rural</b>	<b>68</b>	<b>67</b>
<b>Urban</b>	<b>34</b>	<b>33</b>
<b>TOTAL</b>	<b>102</b>	

Table 4 OJT Data 2020, source: ALMP project database



Graph 2 Distribution by: Gender, Urban/Rural, Minority/Majority, Education Level

### Voucher Scheme (COVID-19 Response)

During the reporting period, the ALMP2 project has supported UNDP programme to implement successfully the “Response to COVID-19 Mitigation of Impact of Health and Humanitarian Crisis Basic social protection to the most vulnerable groups” project supported by the Government of the Grand Duchy of Luxembourg, specifically the programme component to support the marginalized families, beneficiaries of the social assistance through the direct financial support through voucher scheme implemented for the first time in Kosovo .

ALMP2 project managed **Output 2: Basic social protection to the most vulnerable groups provided** and has played a key role in developing the Operational Manual for the implementation of the “Programme of support for the marginalized families, beneficiaries of the social assistance through the direct financial support”.

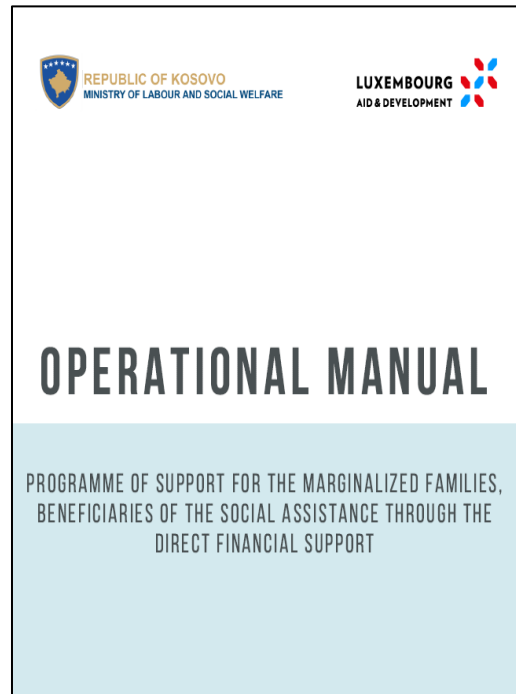


Figure 24 Cover Page for the Operational Manual

The manual defines step by step regulations in order to ensure smooth distribution of coupons, implementation, reporting and monitoring of the programme process, from the beginning to the end. This programme is focused on the close cooperation with Centres for Social Work (CSW) to temporarily support at least 2,500 vulnerable families that are living in extreme poverty, by providing cards/coupons that would be used for the period of three months to provide food, hygiene kits and other basic items. The main target groups of beneficiaries are families without incomes, families with single mothers, families with persons with special needs and poor families living in rural areas. Identification of beneficiary families has been done in close coordination and based on the data of CSWs in the target municipalities. The Cards/coupons have been distributed to the families in the municipalities, based on the detailed lists of the families in need, provided by the CSWs. This approach is effective and with immediate impact for the families, tailoring their shopping basket based on their specific needs, excluding alcohol, tobacco and cosmetics (jewellery) as well as other non-basic items.

The programme has categorized the targeted families into 3 groups and provided financial support each month, during the three month period, with various amounts, such as: I) the families with 1-4 members shall be provided with 180 euro for 3 months (60x3) ,II) the families with 5-7 members shall be provided with 210 euro for 3 months (70x3), III) the families with 8 members shall be provided with 240 euro for 3 months (80x3). The scheme was implemented in two phases: Phase I: 2,000 beneficiaries, Phase II: 500 beneficiaries

Voucher Scheme	2500	%
<b>Women</b>	<b>1318</b>	<b>53</b>
<b>Men</b>	<b>1182</b>	<b>47</b>

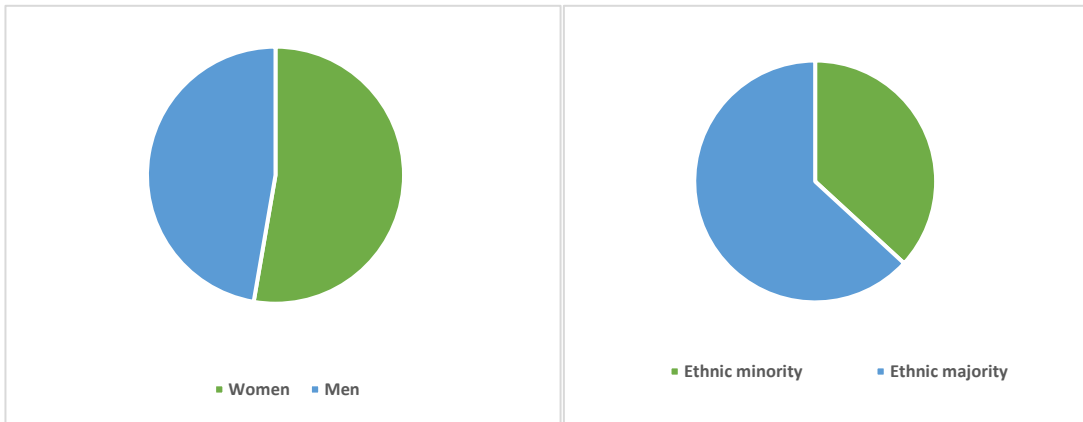
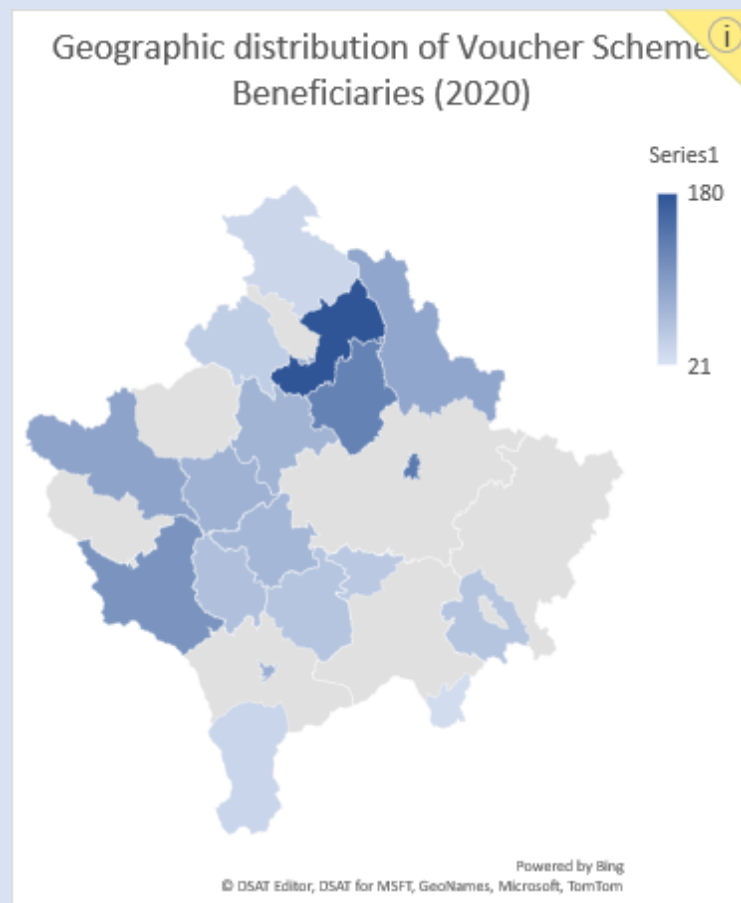


Figure 25 Presentation and opening of the voucher scheme (2020); Minister of MLSW Mr. Skender Recica.

## Geographic distribution of Voucher Scheme Beneficiaries

Dečan	35
Dragaš	37
Ferizaj	80
Kosovo Polje	82
Gjakova	110
Gjilan	89
Glogovac	86
Gračanica	31
Elez Han	29
Istok	44
Junik	25
Kaçanik	71
Kamenica	56
Klina	76
Klokot	45
Leposavić	35
Lipljan	95
Mališevo	70
Mamuša	21
North Mitrovica	83
Mitrovica	180
Novo Brdo	34
Obilić	61
Parteš	31
Architecture of Peja	93
Podujevo	89
Pristina	140
Prizren	80
Orahovac	60
Ranilug	32
Štimlje	51
Štrpce	35
Skenderaj	74
Suva Reka	55
Vitina	55
Vučitrn	130
Zubin Potok	45
Zvečan	55
<b>TOTAL</b>	<b>2500</b>



## ALMPs in numbers: Repatriated & Regular Beneficiaries - 2020 (TOTAL)

### Self-employment programme:

- **164** beneficiaries.
- **13%** of beneficiaries are women
- **10%** are of minority background (Serbian, Roma, Ashkali, Egyptian, Gorani, Turkish)

### On the job training scheme:

- **141** jobseekers have signed employment agreements under the OJT scheme for 3-month engagements with private sector enterprises;
- **49%** of beneficiaries are women
- **33%** are of minority background (Serbian, Roma, Ashkali, Egyptian, Gorani, Turkish)

### Wage Subsidy scheme:

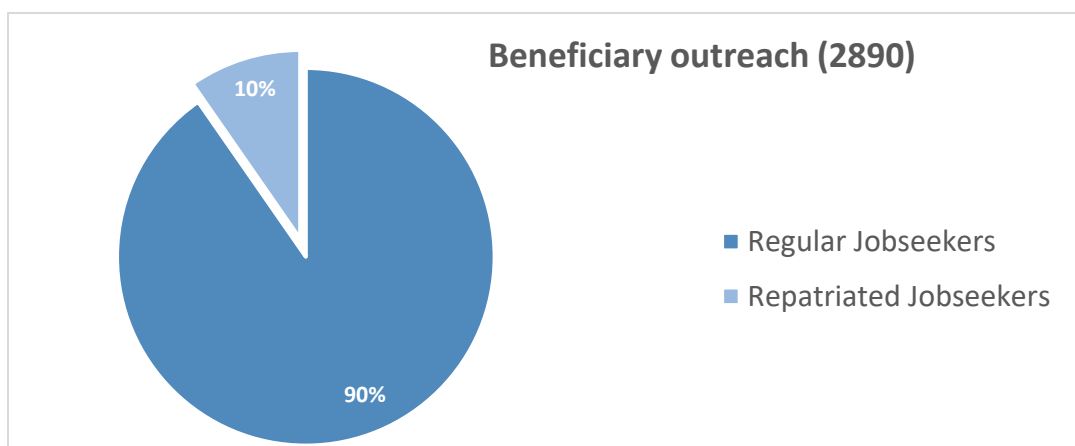
- **56** jobseekers have signed employment agreements under the Wage Subsidy scheme for 12-month contracts with private sector enterprises;
- **32%** of beneficiaries are women
- **33%** are of minority background (Serbian, Roma, Ashkali, Egyptian, Gorani, Turkish)

### Community volunteers (UNV PBF):

- **57** jobseekers have signed employment agreements
- **74%** of beneficiaries are women
- **23%** are of minority background (Serbian, Roma, Ashkali, Egyptian, Gorani, Turkish)

### Voucher Scheme (Lux Development)

- 2500 beneficiaries
- 53% of beneficiaries are women
- **47%** are of minority background (Serbian, Roma, Ashkali, Egyptian, Gorani, Turkish)



	Regular Jobseekers	Repatriated Jobseekers	Total
<b>Self-employment programme</b>	<b>0</b>	<b>164</b>	<b>164</b>
Women	N/A	22	22
Men	N/A	142	142
Ethnic minorities	N/A	16	16
<b>On the job training</b>	<b>102</b>	<b>39</b>	<b>141</b>
Women	56	14	70
Men	46	25	71
Ethnic minorities	31	15	46
<b>Wage subsidy</b>	<b>0</b>	<b>56</b>	<b>56</b>
Women	N/A	18	18
Men	N/A	38	38
Minorities	N/A	19	19
<b>Voucher Scheme</b>	<b>2500</b>	<b>0</b>	<b>2500</b>
Women	1318	N/A	1318
Men	1182	N/A	1182
Minorities	921	N/A	921
<b>UNV Community volunteers</b>	<b>57</b>	<b>0</b>	<b>57</b>
Women	42	N/A	42
Men	15	N/A	15
Minorities	13	N/A	13
<b>TOTAL</b>	<b>2659</b>	<b>259</b>	<b>2918</b>

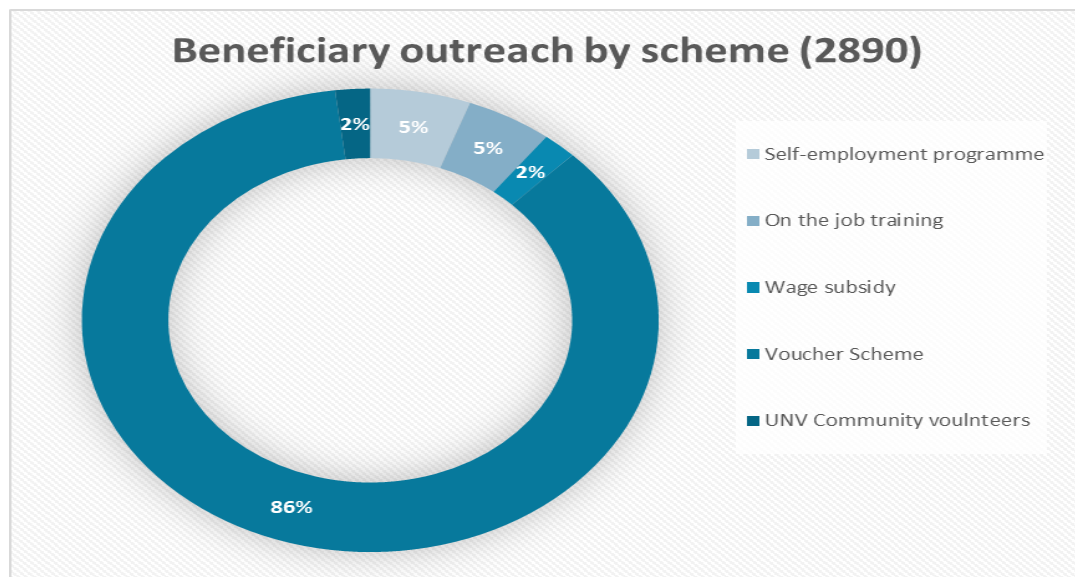


Figure 26 Outreach by scheme (2020)



## **(2.b) Gender Mainstreaming, Governance and Environment**

- ***Governance***

The implementation of the ALMP2 project has been based on and utilizing the best practices and lessons learned coming from the implementation of the previous iterations of the project, such as assist in establishing the Employment Agency, improve the service delivery model, technical expertise via consultancies, upgrade of the Employment Management Information System, as well as deliver assistance on labour market policymaking as well as proposing modalities for the establishment of an employment fund to finance the implementation of active labour market programmes.

Due to the project interventions, the public employment services have increased the efficiency and effectiveness of the services delivery. On the other hand, municipalities have improved their capacities to integrate the repatriated persons in the labour market.

The improvements in service delivery stemming from the various tools, approaches, and systems put in place with UNDP's support have contributed to a positive outcome change as well. Continuing positive trend is seen in the yearly absolute number of women participants from MLSW programmes, and the yearly share of women beneficiaries in the total, evidencing greater access to employment & skills development opportunities for women.

ALMP2 has played a direct and active role in assisting government institutions towards implementing COVID19 recovery measures. The project has utilized its network of EO and CSW to address employment challenges as well as deliverance of Measure 15. The measure has been part of Emergency Fiscal Package, introduced in April 2020, and sought the delivery of a monthly assistance in the amount of one hundred and thirty (130 €) euros per month for citizens within social assistance schemes.

In liaison with other donors and interventions, the project has provided IT tools and protective gear for staff of both the Employment Agency and the Ministry of Internal Affairs, additionally, project staff have been involved in the logistical preparation and physical delivery of vouchers for over 2,500 families. All capacity building activities are also coordinated and implemented closely with other projects in the area of employment generation, both within UNDP as well as other International Organisations such as World Bank, SDC, IOM, EU, GIZ etc.

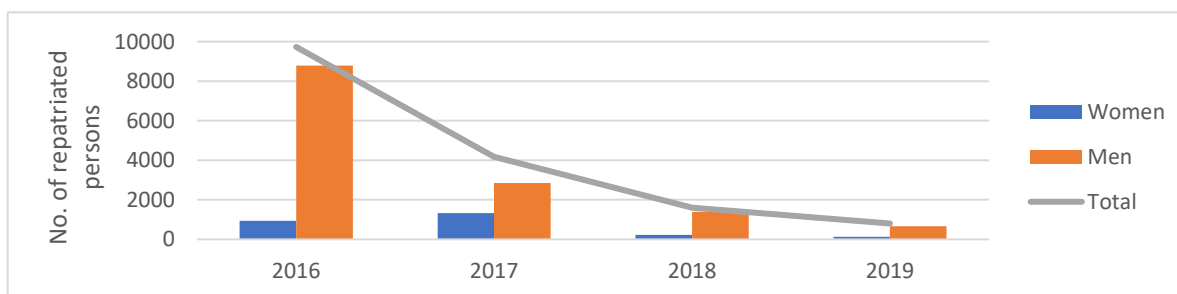
- ***Environment***

In light of the ongoing C-19 pandemic, people who are socially, economically, or culturally marginalized are particularly vulnerable to the effects of environmental degradation, climate change and viral pandemics, thus indicating the need for creating sustainable “future proof” jobs. Furthermore, people not covered by social protection systems which include, to a large extent, workers in the informal sector, do not have access to a safety net in the wake of a disasters thus creating the necessity for environmentally responsive activities. The ALMP2 project works directly in creating sustainable jobs and addressing the pressing issue of informality within the labour market, thus, mitigating part of the social challenges stemming from environmental degradation and climate change. ALMP2 foresees considerable transformation within the scope of its activities in relation to climate change and environmental sustainability. The project, in response to the 4<sup>th</sup> industrial revolution, is examining pathways to digitalizing services within the public

employment services, providing of on-line modular based trainings, as well as integrating new ICT-based profiles within the scope of labour market measures. The transformation is sought to create inclusive learning opportunities and employment for marginalized groups, without the environmental cost of traditional profiles.

- **Gender**

Women in Kosovo face challenges in the labour market, resulting in heavy unemployment rates & high inactivity rates. Only one in eight working-age women has a job. Therefore, interventions that provide women with opportunities to become economically active, gain marketable skills, working experience or find employment are of utmost importance. Employment schemes for the repatriated persons is one of the schemes which have a lower participation of women attributed to the fact that migration in this particular context is primarily men-driven and vast majority of people seeking reintegration services are men as well as to family and cultural settings of the women candidates. Whilst the total number of repatriated jobseekers is in a steady decline (See figure 27), the pool of jobseekers and the specified target group of the project, becomes increasingly male dominated, thus creating a challenge that is demographic in nature. With the onset of COVID-19, the project has focused on ensuring that employment measures are implemented to the repatriated jobseekers as an economic measure first, with the aim of securing steady income on “family basis” – knowingly that by default, integrating heads of families within employment measures is a better approach to reducing poverty for both men and women within the family, rather than none. Quotas have not been used for this target group as a form of increasing the inclusion of women in the measures, due to the priorities linked to repatriated persons and the demographic profile of the target group. However, to mitigate the gender discrepancy, it is advised that future employment schemes implement a quota-based system. Additionally, findings from the external evaluation on the implementation of schemes for the repatriated jobseekers, will examine current bottlenecks on integrating women in the schemes; potentially, recommendations on creating measures beyond stereotypical professions; culturally sensitive approach to empowering women from disadvantaged backgrounds.



	2016	2017	2018	2019	2020 (Jan- Sep)
<b>Women</b>	939	1,327	222	132	44
<b>Men</b>	8,791	2,855	1,385	670	193
<b>Total</b>	<b>9,730</b>	<b>4,182</b>	<b>1,607</b>	<b>802</b>	<b>N/A</b>

Figure 27 Number of repatriated persons by gender (Source: Ministry of Internal Affairs, Department for repatriation)

## **3.b) Project Management**

### ***Organizational structure***

The day-to-day management is the responsibility of the UNDP AMLP 2 Project Team consisting of Project Manager, 3 Project Associates, Finance and Admin Associate, and a Project Assistant. The ALMP team works under the direct supervision of the Project Manager. The line supervisor of the ALMP team is the Programme Analyst/Programme Coordinator. The Project Board is facilitated by the UNDP Deputy Resident Representative<sup>8</sup>, comprising of one or more from Ministry of Labour and Social Welfare. The Board has extended its membership to the Ministry of Internal Affairs during 2015.

The Project Board role includes:

- Responsibility for making strategic decisions by consensus, including the approval of project revisions (i.e. changes in the project document);
- Approval of Annual Work Plans, Annual Reviews and mid-term reports;
- Meetings for at least twice a year to review management risks and most relevant issues; meetings can be held virtually (i.e. teleconference, videoconference, etc.);
- Consultations with the Project Manager for decisions when management tolerances (in terms of time and budget as per work plan) have been exceeded (the Project Board defines tolerances).

The PB approves all major plans and authorises any deviation from agreed plans. It is the authority that signs off the completion of each stage as well as authorises the start of the next stage of project implementation. It ensures that required resources are committed and arbitrates on any conflicts within the Project or negotiates a solution to any problems between the Project and external bodies. The PB is ultimately responsible for assurance that the Project remains on course to deliver the desired outcome of the required quality to meet the Project's objectives defined in the Project.

### ***Monitoring***

At every stage of the project, all indicators have been monitored, and the impact measured through data collection. Regular reporting and monitoring were carried out by the Project Team, including spot check joint monitoring with the employment counsellors. The project is also monitored through administrative data of EMIS and the project database.

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<sup>8</sup> UNDP shall make efforts to transfer the facilitation role to the project's main beneficiary MLSW

## PART C Quality Assurance (by the programme team)

Risks	Likelihood	Impact	Mitigation	Current situation
Limited coordination among organizations working in the field of employment	Low	High	The project has provided the MLSW with technical assistance at the Minister's cabinet level to ensure that projects in the field of employment are coordinated and are in line with the Employment Policy document.	<b>2020 status:</b> There is still a need of coordinated approach in the implementation process of employment measures. The <b>COVID-19</b> and the restrictive measures have hindered the operational capacities of most of the EOs, thus, creating bottlenecks of fund deliverance. With a limited number of staff available throughout the employment agency, much of the activities are delayed and require recurrent effort for proper implementation.
Risks	Likelihood	Impact	Mitigation	Current situation
Prevailing prejudices and stereotypes from the private sector for repatriated persons. According to the PES reports, there is an on going reluctance of enterprises to accept repatriated persons has been great given the lack of data on their criminal past.	Medium	Medium	Recurrent meetings between the PES and the private sector and discussion on the importance of economic integration and the elimination of prejudice.	<b>2020 status:</b> there is a constant hesitation from the private sector towards employing repatriated persons; the project staff emphasizes the benefits of the employment schemes offered by ALMP2

<b>Risks</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Current situation</b>
Limited PES and VTC human resources (and human capacities) to effectively provide integrated employment services and implement various employment programmes	Medium	High	The project has organized several trainings to strengthen PES and VTC capacities to improve service delivery. The ICT tools have had a positive impact in increasing the number of jobseekers served. Technical capacity building has been provided by the project team.	<b>2020 status:</b> PES staff, apart from being of old age, present inertia towards application of new measures and tailor based services. This especially in terms of offering all the clients the same type of services, according to their needs. The project will continue to provide hands-on coaching to EOs across Kosovo to stimulate service provision improvements.
The low level of interest from the repatriated persons to be included in the employment schemes, taking into account the income they had in the return countries and the average salary in Kosovo	Medium	High	PES should coordinate activities in promoting employment of repatriated persons as the only alternative to their integration into society. This should be accomplished at all stages of reintegration.	The project has organized meetings at local and regional level in order to ensure that access and information to repatriated persons is clear . The project has been running a mentoring session for all employment offices in terms of providing employment services for repatriated persons.
<b>Risks</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Current situation</b>
Limited logistical capacities	High	High	ALMP2 provide logistical support to rural and difficult to reach	There are 30 employment offices Kosovo-wide, which, for full operational capacity, lack logistical capacities such as:

			areas by physically being present on the field. The employment agency also provides vehicles and fuel compensation for EO councillors on a need basis.	labour market research tools, modern communication tools, technical equipment: printers, scanners and photocopiers, etc. All these technical factors have limited the scope of service provision and have limited the possibility of reaching target numbers foreseen for various employment measures.
<b>Risks</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Current situation</b>
Dissatisfaction with the tool package offered by the SEP	Medium	Medium	The dissatisfaction stems from lack of information on the contents and size of the grant; ALMP2 continuously holds interviews where candidates are informed on the content of the package.	The project has defined the grant size and reintegration compensation in accordance with the minimum wage in Kosovo and based on the Regulation (GRK) NO. 13/2017 on Reintegration of Repatriated Persons. Given the average income in Kosovo, and in comparison, to origin countries of the repatriated, the difference is noticeable, however the project has taken a constructive approach in terms of clarifying and explaining the terms and conditions of engaging in SEP as well as the contextual reality of Kosovo
<b>Risks</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Current situation</b>
<b>Repatriated persons consider SEP grants guaranteed upon arrival in Kosovo</b>	High	Low	Staff from the ALMP2 team address questions and inquires from the applicants as well as provide	ALMP2 has organized regular meetings with the Municipal office for returnees (MOCR) and employment offices (EO), in order to better inform the staff and disseminate information on SEP selection and regulations. These meetings highlighted the competitive

			<p>potential candidates with information readily available at the employment office.</p>	<p>aspect of the SEP and prioritizing of sustainable business proposals.</p> <p>Contradictory information from the EOs and MOCR as well as word of mouth type of exchange have often resulted with confused target beneficiaries. ALMP2 members often had to provide additional information on the SEP programme as well as the difference between awarding equipment versus financial remuneration – as was prior the case.</p> <p>Employment officers present a continuous challenge within the implementation of the SEP; with limited staff due to the COVID-19, employment officers have often found themselves overworked with delivering the applicable jobseeker documentation, namely: partial/ improper data entry, negligence in following SEP implementation manuals or following of the call for applications criteria. The Self Employment Programme continues to present a challenging scheme for implementation for the Employment Offices; partially due to its high volume of applications as well as logistical challenges.</p>
<b>Risks</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Current situation</b>
<b>Political instability and change of</b>	Medium	High	The ALMP2 team works directly with the employment offices in	During 2020, the ALMP2 project underwent through difficulties in implementing the foreseen employment



<p><b>government structures</b></p>			<p>implementing the employment measures</p>	<p>measures, due to government changes and structural reorganization of its major partners, namely the MLSW and EA. A 50-day government had merged multiple ministries and departments under a new ministry MEPTINIS (Ministry of Economy, Employment, Trade, Entrepreneurship and Strategic Development). This created bureaucratic difficulties where department heads within the ministry did not have a clear understanding of their roles and duties, thus hindering the smooth implementation of employment measures. Currently, the new government has reverted to initial ministerial structure, where the EA is part of the MLSW.</p>
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The UNDP Kosovo office Programme Coordinator, Programme Analyst and Programme Officer have provided specialist quality assurance, mostly of a technical nature. UNDP’s Programme team has been involved in the quality assurance of the related policy development initiatives. The Project Board (PB) has received advice from project assurance, which raised any issues that may not have been addressed and advice on quality issues. Project assurance has also highlighted areas of concern to the Project Management Unit. Additional Quality assurance has been provided through monitoring reports.

**(3.c) Partnerships and Cooperation**

The results of ALMP2 during the reporting period were achieved in close and effective collaboration with all the partners involved. The main partners of the project are the Ministry of Labour and Social Welfare, the MLSW Department of Labour and Employment, the Employment Agency and its Employment Offices and Vocational Training Centres. The project has collaborated also with the Division for Social Welfare, when beneficiaries of social assistance category 2 have participated in different types of ALMP, as well as the Kosovar Business Alliance in identifying and incorporating new private sector companies within the PES.

In regard to the reintegration of repatriated persons, the project partners effectively with the Ministry of Internal Affairs, the Department for Reintegration of Repatriated Persons, and the Municipal Offices of Communities and Returns.

The implementation of labour market measures, the partnership with the private sector companies has been crucial. During 2020, the project has joined forces with private companies around Kosovo, operating in different economic sectors, wage subsidy beneficiaries were placed on 52 companies, whereas on the job trainings were held at 143 companies.

Partnership with the University of Prishtina is strengthened through continuous support in organizing and ensuring the progression of the international conference series, additionally ALMP2 has contributed towards a stronger collaboration between the policy making and evidence producing institutions. The second edition of the international conference has proven that this platform has become an effective space for exchange of ideas and best practices. This partnership could support a more sustainable evidence-based policy making in the future.

The project has organized regular consultative meetings also with other donors such as GIZ and Helvetas. GIZ is targeting same target groups as ALMP project, this has been done in order to avoid overlapping regular meetings and to share information.

### **Institutional commitment and ownership is critical for efficiency in implementation and sustainable capacity building**

No project can achieve optimal success or become sustainable if there is no strong and continued commitment and ownership throughout the structure of local authorities. There continues to be a significant buy-in for the project as the issue of youth unemployment is a public policy priority. Ultimately, the greatest challenge in sustaining and empowering the achievements of the project will be the sustained financial and political commitment by higher level institutions, especially having in mind the wide range of actors involved in implementation. That is why it is of critical importance for projects seeking sustainability to include in their governance actors such as the Ministry of Finance and the Office of the Prime Minister to establish the Employment Fund, which will be used specifically to finance the implementation of different active labour market programmes. The feasibility study for this fund along with proposed models is in place through the project.

## Annex 1. Summary of Financial Report January-December 2020 (EUR)

Donors	Total Budget Planned for 2020	Committed	Disbursed	Total Expenditures	Balance	UTL
Gov. MLSW	€ 282,636	€ -	€ 272,060	€ 272,060	€ 10,576	96%
Gov. MIA	€ 84,071	€ -	€ 79,041	€ 79,041	€ 5,030	94%
GOV. MIA-MLSW	€ 655,081	€ -	€ 636,808	€ 636,808	€ 18,273	97%
Municipality of Vushtrri/Vucitrn	€ 16,206	€ -	€ 16,206	€ 16,206	€ -	100%
Realized Loss	€ -	€ -	€ 858	€ 858	€ (858)	
Realized Gain	€ -	€ -	€ (275)	€ (275)	€ 275	
<b>TOTALS</b>	<b>€ 1,037,995</b>	<b>€ -</b>	<b>€ 1,004,698</b>	<b>€ 1,004,698</b>	<b>€ 33,296</b>	<b>97%</b>