

SUSTAINABLE REINTEGRATION OF REPATRIATED PERSONS INTO LABOUR MARKET THROUGH UNDP'S ACTIVE LABOUR MARKET MEASURES DURING 2019-2020

External Evaluation of the Implementation and Impact of the project: Active Labour Market Programmes 2

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Abbreviations

Active Labour Market Measure - ALMM
Active Labour Market Programme - ALMP
Case Management System – CMS
Department for Reintegration of Repatriated Persons - DRRP
Deutsche Gesellschaft für Internationale Zusammenarbeit - GIZ
Kosovo Employment Agency - KEA
Employment Office – EO
European Union – EU
Kosovo Agency of Statistics - KAS
Kosovo Business Registration Agency - KBRA
Kosovo Employment Agency – KEA
Ministry of Internal Affairs – MIA
Ministry of Labour and Social Welfare - MLSW
On-the-Job-Training – OJT
Self-Employment Programme – SEP
United Nations Development Programme - UNDP
Vocational Training Centre - VTC
Wage Subsidy – WS
HoReCa- Hotel Restaurant Coffee

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Executive Summary

Kosovo¹ has signed several bilateral agreements on the reintegration of repatriated persons returning from those signatory countries. With UNDP support, the Ministry of Internal Affairs and the Ministry of Labour and Social Welfare have launched the project of reintegration of repatriated persons in Kosovo. The objective of this project was twofold: first of all, to comply with the EU integration agenda and the process of visa liberalization and secondly, to integrate repatriated persons in Kosovo socio-economic life through three main measures: Self-Employment Programme, Wage Subsidy and On-the-Job-Training. These measures are tailored to the profile of beneficiaries, by providing tools and equipment and coaching and mentoring for beneficiaries (SEP) to become self-employed, by cooperating with the private sector through wage subsidies (WS) for up to 12 months to find sustainable employment afterwards, and through On-the-Job-Training (OJT) for 3 to 6 months to secure sustainable employment by enhancing the required skills and experience.

This research employed four data sources to evaluate the project. First, the desk review was conducted to become more familiar with the project. It was followed by semi-structured interviews with project partners and stakeholders, and questionnaires for beneficiaries and beneficiary focus group discussions on the three measures. Due to the safeguards against the Covid-19 pandemic, the interviews and focus group discussions were conducted online.

Considering the employment situation in Kosovo, repatriated persons enjoy improved opportunities to find sustainable employment through these measures. In this context, the project is designed according to the labour market's macro-economic situation, and the challenge presented by the lack of a skilled labour force. Repatriated persons with business ideas applied for the SEP measure, and candidates went through an effective selection process. Repatriated persons benefited tools and equipment and monitoring and mentoring support in business establishment and development. Wage Subsidy measure beneficiaries who met the criteria, benefited a wage subsidy for up to 12 months to find long-term employment in the private sector. The On-the-Job-Training measure was designed for repatriated persons with no skills or lack of formal education. Candidates that benefited from the OJT for three months aimed to develop their skill sets, gain experience, and find long-term employment. Findings from this evaluation show that three measures are considered effective, including the diversity of business sectors, matching of skills sets (WS and OJT), and the selection procedure.

Although the Covid-19 pandemic situation disrupted all three active labour market measures, the impact and sustainability are satisfactory. On the impact and sustainability of SEP for 2019-2020, 95% of businesses are active (despite lower revenues), and other businesses are temporarily on hold due to the pandemic situation during the period covered through this evaluation. Wage Subsidies impact and sustainability are very high. On average, around 75% of beneficiaries have secured stable employment after the deployment of pandemic safeguards by the Institute of Public Health of Kosovo ended. This number is expected to increase when the WS ALMM ends, and the

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

economy recovers after the Covid-19 pandemic. OJT impact and sustainability are 80.2%, which is based on indicators such as: 32.7% are planning to establish a business and become self-employed; 44.1% continue to work for the same firm/current job; and 3.4% attend more trainings. Repatriated persons benefiting from WS and OJT measures, during their activation in those measures increased their skills, experience and knowledge, and besides these indicators, commitment and motivation are also crucial factors that directly impacted the sustainability of the project.

When the efficiency, partnership cooperation and coordination, the report also found that gender equality and women's inclusion was an important consideration in this project. There were encouraging measures undertaken to ensure higher participation of women in the project, considering that the number of men in the targeted population was disproportionately higher than women. The number of repatriated women over the years was lower compared to men. In 2019, women consisted only 16.5% of the repatriated persons, compared to men at 83.5%, whereas in 2020, 18.6% of the repatriated persons were women, compared to 81.4% who were men. While there was a relatively balanced distribution of women and men beneficiaries in the WS and OJT programmes (despite the low proportion of repatriated women), there were challenges in having a balanced gender representation in the SEP programme. These challenges were analysed further to draw lessons and recommendations for future sectors that will attract more women. One example is the ICT sector, with growth potential in domestic and international markets, which in 2020 attracted the application of 0.61% of women, compared to 2.1% of men and compared to the previous year when there were no women interested in the sector.

Concerning efficiency, when analysing the cost-benefit of the three measures, the benefits exceed the costs. The benefits range from the rate of business survival, average revenues (SEP), ensuring long term employment, skill development (WS and OJT). Regarding partnership cooperation and coordination, three partnership cooperation levels have ensured an effective project design and implementation and ensured a more significant impact and sustainability of the three measures.

Project Description

Introduction

The United Nations Development Programme (UNDP) commissioned this external evaluation report to be conducted by the Institute for Entrepreneurship and Small Business (IESB), entitled: **External evaluation of the implementation and impact of the project “Sustainable Reintegration of Repatriated Persons” into the labour market through Active Labour Market Measures during 2019-2020**. This project has three active labour market measures: Self Employment Programme (SEP), On-the-Job-Training programme (OJT) and Wage Subsidy (WS). The evaluation includes technical assistance for employment and monitoring as well.

The objectives of the evaluation of the performance of the ALMP2 in implementing the reintegration of repatriated person component are:

- 1) *“Assess the project results against the planned activities in relation to the reintegration of repatriated jobseekers, through the lens of relevance, effectiveness, efficiency, sustainability and impact as well as the COVID emergency reprogramming and identify if there were any unintended results;*
- 2) *“Identify lessons learned”; and*
- 3) *“Propose strategic and forward-looking recommendations for the further support of labour market institutions in Kosovo in relation to repatriation.”*

Purpose and Scope of the Evaluation

The purpose of the project evaluation is to assess the implementation and impact of the project as well as producing recommendations based on seven components:

1. Project design & contextual relevance;
2. Project Efficiency;
3. Project Effectiveness (results);
4. Project Impact;
5. Project Sustainability and Innovation;
6. Evaluation of cross-cutting issues;
7. Partnerships and cooperation;

Project Background

This section provides a brief description of the process of reintegration of repatriated persons and a description of the scheme. Reintegration of repatriated persons has become an essential task for all relevant institutions due to EU integration. The integration of these resident into Kosovo society has become a goal to fulfil visa liberalization and EU integration criteria. Over the years, Kosovo signed several bilateral agreements with other countries, and as a result, the number of repatriated persons increased. Table 1 reports the number of repatriated persons registered in the Case Management System (CMS), reported to the reception offices at the Airport, the Municipal Offices for Communities and Return and other border crossing points.

Table 1. Number of Repatriated Persons over the years

Year	Gender		Overall
	Women	Man	
2016	939 <i>9.7%</i>	8791 <i>90.3%</i>	9730 <i>100%</i>
2017	1327 <i>31.7%</i>	2855 <i>68.3%</i>	4182 <i>100%</i>
2018	222 <i>13.8%</i>	1385 <i>86.2%</i>	1607 <i>100%</i>
2019	132 <i>16.5%</i>	670 <i>83.5%</i>	802 <i>100%</i>
2020 (January-September)	44 <i>18.6%</i>	193 <i>81.4%</i>	237 <i>100%</i>

Source: Ministry of Internal Affairs (MIA), yearly official reports

Since 2015-2016, when the emigration wave increased the number of repatriated persons, institutions focused on three components to ensure the sustainable socio-economic reintegration of repatriated persons in Kosovo. Repatriated persons begin the process of counselling through assistance and support soon after they arrive at the border crossing point. A mobile unit was established by the Department of Reintegration of Repatriated Persons at the Prishtina International Airport, while other border crossing units respond to the emergent needs of repatriated persons and direct them to respective municipalities. Respective local departments make the required evaluation of repatriated persons, including accommodation and possible health issues. After evaluating the urgent needs of repatriated persons, they direct these individuals to respective municipalities in Kosovo. Transportation and accommodation are offered to all on-demand. The department ensures that the cost of rent for a certain period, furniture, and other necessities are covered based on the needs of those incapable of covering and securing these essentials. Furthermore, the department collects the personal data regarding the repatriated persons, and in case they do not have them, it will provide identification documents.

Programme Description

Socio-economic reintegration of repatriated persons through active labour market measures is a challenge in itself due to macroeconomic instability and the particularly high unemployment rate in Kosovo (see Table 2). Kosovo still faces macroeconomic instability reflected negatively in the high unemployment rate (24.6%)¹. Based on the Kosovo Agency of Statistics (KAS) latest Labour Force Survey (LFS, Q3 2020) unemployment rate among females is at 33.1%, compared to males with 21.5%. Furthermore, the lack of skills of repatriated persons due to a low level of formal education are among other issues that Kosovo institutions face². In order to tackle the challenges of reintegrating repatriated persons in Kosovo, in cooperation with UNDP, local institutions, through the financial support of the Finland government, have launched a programme to integrate repatriated persons in society, increasing skills of repatriated persons and stimulate new jobs created in the private sector. The programme's main objective is to provide the needed skills and offer employment opportunities for repatriated persons in Kosovo. Through this programme, institutions aim to have a sustainable reintegration process of repatriated persons and minimize illegal immigration in the future. Various strategic documents³ have been compiled and implemented by the government and other respective ministries to ensure a more efficient reintegration and ensure better employment outcomes of repatriated persons and their integration into society through employment.

Table 2. Unemployment rate in Kosovo (15-64)

	Unemployment Rate (Age-15-64)		
	Male	Female	Overall
2015	31.79%	36.57%	32.90%
2016	26.15%	31.69%	27.50%
2017	28.52%	36.60%	30.50%
2018	28.31%	33.40%	29.60%
2019	22.42%	34.40%	25.70%
2020	23.40%	31.70%	25.60%

Source: World Bank 2015-2019; ESK-2020

Various project partners and stakeholders are implementing this programme with UNDP support as a crucial facilitator of the programme. Among other active labour market measures, the project focuses on three schemes/measures: Self- Employment, On-the-Job-Training, and the Wage Subsidy scheme. UNDP, jointly with other partners an

¹Agency of Statistics of Kosovo (ASK) Link: <https://ask.rks-gov.net/en/kosovo-agency-of-statistics/add-news/labour-force-survey-q3-2020> (Accessed February 2021)

²Note: a World Bank survey shows that job-seekers lack the skills and experience firms require from employees. Among other factors that related to the lack of skills of job-seekers is the education system. (Link <http://documents1.worldbank.org/curated/en/209751557432399449/pdf/Kosovo-Country-Report-Findings-from-the-Skills-towards-Employment-and-Productivity-Survey.pdf> Accessed February 2021).

³ For example National Strategy for Sustainable Reintegration of Repatriated Persons in Kosovo 2018-2022(link http://www.kryeministri-ks.net/repository/docs/National_Strategy_for_Reintegration_of_Repatriated_Persons.pdf Accessed February 2021).

stakeholders such as MLSW, MIA, GIZ, and other local organizations, cooperated closely to support the integration of repatriated persons into the Kosovo labour market. This programme aims to advance jobseekers' skills, offer access to the labour market, and support the private sector in building and creating new job opportunities. Furthermore, depending on the scheme, it aims not only to engage in the labour market, but also to provide a qualified workforce through close cooperation with the private sector.

Active Labour Market Programmes - ALMP2's main objective is to improve labour market institutions' capacity to design gender-responsive policies at the central level and provide integrated services at the local level, focusing on the most vulnerable groups among the unemployed. The project also provides employment and training opportunities for the unemployed, registered at the Employment Offices throughout Kosovo, through various active labour market measures such as Wage Subsidy (WS), On-the-Job-Training (OJT), and Self-Employment (SP).⁴ Before providing a brief description of each measure, it is essential to explain the implementation of active labour market measure for repatriated persons in Kosovo. According to the Operational Guidelines, during the implementation process, the project team had a considerable number of tasks to ensure the best implementation of ALMMs. The project team in the Employment Offices made announcements on their website for each call for applications. Also, EOs published information outside the building in a designated area for advertisement, easily visible by anyone. The project usually has created posters with information, which have been posted not only by EOs but also from the implementation team, as the former (EOs) have fragile logistics in the field.

These posters are posted in Employment Offices (EO), Vocational Training Centre (VTC), Municipalities, Associations, or bus stations. These are high-traffic areas and people have the opportunity to read these employment announcements. Besides these places, the announcement is published in the Agency and Ministry of Labour and Social Welfare websites. The ALMP2 team consists of one Project Manager, one Financial and Administration Officer, one Financial Assistant, and one Communications Officer. Over the years, they also had interns that provided support in the process and decision making. It is important to emphasize that the project is implemented in all municipalities in Kosovo, and the ALMP2 team has only three officers for all Kosovo to implement the programme. According to the project, these officers interact on a daily basis with employment offices for all measures and additional activities.

⁴Regulation (GRK) No.22/2020 on reintegration of repatriated persons; Link (<https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=31862> Accessed February 2021)

Program/Measure Description

Self-Employment Programme (SEP)

The purpose of the Self-Employment Programme (SEP) is to support registered unemployed individuals - in this case, repatriated persons. As an essential measure of the reintegration of repatriated persons, self-employment aims to promote entrepreneurship and ensure employment for families and generate revenues for individuals. The 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 grant support through the provision of tools and equipment, the programme also delivers training on business skills and expert support, assisting repatriated persons with the expertise and knowledge to succeed in their chosen business sector.

According to the call for applications and procedures, repatriated jobseekers who meet certain conditions are eligible to be included in the self-employment programme through the competitive application process. The EO guides repatriated persons with basic information to complete the documentation needed to apply to this scheme. The selection of beneficiaries is made on a competitive basis through the open call for applications. The implementation process, including selection and other self-employment procedures, is defined in the MLSW regulation 01/2018 to implement ALMM-s and operational manual for self-employment measure.⁵

SEP's primary purpose is to support individuals directly to open a new start-up business. This programme is the most preferred one, which has attracted many beneficiaries. Initially, this programme offered financial support while implemented by MIA and with UNDP support. However, due to past obstacles, the programme offers equipment as direct support to the beneficiaries. Furthermore, starting the business idea, establishment and development of the business, monitoring and mentoring is supported directly by relevant stakeholders directly involved in the process of reintegration of repatriated persons.

Firstly, to ensure a more significant impact of the programme, beneficiaries attend intensive training at Public Vocational Training Centres to help the beneficiaries develop business plans and business administration training. This process takes two weeks to implement. During this period, candidates are informed regarding the areas they can benefit from, including technical and administrative procedures. In this phase, for example, in some cases, 300 beneficiaries show interest, of which 200 start the training, and although their business ideas may not be attractive or in the sector where there is demand, due to the nature of the programme and to encourage as many beneficiaries as possible, they get advised to change the business sector to have higher chances of success. After the candidates go through these procedures, the applications are completed with supporting documents as verification of the application and their education,

⁵Regulation (MLSW) NO.01/2018 ON ACTIVE LABOUR MARKET MEASURES link: <https://gzk.rks.gov.net/ActDocumentDetail.aspx?ActID=16068> (Accessed February 2021)

certifications or references, and the business location, enclosed in an envelope and sent to the evaluation process. This application procedure has been conducted through online channels during 2020 as a necessity due to the pandemic. SEP helps individuals by providing a step-by-step guide regarding business ideas with survival potential in the market in Kosovo. These business plans go through three steps of evaluation criteria: i) Administrative check, which consists of completeness and authenticity of documents required by the programme; ii) Technical Evaluation or expert rating, whereby experts score each business plan section, and iii) interview process in which applicants go through an overall verification and evaluation process which result in the commission’s final decision to approve/reject the proposal.

Table 3. Acceptable Business Sectors for provision of equipment and tools to beneficiaries

Acceptable Interests for Provision of Equipment and Tools by Sector	
Food processing and packaging industries: <ul style="list-style-type: none"> - Preparing sweets, - Fast food preparation, - Meat processing (preparation of minced meat products). 	ICT in addition to outsourcing business processes and the customer support centre sector: <ul style="list-style-type: none"> - Program development, - ICT equipment servicing, - Textile products print design.
Construction: <ul style="list-style-type: none"> - Central Heating Installer, - Plastering and Facade, - Plumber/Ceramic installer, - Electrical installer, - Bricklayer (mason) 	Metalworking industry: <ul style="list-style-type: none"> - Welder, - Metalworker.
Wood processing industry: <ul style="list-style-type: none"> - Carpenter, - Furniture. 	Other: <ul style="list-style-type: none"> - Hairdresser/Barber, - Auto mechanic, - Car painter, - Tire services, - Car wash.

Wage Subsidy (WS)

Employment through wage subsidies aims to generate employment opportunities for repatriated persons registered as unemployed. Repatriated jobseekers who meet the conditions for wage subsidy are eligible to apply for participation in this scheme. The wage subsidy scheme is implemented under the legislation in place. The duration of the wage subsidy measure is determined by Regulation No. 01/2018 on active labour market measures, Article 9, Paragraph 3, which states that the duration of wage subsidies is 12 months⁶. The purpose of the wage subsidy programme is to create employment opportunities for unemployed persons and subsidise their salary for 12 months. The wage subsidy is offered to create long-term and sustainable employment for beneficiaries. During this period, beneficiaries are expected to increase their knowledge and gain skills, sufficient experience, and stay at the same job for a long time

⁶ Regulation (MLSW) NO.01/2018 ON ACTIVE LABOUR MARKET MEASURES link: <https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=16068> (Accessed February 2021)

or find another job in Kosovo after the end of the programme. The wage subsidy scheme was announced for both businesses and beneficiaries, and matchmaking is done by the Employment Officers/counsellors. This scheme aims for repatriated persons, in collaboration with counsellors at the Employment Office, to identify potential businesses where they fit to work and get involved.

This component requires skilled and labour market-ready workers who have prior preparation for the work to be engaged in. The programme also allows individuals to find suitable companies. During this period, the basic contract/Memorandum of Understanding is made between three parties to sign a one-year employment contract. 50% of the payment is subsidized by the employer and 50% by the programme. After the contract signature, the employer appoints a staff member to supervise and guide participants. The profile of jobseekers and the match with the business sector's needs is of crucial importance. There are cases of firms seeking employees with a specific profile for the nature of the business or industry, in which the repatriated persons are engaged.

On-the-Job-Training

On-the-Job-Training aims to provide opportunities for gaining helpful experience at the workplace for the registered unemployed who need to gain new knowledge and experience and need relevant knowledge and skills necessary to enter the labour market⁷. This measure is shorter than other measures, ranging from 3 to 6 months, and aims to extend employer and employee cooperation or the repatriated persons to gain skills and experience and become competitive in the labour market. On-the-Job-Training attempts to target repatriated persons who appear listed as unqualified persons or persons with no prior experience in EOs database. This scheme's primary goal is to help them, through On-the-Job-Training, develop the required skills, and to integrate them into the labour market. On-the-Job-Training begins with advertisements for both employers and jobseekers and a matchmaking process done by Employment Officers/counsellors. The value covered for the beneficiary/trainee through this scheme is € 150/170 per month. Additionally, OJT beneficiaries are insured by the project with the Workplace Injury Insurance for the period of OJT. On-the-Job-Training enables the transition from this component to sustainable regular employment by acquiring the necessary technical and professional skills for a particular position or sector.

Methodology/Approach

The most suitable research strategy of the external evaluation is employing mixed methods, comprised of qualitative and quantitative methods. These methods allowed us to analyse in-depth the process of implementation, challenges, outcomes, and recommendations. To ensure this external evaluation's longitudinal

⁷ Regulation (GRK) No.22/2020 on reintegration of repatriated persons; Link (<https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=31862> Accessed February 2021)

perspective, we use both primary and secondary sources of evidence. The primary source of evidence includes semi-structured interviews with key stakeholders and interviews with beneficiaries, while secondary sources include prior reports, analyses, plans, monitoring, evaluations, and other relevant documents. The data of primary and secondary sources of evidence are analysed in two steps to ensure a more reliable and trustful external evaluation, whereas the third step consists in evaluation in general. These distinct but interconnected steps aimed to capture different aspects of project implementation; thus, we conduct pattern matching of data that increase the quality of the report and recommendations derived from it.

Desk Review

The first phase carried out a desk review of key project-relevant documents. The findings derived from these documents allow us to clearly understand the context of the project, analyse goals, and the extent to which the Covid-19 pandemic situation influenced the project's initial goals.

There are several benefits regarding the first phase of desk research/document analysis, which allowed us to:

- i. clearly define the context and the process of implementation of the project.
- ii. define the depth and breadth of the problem and analyse the data according to main objectives and the purpose and scope of external evaluation.
- iii. build a longitudinal perspective and trends regarding the project implementation process before the pandemic and during the pandemic;
- iv. identify the challenges that stakeholders responsible for the project faced during the Covid19 pandemic;
- v. understand the information and the data and exclude the data that may not serve as the major source of evidence due to Kosovo pandemic situation. This includes analyzing the policies and decisions regarding the implementation of the project, the extent the Covid19 influenced the change of implementation strategy, decision making, and the change of stakeholders;
- vi. identify and classify the parties that benefited from the project, and
- vii. increase the efficiency of semi-structured interviews and interviews with beneficiaries.

Field Work

After completing the first step of data collecting through desk review, the individual meetings and semi-structured interviews with project stakeholders were carried out. Semi-structured interviews with various stakeholders enabled us to verify the information derived from the first step of data analysis by conducting pattern-matching. Furthermore, besides the verification of information, the data from interviews with stakeholders allowed us to understand the challenges that the project implementation faces and possible changes in project goals due to the pandemic situation of Covid19. Therefore, these interviews' data helped us eliminate the information that no longer may be accurate from the first phase and include new indicators and information that were not available in the first phase. During

the second step, after conducting interviews and analysing the data derived from the first step, the focus group discussions and structured interviews through a survey with beneficiaries were carried out as planned. These data aim to capture the diversity and increase the reliability and quality of this external evaluation report. These external evaluation reports conducted 11 interviews with project partners, such as Employment Agency representatives, Ministry of Internal Affairs key high officials and interviews with other stakeholders of organizations that operate in Kosovo (for more details, see Appendix 1. Field mission). Due to Covid19, the vast majority of interviews were conducted online.

Table 4. Sample Distribution from survey respondents for three categories

SELF-EMPLOYMENT			WAGE SUBSIDY			ON-JOB TRAINING		
Age	No.	Percentage	Age	No.	Percentage	Age	No.	Percentage
18-29	14	22.6%	18-29	8	40.0%	18-29	12	60.0%
30-49	46	74.2%	30-49	10	50.0%	30-49	8	40.0%
50-64	2	3.2%	50-64	2	10.0%	50-64		
Gender	No.	Percentage	Gender	No.	Percentage	Gender	No.	Percentage
Women	14	22.6%	Women	9	45.0%	Women	11	55.0%
Man	48	77.4%	Man	11	55.0%	Man	9	45.0%
Ethnicity	No.	Percentage	Ethnicity	No.	Percentage	Ethnicity	No.	Percentage
Ashkali	1	1.6%	Bosnian	1	5.0%	Ashkali	1	5.0%
Egyptian	1	1.6%	Kosovar	19	95.0%	Egyptian	1	5.0%
Kosovar	60	96.8%				Kosovar	17	85.0%
						Turk	1	5.0%
Residence	No.	Percentage	Residence	No.	Percentage	Residence	No.	Percentage
Rural	34	54.8%	Rural	6	30.0%	Rural	10	50.0%
Urban	28	45.2%	Urban	14	70.0%	Urban	10	50.0%
Education	No.	Percentage	Education	No.	Percentage	Education	No.	Percentage
Higher education	4	6.5%	Higher education	1	5.0%	Higher education		
Secondary education	29	46.8%	Secondary education	14	70.0%	Secondary education	15	75.0%
Primary education	27	43.5%	Primary education	15	25.0%	Primary education	4	20.0%
Without formal education	2	3.2%				Without formal education	1	5.0%

**Authors' calculation and design using EA and MIA database*

As for the focus groups, we aimed to conduct ten focus groups with 10 to 12 participants. However, due to the pandemic situation and the unwillingness of repatriated persons to participate in the focus group, we conducted only three focus groups with 3 to 5 individuals participating in each. The focus groups were divided based on the scheme the repatriated persons benefited from, and the questions were addressed accordingly. The focus groups were conducted online.

Data Analysis

During this step, the team gathered the data from three primary sources of evidence and addressed this external evaluation report's objective. This step is divided into two categories; the first category includes the data categorized based on this study's scope, then coded accordingly. The data analysis for all sources of evidence was analysed. The second category includes the written external evaluation report, with recommendations, and addresses each part of this report's scope and data. The data analysis and the coding process were carried out according to the steps explained above. During the document analysis, the primary codes are defined based on UNDP evaluation guidelines and ToR's main components. In the coding process, sub-categories, categories were defined, then the data that closely resembled these categories were placed accordingly. Sub-categories, categories, and themes were defined according to, but not limited to the project evaluation's objectives and scope. Coding twice was essential to increase quality, avoid mistakes, and increase the trustworthiness of analysis derived from data analysis⁸. Also, qualitative content analysis is flexible in that the coding frame should always be matched to the material^{9,10}. The data were analysed as follows: firstly, we conducted a desk review of all documents and data; secondly, we analysed and coded transcripts of semi-structured interviews. After we analysed the data, we analysed the data of questionnaires followed by focus groups' data. The data from focus groups helped us gather in-depth information regarding the repatriated persons and the scheme itself. Below, we evaluate the project based on desk review data, semi-structured interviews, questionnaires, and focus groups. It is important to emphasize that to have a more objective evaluation, the data from semi-structured interviews, questionnaire and focus groups are combined and shown in the analysis together.

⁹ Schreier, M. (2012). *Qualitative content analysis in practice*. Sage Publications.

¹⁰ Schreier, M. (2014) Qualitative content analysis. In Flick, U (ed.) *The SAGE Handbook of Qualitative Data Analysis*.

Findings

This section shows findings from an external evaluation project of reintegrating repatriated persons in Kosovo and three measures implemented: Self-Employment, Wage Subsidy, and On-the-Job-Training. Each scheme is evaluated based on components addressed in the ToR as well as research questions. It is important to emphasize that the project design and contextual relevance evaluate cross-cutting issues, namely gender equality, partnership, and cooperation.

Findings cover the seven research components analysing the whole project during 2019-2020, focused on the three Active Labour Market Measures: Self-Employment, On-the-Job-Training, and Wage Subsidy. Table 5 illustrates the structure of the findings. Findings on the evaluation of cross-cutting issues, partnerships and cooperation and efficiency are structured for the project design and contextual relevance, effectiveness, impact, and sustainability are evaluated for each of the three schemes separately.

Table 5. Structure of Findings

Subsection title	Content
Self-Employment Scheme	Covers findings and analysis of this scheme in the four research components, which are: Contextual Relevance, Effectiveness, Impact, and Sustainability
On-the-Job-Training Scheme	Covers findings and analysis of this scheme in the four research components, which are: Contextual Relevance, Effectiveness, Impact, and Sustainability
Wage Subsidy Scheme	Covers findings and analysis of this scheme in the four research components, which are: Contextual Relevance, Effectiveness, Impact, and Sustainability
Project Design and Contextual Relevance	Covers the project as a whole with the three schemes included in findings and analysis
Partnerships and Cooperation	Covers the project as a whole with the three schemes included in findings and analysis
Evaluation of Cross-cutting Issues	Covers the project as a whole with the three schemes included in findings and analysis

Self-Employment Programme (SEP)

Contextual Relevance¹¹

The contextual relevance of the self-employment programme, among others, is based on several indicators: the original purpose of the programme combined with the groups targeted by the programme and the context itself.

The purpose of the programme

The self-employment programme introduced by the partners has contextual relevance due to the importance of fulfilling the criteria of visa liberalization and entering the EU integration agenda regarding efforts for socio-economic reintegration of repatriated persons. The project objectives were designed according to the *Kosovo's Strategy For Sustainable Reintegration of Repatriated Persons in Kosovo 2018-2022*.¹² In cooperation with labour market institutions and private sector enterprises, the project's main objective is to develop skills and provide employment opportunities for repatriated persons.” Hence, through self-employment, the goal is to provide long-term employment to repatriated persons by providing tools and equipment and integrating them into Kosovo's economic life. Also, the project's objectives were carefully designed with other stakeholders according to the EU integration agenda.

The self-employment scheme was designed to give a variety of opportunities to repatriated persons to choose the business sector and provide necessary equipment and tools according to the sector the repatriated persons applied for. Furthermore, before being selected, the beneficiaries have to attend training by public VTCs, prepare business plans and acquire business administration skills and knowledge to apply for the self-employment measure to receive the necessary equipment and tools to start their business. According to semi-structured interviews and from the data shown below, this programme has contextual relevance, and the repatriated persons have shown entrepreneurial abilities and have even succeeded in employing others in their businesses. Also, the success so far from the self-employment programme, based on field research with beneficiaries (see findings below) and project stakeholders, show components of the programme such as objectives: relevance, the design of the scheme, the number of beneficiaries who benefited from the scheme, and the impact and sustainability, have been successful.

The project was also designed taking into consideration the contextual relevance of the macro-economic situation in Kosovo. Some indicators increase the self-employment programme's relevance when considering Kosovo's macro-economic challenges, namely the high unemployment rate (see Table 2). Firstly, due to Kosovo's high unemployment rate, the possibility of repatriated persons finding a sustainable job in Kosovo is challenging. This is an additional

¹¹ Level 5 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5 = Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2 = Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

¹² Government of Kosovo: National Strategy for Sustainable Reintegration of Repatriated Persons in Kosovo 2018-2022 (Link: <https://kryeministri-ks.net/en/documents/national-strategy-for-sustainable-reintegration-of-repatriated-persons-in-kosovo-2018-2022/> Accessed February, 2021)

incentive which positively motivates repatriated persons to engage in the self-employment programme and ensure sustainable revenues for themselves and their families. Secondly, several studies maintain that there is a negative relationship between GDP and self-employment. The higher the GDP, the lower the motive of individuals to enter into self-employment programme, as the possibilities to find a job in these countries are very high. Therefore, considering the low GDP level¹³ in Kosovo¹⁴ compared to other countries in the region, repatriated persons' motive to enter into self-employment programme is high.

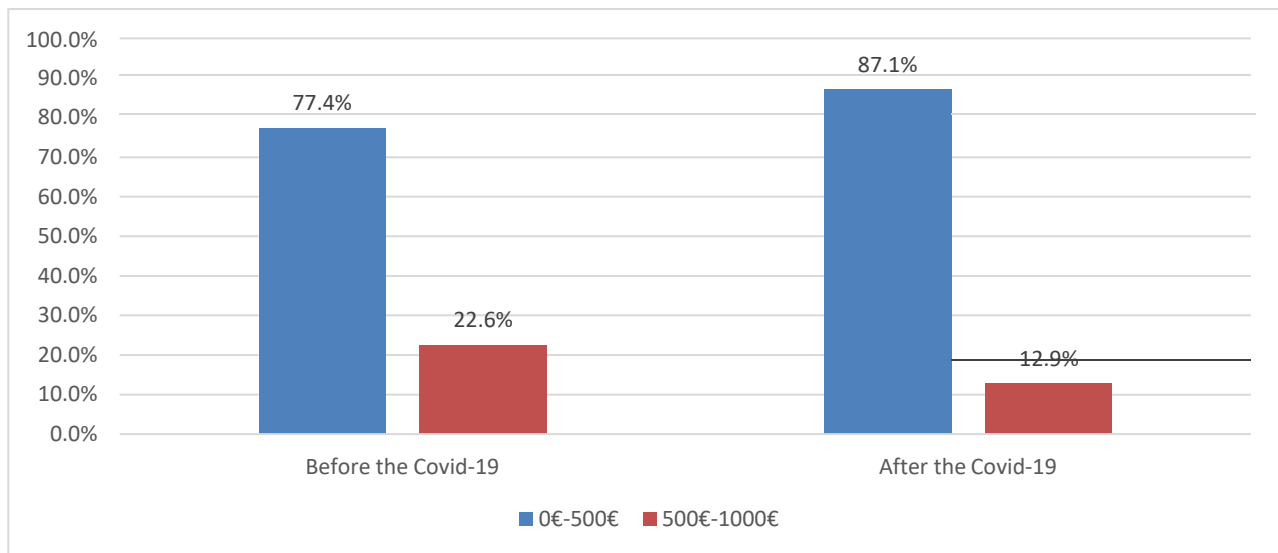
Contextual relevance during the Covid-19

The pandemic situation has forced governments worldwide, including Kosovo, to restrict individuals' movements and 'lockdown' economies. In particular, these restrictions have influenced the scheme through stakeholders responsible for implementing the reintegration of repatriated persons in Kosovo. Despite the challenge, the Kosovo Employment Agency, the Department for repatriated persons in the MIA, and UNDP staff continued implementing the programme. According to semi-structured interviews, despite the challenges, in 2020 was opened a call for the Self- Employment Programme and successfully selected the candidates and delivered equipment and tools. However, it is essential to emphasize the number of applications was lower in 2020, which according to semi-structured interviews, is not related only to the pandemic situation but also to the selection criteria, which are competitive. Despite the lower number of applications in 2020, the selection of beneficiaries was carried out online. The beneficiaries were selected based on points gained according to the rules and regulations (for more, see Effectiveness in the next section below).

¹³ Note: studies show that there is a relationship between the level of GDP in a given country and self-employment, where in countries with low level of GDP individuals attempt to become self-employed as the source of incomes (for more see studies: **i**) Spencer, J. W.; Gomez, C. 2004. The relationship among national institutional structures, economic factors and domestic entrepreneurial activity: a multi-country study, *Journal of Business Research* 57: 1098–1107. [http://dx.doi.org/10.1016/S0148-2963\(03\)00040-7](http://dx.doi.org/10.1016/S0148-2963(03)00040-7); **ii**) Congregado, E.; Golpe, A. A.; Carmona, M. 2010. It is a good policy to promote self-employment for job creation? Evidence from Spain, *Journal of Policy Modelling* 32(6): 828–842. <http://dx.doi.org/10.1016/j.jpolmod.2010.09.001>.)

¹⁴ <https://www.worldbank.org/en/country/kosovo/overview> (Accessed February 2021)

Figure 1. Impact of Covid-19 on average income (SEP)



The contextual relevance due to the negative impact of Covid-19 on the economy, has implications for self-employment measures. Findings from the survey with beneficiaries show that Covid-19 has negatively influenced the self-employment programme's beneficiaries (Figure 1). The impact is evident primarily on the average revenues of Self-employed. Despite the negative impact of Covid-19, there are two positive indicators: the beneficiaries continue to generate revenues. Secondly, none of the beneficiaries terminated their businesses due to the consequences of the pandemic situation (for more see impact and sustainability of self-employment measure).

Effectiveness¹⁵

The following indicators are constructed to measure the self-employment programme's effectiveness: the procedure of beneficiary selection; the diversity of selected beneficiaries; the extent that training, tools and equipment, and consultancy services have been effective.

Procedure and the process of beneficiary selection

The Self-Employment Programme is a delicate and complex process, which requires commitment and time to implement. The nature of the self-employment programme is competitive and merit-based, where repatriated persons with business plans and with clear ideas compete and increase the sustainability of the project and the impact. Below we show the process of implementation and beneficiary selection.

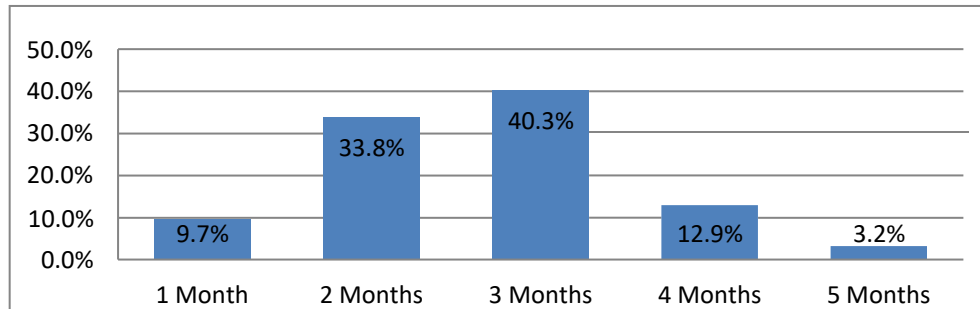
¹⁵ Level 5 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5 = Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2 = Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

Initially, the coordination between KEA and the Project Team is carried out by reviewing the lessons learned for each phase and which lessons learned from the practice are used to supplement the manuals to implement self-employment programme. The call for applications is transparent and publicised widely. The Project team mobilizes to assist EOs with logistics and distribution, where each official from respective municipality offices distributes the blank copies of Business Plan templates and promotional materials - posters (this was carried out before the Covid- 19 pandemic situation). During the pandemic situation, the whole process was carried out online in portals and the websites of KEA and MLSW. From publication until the announcement's closing date, the documentation is processed, getting ready for the administrative and technical process verification. Apart from the Business Plan, the beneficiaries send their required documents, particularly their CVs and the document issued by municipal offices proving they are repatriated. After the documents are verified by the EO and KEA with respective commissions, the candidates who have fulfilled the criteria based on application requirements are sent for technical verification, particularly the content and feasibility of proposed Business Plans.

It is important to note that before selection as beneficiaries of SEP, repatriated persons start training in business administration. Regional public VTCs offer training with the support of UNDP and other partners. In this process, small groups of 10 to 15 individuals start training for two weeks in VTCs in the business plan preparation module, which is part of the business administration module. During this period, the beneficiaries are informed about the priorities of fields, technical and administrative aspects. Before the Covid-19 pandemic situation, the repatriated person applied in person, and the process included face to face interviews with each potential beneficiary that applied with a business plan. The purpose of interviews was to verify whether the members of the family of repatriated persons benefited from the project, which is not allowed by regulation. During the interview, the candidates/repatriated persons receive instructions for registering the business, creating the business stamp, and submitting a copy of the business registration/certificate. Before the pandemic Covid-19 situation, the interviews have been conducted in regional employment offices with KEA, ALMM, and UNDP evaluation commissions. During the pandemic situation, the interviews were carried out by telephone. When the documentation that the business is registered is received, ALMM officials draft the agreement/contract and coordinate the entire process of distribution of tools and equipment throughout Kosovo in the settlement where the candidates lived. The selection procedure's effectiveness from the announcement until selecting candidates/beneficiaries shows another vital element for the programme's commitment. During the interviews with stakeholders, we discussed whether the time from being selected to getting committed, influenced beneficiaries' trust and commitment. Stakeholders maintained that this selection procedure indirectly tests the commitments of beneficiaries to their business idea, and as a result, this impacts positively project impact and sustainability. Furthermore, the nature of self-employment is competitive-based logic, where repatriated persons with business plans and business plans with clear ideas compete and increase the sustainability of the project and the impact. Figure 2 shows the time it took beneficiaries to become operational from the date they received the equipment and tools. In the range from 1-5 months, and especially having

a little over 40% with three months, and 33.8% with two months needed to start their business, and on top of that considering their lack of experience and skills; it can be stated that it is an effective time. Other factors contributing to the programme's effectiveness are training in training centres, a business plan developed, and most tools and equipment needed. Additional professional training prior to application in entrepreneurship focusing on operations and planning could help to reduce this timeframe and have even higher impact and expansion – business-wise (better services/products-unique selling propositions for the market etc.).

Figure 2. Timeframe from receipt of tools & equipment to becoming operational



Effectiveness through monitoring on whether the equipment is not misused

In previous projects implemented by the Ministry of Internal Affairs (MIA), repatriated persons were supported financially under SEP. However, to avoid any misuse of the finances by beneficiaries and increase the effectiveness, efficiency, impact and sustainability of the project, repatriated persons are supported with tools and equipment. To increase the programme's effectiveness, the officials of ALMM2/UNDP do regular monthly verifications if the registered businesses by beneficiaries in the KBRA are still active. In cases that the business is terminated, then an official of ALMM2 contacts the beneficiary and discusses the reasons that lead the beneficiary to terminate/close the business. Based on the agreement signed between the beneficiary, KEA and UNDP, the obligations are clearly defined, and according to the agreement the beneficiary has a one-year agreement to work with tools and equipment and cannot sell or misuse them in any way. When the beneficiary misuses the equipment, the beneficiary is obliged to inform the EO or Project Office of the change that he/she is carrying on.

There have been some isolated cases where the beneficiary misused the tools and equipment, in which case the Project Office carefully recovered the tools and equipment, which have been sent as a donation to KEA, in particular, VTC as support for training. The process of withdrawal of tools and equipment is as follows: the project officer prepares the file for the candidate's equipment withdrawal in good faith. The file prepared in cooperation with a Lawyer of KEA is sent to the respective municipality employment office. One copy of the file is sent to the beneficiary outlining the terms and conditions of the Memorandum of Understanding to prepare the delivery of equipment, and in this process the beneficiaries/candidates are always approached positively. After a positive response by the

beneficiaries/candidates, then the date of tools and equipment withdrawal is set, where the Project official with representatives of KEA control the condition of the equipment, and the three parties sign the documents of acceptance, including pictures of equipment and the place. During the Covid-19 pandemic situation, when similar cases occurred, the withdrawal of tools and equipment was made by respecting social distancing and respecting safeguards based on WHO guidelines. The list of tools and equipment is compared with the memorandum agreement list as an annex similar to the agreement's initial signature. After the equipment is delivered, Project Office delivers the equipment to the respective VTC, and the case is considered closed. ALMP2/UNDP approaches professionally and carefully to solve the case with high ethics and professionalism. The findings show that the number of withdrawn individuals from this scheme is significantly low, and they continue their self-employment activities even after the monitoring and supporting duration.

Diversity of selected beneficiaries

The table below shows the diversity of selected beneficiaries based on business activities and gender. Furthermore, based on sample distribution, the distribution of selected beneficiaries was heterogeneous such as at different age, geographical area: rural and urban, ethnicity, and education level. This selection of beneficiaries in both data sets, namely from KEA and MIA (table 6 below) and sample distribution, shows that the beneficiaries' selection was efficient considering the factors mentioned above.

Table 6. Beneficiaries of the self-employment scheme distributed by business activity

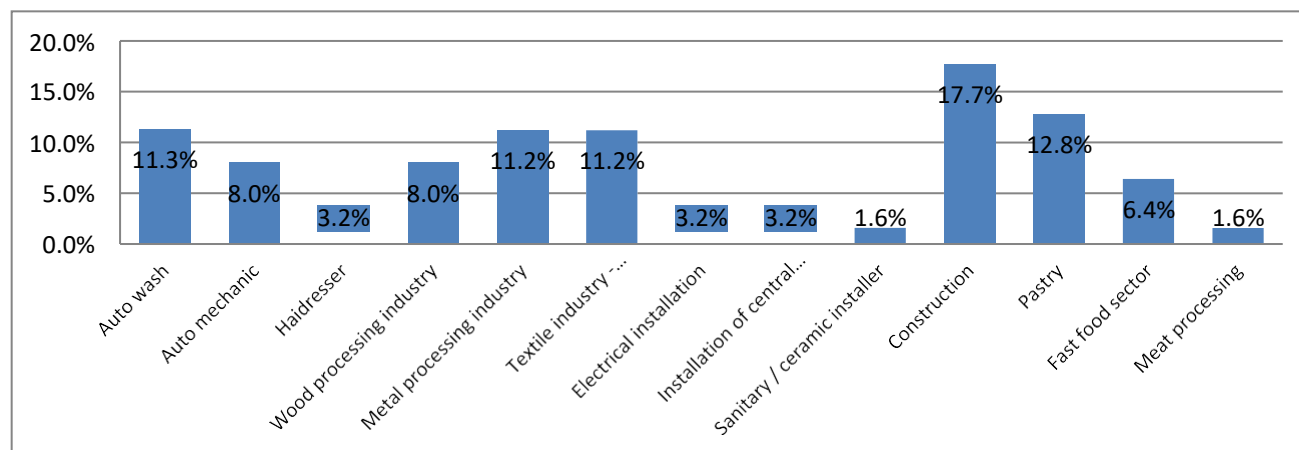
Beneficiaries of the self-employment scheme categorized by business activity						
Business activity	2019			2020		
	M	W	Total No. & % of beneficiaries	M	W	Total No. & % of beneficiaries
Food processing and packaging industries	14	8	22	18	6	24
	6.80%	3.88%	10.68%	10.98%	3.66%	14.63%
ICT in addition to outsourcing business processes and the customer support centre sector	1	0	1	3	1	4
	0.49%	0.00%	0.49%	1.83%	0.61%	2.44%
Construction	54	0	54	38	0	38
	26.21%	0.00%	26.21%	23.17%	0.00%	23.17%
	20	0	20	10	0	10

Metalworking industry	9.71%	0.00%	9.71%	6.10%	0.00%	6.10%
Textile industry	8	11	19	5	8	13
	3.88%	5.34%	9.22%	3.05%	4.88%	7.93%
Wood processing industry	12	0	12	6	0	6
	5.83%	0.00%	5.83%	3.66%	0.00%	3.66%
Other¹⁶	64	14	78	62	7	69
	31.07%	6.80%	37.86%	37.80%	4.27%	42.07%
TOTAL	173	33	206	142	22	164
TOTAL %	83.98%	16.02%	100.00%	86.59%	13.41%	100.00%

Source: **Authors' calculation and design using EA and MIA database*

The effectiveness of selecting candidates from different business areas is also shown in the findings from project beneficiaries. Figure 3 gives an overview of the main business sectors that the repatriated persons/respondents have applied for. The top three sectors are construction with 17.7%, pastry with 12.8%, and auto wash with 11.3%. These data confirm table 6 generated from desk review data analysis based on the Employment Agency and MIA project report.

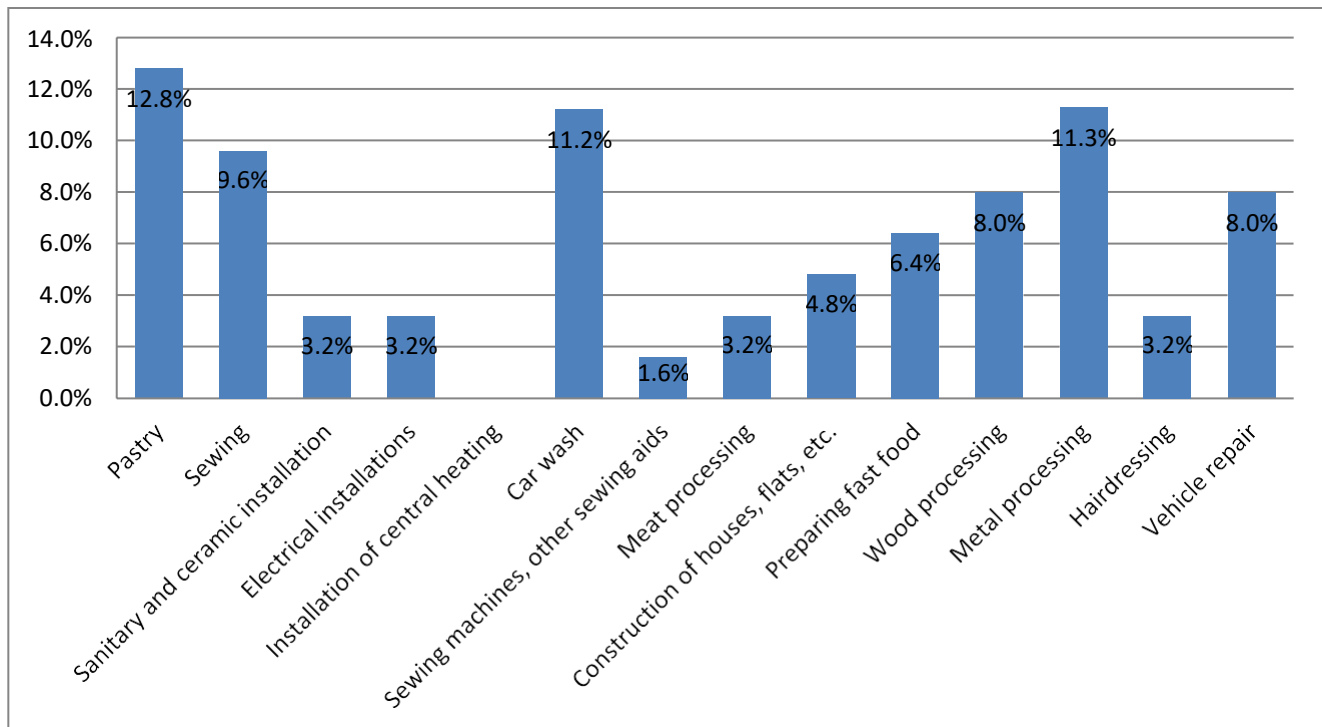
Figure 3. Business sectors of beneficiaries in SEP



Similarly to the above data, figure 4 shows the list of products or services repatriated self-employed beneficiaries provide. The top three products/services they offer are pastry by 12.8%, metal processing products by 11.3%, and car wash services by 11.2%. Construction services make up the highest portion in this figure and are illustrated in more detailed services such as installation and construction work.

¹⁶ Other includes: Hairdresser/Barber; Auto mechanic; Car painter; Tire services; Car wash.

Figure 4. Products/services provided by SEP beneficiaries



Monitoring, Training, Tools and Equipment, Mentoring and Coaching

This section shows indicators findings from the effectiveness of respondents' monitoring and satisfaction regarding training, tools and equipment, and mentoring and coaching.

Monitoring

Monitoring is carried out every three months from project officials, based on agreement and operational guide. Before the Covid-19 pandemic situation, monitoring was carried out by project officials who visited each beneficiary and focused on several aspects such as: monitoring their work, counselling beneficiaries about access to the market, using declared finances, discussing ways on how they spend or invest their finances, creating their social networks between previous and current beneficiaries (where it was possible), and verify tools and equipment are used and taking pictures of them as proof of report. The project has also organized a Fair in Mother Teresa square in Prishtina in 2019 for self-employment beneficiaries from different sectors to enter into wider social networks and cooperate with other businesses. In this Fair, beneficiaries presented and sold their products (e.g., food and textile items and styling). Many clients ordered products from other business sectors, such as metalworking furniture products, and there were also agreements made for other profiles for work as facades, painting, etc.

Also, project officials provided daily advice to beneficiaries from self-employment whenever it is necessary. During the Covid-19 pandemic situation, due to restrictions by public health institutions and the government, project officials

were in contact with beneficiaries, counselling them and encouraging them to use the equipment according to the agreement and advice on how to survive as businesses during difficult times due to pandemic situation. Beneficiaries have expressed their readiness for discussion and have reacted most positively. During this period, the communication between project officials and beneficiaries was carried out via telephone, where beneficiaries sent pictures of their tools and equipment via VIBER. Candidates have also expressed readiness for conversation and have accepted the advice most positively.

Mentoring and Coaching

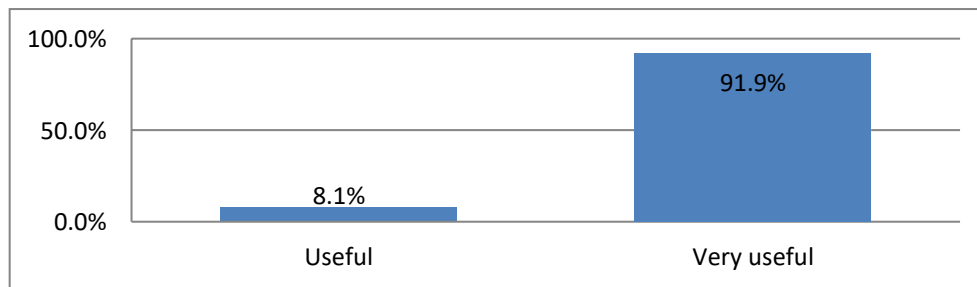
The first year is critical for the survival of start-ups; hence, prior training, mentoring and coaching are of crucial importance. The beneficiaries may lack experience in managing a business, lack clear understanding regarding the competition and knowledge regarding the business environment, including the laws and regulations in Kosovo. Therefore, to ensure long term sustainability and impact, the self-employment programme for repatriated persons included interventions that offered training before repatriated persons were awarded grants, and mentoring and coaching services for one year after receiving the grant.

Regarding business coaching and mentoring, the project's efficiency through professional consultancy firms provided several business consultancy services. Among those were: i) general business management; ii) marketing and promotion; iii) access to finances; iv) taxes and finances; v) legal issues; vi) networking opportunities for beneficiaries; vii) preparation and delivery of respective materials for each beneficiary; viii) specific additional consultancy services on government measures during the pandemic period; ix) fiscal package as a result of the pandemic period.

Prior Training

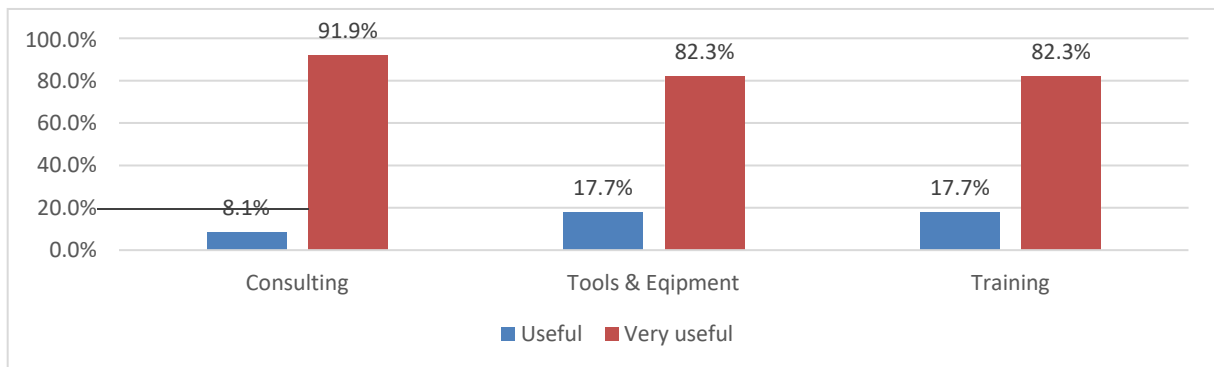
Training included preparing business plans and other topics of business administration aspects relevant to beneficiaries' self-employment readiness. Figure 5 shows the level of satisfaction by beneficiaries regarding the training they received. Almost all or 91.9% of the self-employed respondents value the training as very useful, and 8.1% useful. As the figure below shows, all of them have expressed positive feedback (scale: 5 - very useful, and 4 - useful) for those training received. These findings are also confirmed from focus groups discussions as well as semi-structured interviews with stakeholders.

Figure 5. Public VTCs’ training evaluations by beneficiaries



Based on our research through questionnaires and focus group discussions, and primarily through interviews with project partners and stakeholders, it should be noted that these public Vocational Training Centres have a limited number of 22 participants that can be enrolled at once. This can create challenges during open calls for applications since it is within the criteria to be certified from this training, and most of the returnees enrol to attend this training during the open call. Additionally, the VTCs’ human resources (staff and trainers) are approaching retirement age, and they have no updated and customized training materials in line with current market trends, eligible business sectors, and returnees’ needs. To mitigate this challenge, we recommend increasing the quality of training and absorb the number of interested applicants within a short period, to secure training services from local private providers and updated and tailored training materials in Business Administration and Entrepreneurship for returnees’ needs and eligible business sectors.

Figure 6. Evaluation from beneficiaries for components: Training, Tools & Equipment, and Consulting services



In the question “On a scale of 1 - 3 (where 1 is the least important, and 3 is very important), please rate the following parts of Self-Employment”, all of the three supporting parts are valued as important, with consulting services having the highest percentage, 91.9% considering them the most important. This can be explained by the fact that these services were provided during the business development, facilitating the entrance to the market and expansion of self-employment activities. Based on focus group findings, the trust build with coaches and mentors during the

programme was crucial. Beneficiaries could address their concerns and issues and as advice regarding particular issues and challenges they faced. Therefore, trust and interactions between beneficiaries and mentors and coaches increased the importance of consulting, as shown in figure 6 above.

Figure 7. Support beneficiaries received during the application period (business plan)

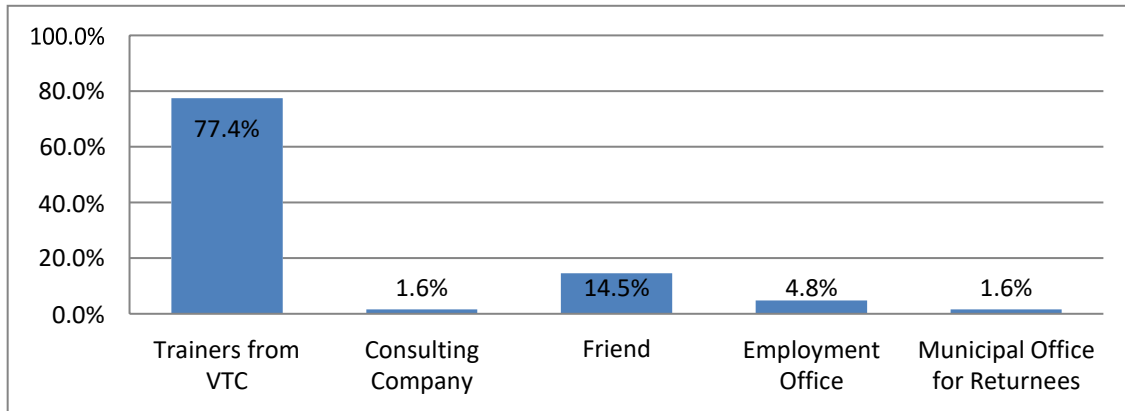


Figure 7 illustrates who supported them on business plan development as part of the application procedure. More than three quarters (77.4%) declared that trainers from VTCs have guided them to complete the business plan during training sessions, 14.5% declared that a friend had assisted and guided them, whereas 4.8% of them declared that Employment Office staff had guided them.

Impact¹⁷

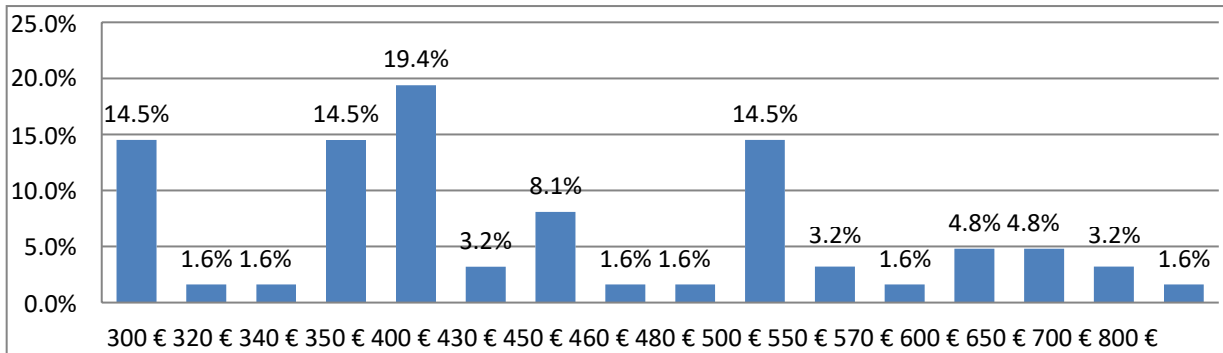
The self-employment programme's impact was evaluated based on several indicators such as revenues generated by businesses on average, additional investments made, and the number of employees they hired. These indicators show how repatriated persons benefited, and highlight the difference that the project made to the beneficiaries.

Revenues generated by businesses on average

Figure 8 illustrates the monthly income that they generate from their business. The range of their monthly revenues is from €250 – €800. This figure illustrates only the average revenue (sales) that they make per month, and does not express the average profit, since it depends on many factors (type of job/service/product, raw materials' prices, fluctuations during the seasons, and the price/offer flexibility that these beneficiaries negotiate only to secure that particular job/sale). The most declared monthly average amounts regarding income generation through self-employment, falls between €400 and €600.

¹⁷ Level 5 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5 = Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2 = Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

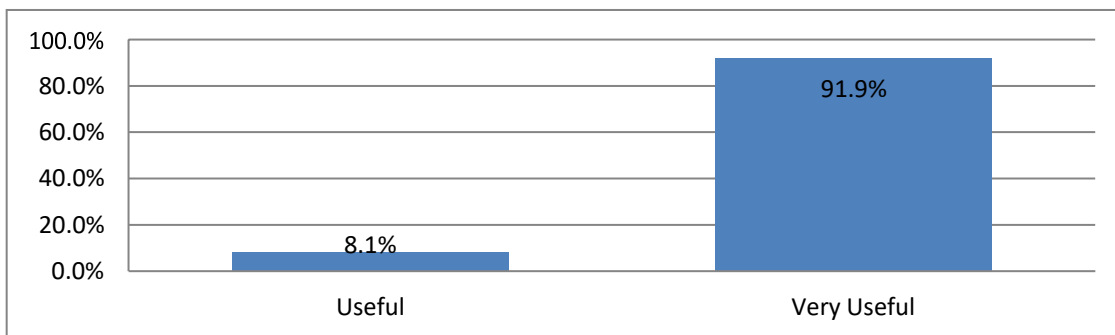
Figure 8. Average monthly income from self-employed beneficiaries



The data analysis from focus groups with SEP beneficiaries maintains that, on average, they generate €451 monthly, or €5,412 annually. Findings from respondents and focus groups show that beneficiaries' income indicates a positive impact of the project intervention. When these data are compared to the Kosovo standards and the situation created by the Covid-19 situation and the type of businesses (self-employment), the income they generate, on average, has a high impact as an active labour market measure (for more details, see explanation in efficiency section).

The impact of grants received in the form of tools and equipment is highly valued. Figure 9 shows that based on their responses, all of the beneficiaries of the Self-Employment measure value this form of grant positively, with 8.1% considering it useful and the other 91.9% considering it very useful.

Figure 9. Evaluation of grants in the form of tools and equipment



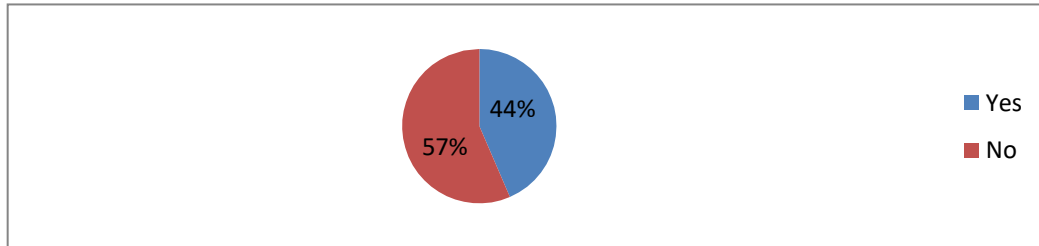
Once received the grant in the form of tools and equipment, some additional investments were required to become operational depending on the business plan and business sector. The findings presented below show the impact of the SEP programme and the additional investments that beneficiaries made.

Additional Investments

This section shows the additional investments made by beneficiaries, their investments' monetary value, and the focus on investments. Regarding the additional investments made, almost half of them (44%) have declared that they had

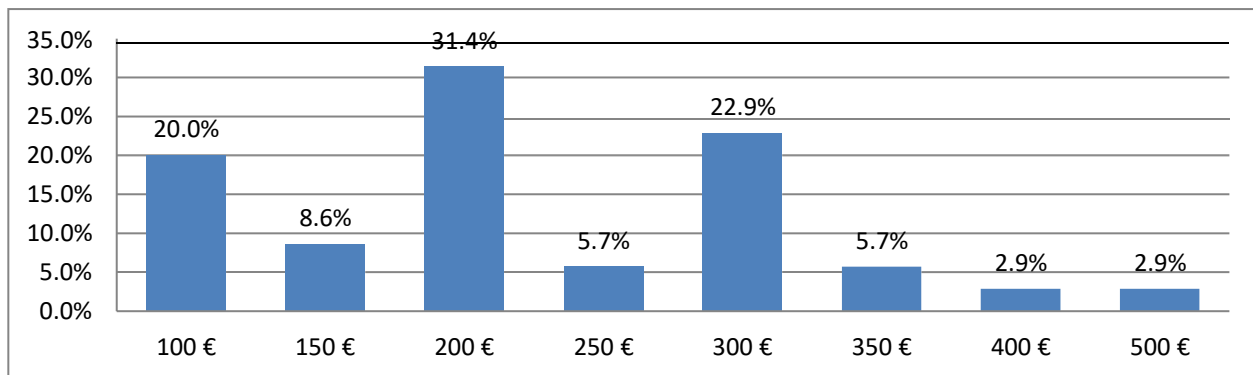
to make additional investments to establish and operationalise their business. Usually, when grantees invest their own money, chances of success are higher – due to higher commitment and efforts.

Figure 10. SEP beneficiaries who made additional investments for business establishment.



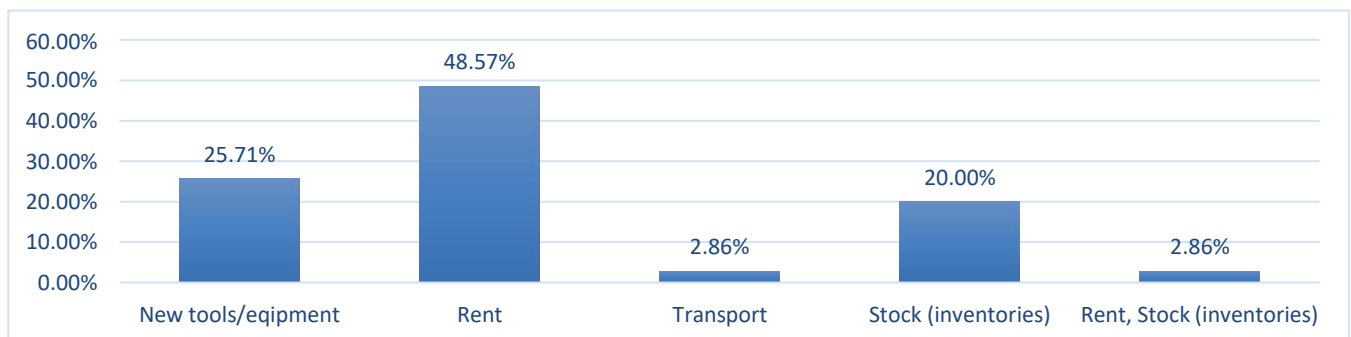
The additional investments made by beneficiaries were modest. Figure 11 shows that their contribution differs in the range of €100 – €500. Almost 60% of the respondents who declared that they have invested from their savings/borrowings fall in the range of €200 - €300.

Figure 11. Monetary value invested by beneficiaries



Furthermore, figure 12 goes more deeply into finding out the investment destination they have made from their own sources of funding. Rent, new tools/equipment, stock, and transportation costs are the most common destination of their additional funding.

Figure 12. Investment purpose



Findings from focus groups show that beneficiaries employed other individuals. In many cases, this includes beneficiaries that employed family members and relatives and ensured their sustainability to generate income for themselves and others' employment. Still, company/business sustainability in an uncertain business environment depends on other factors as well. Semi-structured interviews with stakeholders also support these findings. These interviews confirm that repatriated persons that benefited from SEP have been successful, and in some cases, signed contracts with large companies to offer their services. In some cases, firms employed up to 20 employees for a certain job volume and scale required by clients.

Figure 1 shows the SEP's impact demonstrating that businesses still generate revenues and survive despite the Covid-19 pandemic situation. Hence, the rate of firm survival combined with revenues and additional investments, shows the positive impact of providing tools and equipment and coaching and mentoring services for these firms¹⁸.

Sustainability¹⁹

The indicators that show self-employment sustainability are challenging, as in Kosovo the institutional and business environment factors play a determining role and impact on firm survival and sustainability. As shown in the previous section (see figure 11), beneficiaries secured revenues from self-employment programmes and ensured the sustainability, and beneficiaries made additional investments to operationalise their businesses. The last factor that shows the sustainability of the project is the number of employees hired by beneficiaries. As shown in the last section, in some cases, beneficiaries have successfully hired additional employees in their business.

Table 7. Sustainability of Self-Employment Project

Self-Employment		
Average revenues Declared		The impact/Sustainability of measure
Before Covid-19	77.4% (Revenues 0-500 euro)	95% of businesses are active (although with lower revenues), and other businesses are temporarily in pause due to the pandemic situation
	22.6% (Revenues:501-1000)	
During Covid-19	87.1% (Revenues:0-500 euro)	
	12.9 % (Revenues:501-1000)	
% of beneficiaries that made additional investments	44% have invested	
	56% have not invested	

Source: Authors calculations, data source questionnaires' from of beneficiaries.

¹⁸ Previous studies have used indicators such as the probability of re-registering in public employment offices two years after the program. Their findings show that beneficiaries are less likely to be registered in public employment offices. See studies: **i)** Reize, F. (2012). Leaving unemployment for self-employment: An empirical study (Vol. 25). Springer Science & Business Media.; **ii)** Perry, Geoff (2006): "Are Business Start-up Subsidies Effective for the Unemployed: Evaluation of Enterprise Allowance", Proceedings of Work, Pensions and Labour Economics (WPEG) Conference, University of Kent, Canterbury. Cited in: Schneider, Julia (2008) : Start me up: The effectiveness of a self-employment programme for needy unemployed people in Germany, IAB-Discussion Paper, No. 20/2008, Institut für Arbeitsmarkt- und Berufsforschung (IAB), Nürnberg

¹⁹ Level 5 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5= Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2 = Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

Another indicator that shows the sustainability of the project is the number of active businesses. Table 7 shows the self-employment programme's sustainability for 2019 and 2020 based on findings from questionnaires with respondents. According to the table above, despite Kosovo's pandemic situation, these businesses are active and still generate revenues. Based on the survey with beneficiaries, the average income of beneficiaries ranges from 400 to 600 euro. Furthermore, the table above shows that the self-employment programme has successfully made additional investments, as shown in the section above. These investments were carried out to make the business functional. Furthermore, the survey with beneficiaries emphasizes that none of the self-employed beneficiaries closed for a self-employment scheme for 2019-2020. These findings are also supported from focus groups with beneficiaries and confirm that their businesses are still active. In some cases, these beneficiaries declared that they stopped operating [in particular the Hotel/Restaurant/Café. (HoReCa) sector] due to the limited ability to operate during Covid-19. However, they plan to become fully functional after the pandemic situation. As discussed above, part of the SEP was coaching/mentorship to ensure sustainability by providing business coaching and mentoring regarding different topics mentioned above. To respond to the pandemic situation in Kosovo and ensure the sustainability of the self-employment programme among other consultancy services listed above, additional consultancy services were provided to guide and assist in benefiting from the Financial Emergency Package launched by the Kosovo institutions during the pandemic period and specific consultancy to their start-ups in order to overcome the market situation caused by Covid-19²⁰. The survey findings with beneficiaries show that the pandemic situation harmed the average self-employment revenues. Also, respondents' findings show that many repatriated persons have made an additional investment that shows their commitment to sustainable self-employment. The probability of being unemployed is an important indicator to analyse the impact and sustainability of the project²¹. Impact and sustainability are not measured only based on business survival but also on revenues generated by beneficiaries.²² Furthermore, some 'soft' indicators positively influenced both the impact and sustainability of SEP measure. These 'soft' indicators are the commitment of beneficiaries during the selection process and after they establish the business, followed by motivation and consistency. These factors were of crucial importance for their business survival during the Covid-19 pandemic situation. Also, SEP's sustainability is challenging to measure by taking a 'single snapshot' as these businesses continue to develop by building social networks and learning to become competitive in the market.

²⁰ Government of Kosovo: <https://kryeministri-ks.net/miratohet-pakoja-emergjente-fiskale/> (accessed: February 2021)

²¹ Note: these indicators have been examined previous studies in context of effectiveness of the project which indicators also show the impact and sustainability of the project. (see: Baumgartner, H. J., & Caliendo, M. (2008). Turning unemployment into self-employment: effectiveness of two start-up programmes. *oxford Bulletin of Economics and Statistics*, 70(3), 347-373.)

²² Note: Scholars maintain that the impact and sustainability of SEP cannot be generalized, by arguing that contextual relevance is important (see Dvouletý, O., & Lukeš, M. (2016). Review of empirical studies on self-employment out of unemployment: do self-employment policies make a positive impact?. *International Review of Entrepreneurship*, 14(3).)

Hence, the impact and sustainability of self-employment program cannot be generalized with other countries, due to the distinct characteristic of the case of Kosovo and also the targeted population in this case reintegration of repatriated persons.

Wage Subsidy

Contextual Relevance²³

Wage subsidy has contextual relevance for several reasons. Firstly, according to the Kosovo strategy for sustainable reintegration of repatriated persons in Kosovo, the project objectives are “the reintegration of repatriated persons consists of reintegrating repatriated persons into Kosovo society and improvement of their social and economic conditions. Reintegration of repatriated persons represents an important aspect of the social and economic inclusion of Kosovo residents.”²⁴ This measure's contextual relevance is also related to the EU integration agenda of Kosovo and fulfilment of the criteria of visa liberalization by integrating repatriated persons into socio-economic life and lowering the possibility of re-emigration through long-term employment.

Wage subsidy has taken into consideration the heterogeneity of repatriated persons. According to the Kosovo Strategy for sustainable reintegration of repatriated persons in Kosovo, “Repatriated persons represent a heterogeneous category in terms of their civil status, age, gender, educational background, social status and economic status. Consequently, the needs of repatriated persons are not the same as their absorption capacities and dedication to reintegration in society differ”²⁵. Therefore, the wage subsidy measure was designed to meet the needs of heterogeneous categories of repatriated persons

The wage subsidy aims at generating employment opportunities for repatriated persons registered as unemployed. Table 2 shows that Kosovo's unemployment rate is high, making the wage subsidy of crucial importance. Wage subsidy measures create employment opportunities for the unemployed by subsidizing employees' wages and recruiting them for 12 months. Wage Subsidy aims to create long-term opportunities, expecting the unemployed to be equipped with sufficient skills and experience to stay in jobs longer or find another job after the subsidy period²⁶.

²³ Level 5 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5= Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2 = Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

²⁴ Government of Kosovo: National Strategy for Sustainable Reintegration of Repatriated Persons in Kosovo (Link: https://kryeministri-ks.net/wp-content/uploads/docs/National_Strategy_for_Reintegration_of_Repatriated_Persons.pdf (Accessed February 2021)

²⁵ Government of Kosovo: National Strategy for Reintegration of Repatriated Persons in Kosovo: Link: http://www.kryeministri-ks.net/repository/docs/National_Strategy_for_Reintegration_of_Repatriated_Persons.pdf (Accessed February 2021)

²⁶ Regulation (MLSW) No.01/2018 ON ACTIVE LABOUR MARKET MEASURES (Link: file:///C:/Users/pc/Downloads/RREGULLORE_(MPMS)_NR._01_2018_P%C3%8BR_MASAT_AKTIVE_T%C3%8B_TREGUT_T%C3%8B_PUN%C3%8BS.pdf)

Therefore, through wage subsidy, this measure helps repatriated persons to enter into the labour market and increase their skills, knowledge and experience, and as a result, find long term employment. The aim of the measure is that after 12 months, repatriated persons continue to work in the same company or start a job at another one. Therefore, the one-year duration is an essential element for repatriated persons to gain experience, increase their skills sets and knowledge, and find a sustainable employment opportunity. According to semi-structured interviews, the wage subsidy measure is highly relevant, considering the macro-economic situation²⁷ in Kosovo and the positive feedback from the repatriated persons. The positive outcomes of wage subsidy, the effectiveness, impact and sustainability are shown in detail below.

Effectiveness²⁸

Process of firm selection and matching skills of repatriated persons accordingly

Matchmaking between demands and the skills of repatriated persons may reflect the effectiveness of the scheme negatively. To avoid such a problem, the Employment Agency, with other stakeholders, opened calls for businesses to express their interest in hiring repatriated persons²⁹. This increased the variety of opportunities for repatriated persons to match their skill sets with the business sector.

The process of wage subsidy measure is carried out daily, with Employment Offices and project officials sharing advice. Employment offices implement this measure by playing a mediating role between beneficiaries and the private sector. Repatriated persons registered as unemployed apply to seek employment opportunities. Employment Offices play an essential role in advising and completing the repatriated person profile and creating a job opportunity. Based on beneficiary skills, employment officers carry out a possible match-making profile of the beneficiary with a particular business sector company. The aim here is for the beneficiary to increase professional capacities and secure sustainable and long term employment within 12 months.

After the employment office completes the procedures, respective employment offices send the list of candidates/beneficiaries to project officials in the respective region/municipality within the ALMP2 programme. The lists are then analysed by the project official, including matching demand and supply, which is based on respective regulations according to the department of reintegration and KEA. The candidate list is sent for verification to DRRP

²⁷Note: Studies maintain that wage subsidy has twofold effect: reducing the unemployment and are important factor for earnings inequality (see: Brown, A. J., Merkl, C., & Snower, D. J. (2011). Comparing the effectiveness of employment subsidies. *Labour Economics*, 18(2), 168-179)

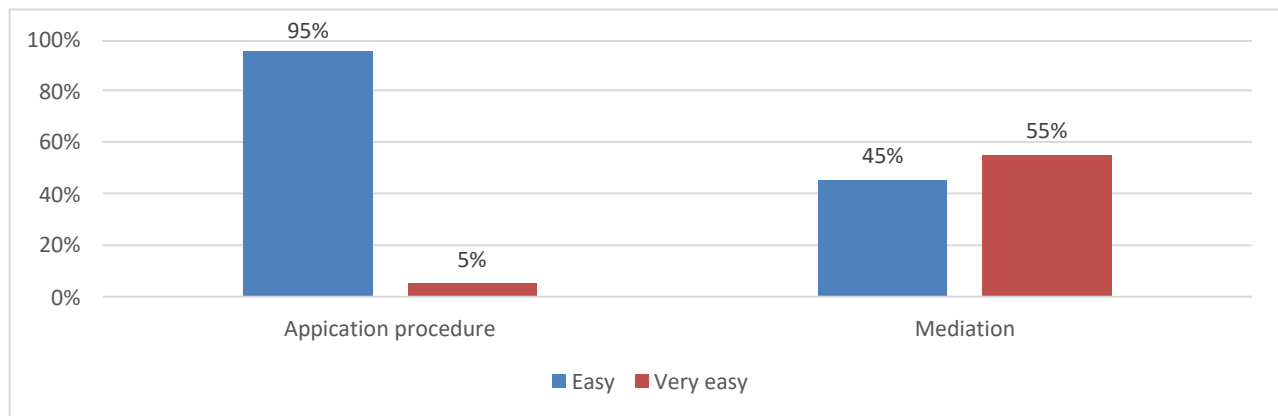
²⁸Level 5 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5= Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2 = Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

²⁹ See for the link calls for wage subsidy program for private sector enterprises: <https://mpms.rks-gov.net/wpdm-package/thirrje-per-aplikim-programi-per-subvencionimin-e/pages/?wpdmdl=10106&ind=QVBSS19UaGlycmplIHDDq3lgYXBsaWtpbSBwcm9ncmFtaSBww6tyIHN1YnZlbnNpb25pbWluIGUgcGFw6tzIC0gUHJpc2h0aW7DqyBkaGUgTWl0cm92aWPDqy5wZGY> (Accessed February 2021)

on whether the candidate has a repatriated person's status. After the verification regarding the status and time of person was repatriated, they compile the final list with comments to employment offices and guide step by step regarding the completion of documents and signing the agreement. The employment office then carries out the administrative procedures, signs the agreement and delivers to the project office. Before the pandemic, documents were delivered in person in hard copies, while during the pandemic, the documents were scanned and sent online.

The process of the Wage Subsidy programme is implemented according to the following steps. The agency opens the call for the business sector that are interested in hiring repatriated persons. The selection of firms is based on two steps. The first step is the expression of interest in benefiting from wage subsidy, where all interested private sector enterprises express their interest by filling in the application. The second step is employee selection and signing the agreement between three parties- Employment Agency, Beneficiary/repatriated person, and private sector enterprise. In this step, the company selects the best candidates from the list and signs the employee's agreement for up to 12 months. The salary subsidy will be for 12 months, and the payments will be quarterly³⁰. Figure 13 below shows the evaluation of the application and mediation procedure by beneficiaries.

Figure 13. Application and mediation procedure evaluation by beneficiaries



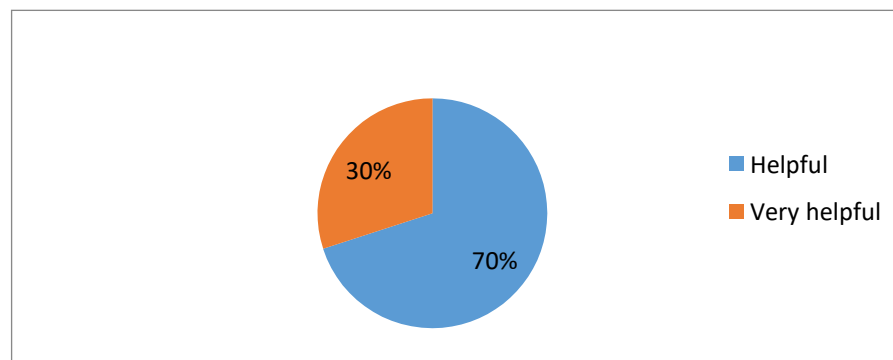
As shown by figure 13 above, all three ALMMs beneficiaries rate the application procedure as very easy. Specifically, 5% of them rate it as very easy and 95% as easy. A similar rating is for the mediation procedure with Employment

³⁰ See for the ling calls for wage subsidy program for private sector enterprises: <https://mpms.rks-gov.net/wpdm-package/thirrje-per-aplikim-programi-per-subvencionimin-e/pages/?wpdmdl=10106&ind=QVBSS19UaGlycmplIHDDq3IgYXBsaWtpbSBwcm9ncmFtaSBww6tyIHN1YnZlbnNpb25pbWluIGUgcGFnw6tzIC0gUHJpc2h0aW7DqyBkaGUgTWl0cm92aWPDqy5wZGY> (Accessed February 2021)

Agency Mediation considered as easy by 45%, and very easy by 55%. No respondent gave a lower rating, even though the scale option was 1 to 5 (where 1 is very difficult and 5 very easy).

According to semi-structured interviews, to ensure the measure's effectiveness the Employment Agency analyses repatriated persons' profiles and attempt to match their profile with the business sector³¹. Furthermore, employment agency officials cooperate closely with repatriated persons to identify the business sector they are interested in. In this context, repatriated persons are allowed to search for private sector enterprises that fit their skill sets. The final purpose of this measure is to identify sustainable firms and match the skills of repatriated persons. Through this process, opening calls for the private sector to ensure diversity of opportunities for repatriated persons and allowing repatriated persons to choose the business sector increased the efficiency of the scheme and, as a result, the probability of finding employment for a long time in the same company or in another one (for more see impact and sustainability dimensions). Figure 14 below shows the evaluation of Employment Agency Officers (counsellors) by beneficiaries. Findings show that almost 70% of respondents evaluated the EA officers-counsellors as very helpful, and 30% helpful.

Figure 14. Beneficiaries evaluation of Employment Agency Officers (counsellors)



Project officials monitor the process to verify whether the beneficiaries are present in their jobs. In the OJT and WS framework, the Project Office has access to beneficiaries' working places in the field. This is based on their mandate and responsibilities, and monitoring is part of their job. The monitoring process of both these measures is encouraged more by the project based on increasing EOs capacities, since monitoring is a responsibility from the agreement with employment offices and KEA. Based on the signed agreement, project officials can directly contact the beneficiary through visits or phone calls based on the agreement. According to the agreement, project officials and employment agency officials have access to monitor beneficiaries. In the framework of the project, there are officials for communication that are allowed to access and promote activities of the programme by encouraging and giving the

³¹ Note: The targeted group is also supported by the literature, where the wage subsidy aims to target heterogeneous group of individuals such as: targeting less skilled workers and help them to increase and stimulate their skills, and long term employment (see: Katz, L. F. 1996: Wage subsidies for the disadvantaged (No. w5679). National Bureau of Economic Research)

information for employment opportunities for unemployed repatriated persons, getting access to information and know where to apply for opportunities given by the project such as self-employment, and On-the-Job-Training.

It is important to highlight three challenges that may decrease the effectiveness of the Wage Subsidy measure. Firstly, according to semi-structured interviews, the measure would be more effective if selecting firms would be shorter, allowing easier access to employees. According to semi-structured interviews, in some cases, repatriated persons were allowed to find businesses that fit their skill sets, in which case Employment Agency as a third party signed the contract. This way, they attempted to increase the effectiveness of the measure. Secondly, interviews maintain that seasonality is an essential factor that impacts the scheme's effectiveness; thus, this reflects negatively on impact and sustainability dimensions. According to interviews, many firms face challenges during the winter as their income decreases drastically due to their seasonal focus. As a result, they are not motivated to accept (or even keep current) employees during this period.

Heterogeneity of Business Sectors

The second indicator that measures the effectiveness of wage subsidy is the heterogeneity of business sectors where the repatriated persons started the employment for 12 months. Table 8 below shows the placement of beneficiaries for 2019 and 2020 based on gender and business activities. The table shows the heterogeneity of business sectors that beneficiaries were engaged for 12 months period.

Table 7. Beneficiaries of the Wage Subsidy measure categorized by business activity

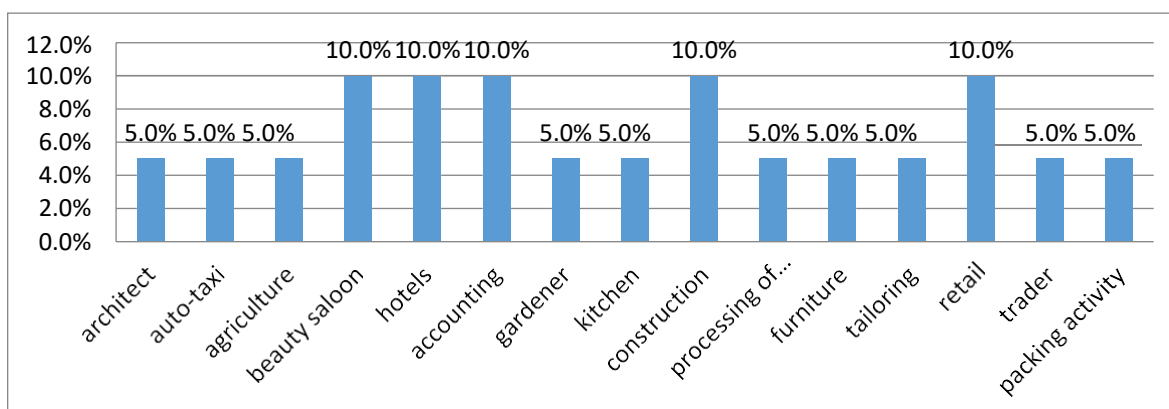
Beneficiaries of the wage subsidy scheme categorized by business activity						
Business activity	2019			2020		
	M	F	Total No. & % of beneficiaries	M	F	Total No. & % of beneficiaries
Food processing and packaging industries	3	6	9	5	4	9
	3.80%	7.59%	11.39%	8.77%	7.02%	15.79%
ICT in addition to outsourcing business processes and the customer support centre sector	0	0	0	1	0	1
	0.00%	0.00%	0.00%	1.75%	0.00%	1.75%
Construction	8	2	10	7	0	7
	10.13%	2.53%	12.66%	12.28%	0.00%	12.28%
Metalworking industry	1	0	1	2	0	2
	1.27%	0.00%	1.27%	3.51%	0.00%	3.51%
Textile industry	0	2	2	0	2	2

	0.00%	2.53%	2.53%	0.00%	3.51%	3.51%
Wood processing industry	2	0	2	1	0	1
	2.53%	0.00%	2.53%	1.75%	0.00%	1.75%
Other	37	18	55	22	13	35
	46.84%	22.78%	69.62%	38.60%	22.81%	61.40%
TOTAL	51	28	79	38	19	57
TOTAL %	64.56%	35.44%	100.00%	66.67%	33.33%	100.0%

**Authors' calculation and design using EA and MIA database*

The findings also confirm the heterogeneity of business sectors. An important finding was to identify the primary business sectors of host companies for WS beneficiaries. Figure 15 illustrates the diverse business sectors of companies under the Wage Subsidy scheme. Some of the main sectors are beauty treatments, hotels, accounting firms/positions, construction, and retail. All the beneficiaries have confirmed that the Wage Subsidy measure period lasted for twelve months.

Figure 15. Business sector/profession for which beneficiaries have applied for WS scheme



Training

The last indicator that shows the Wage Subsidy Measure's effectiveness is the training and field of training received before applying for the measure.

Figure 16. Training received before applying for the WS measure

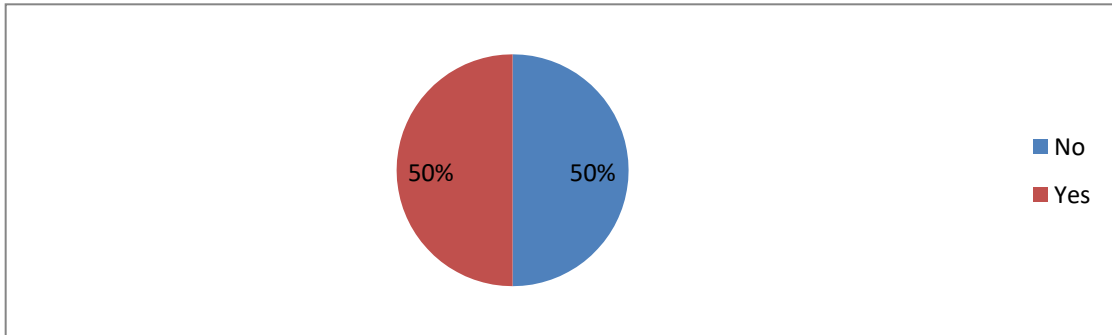
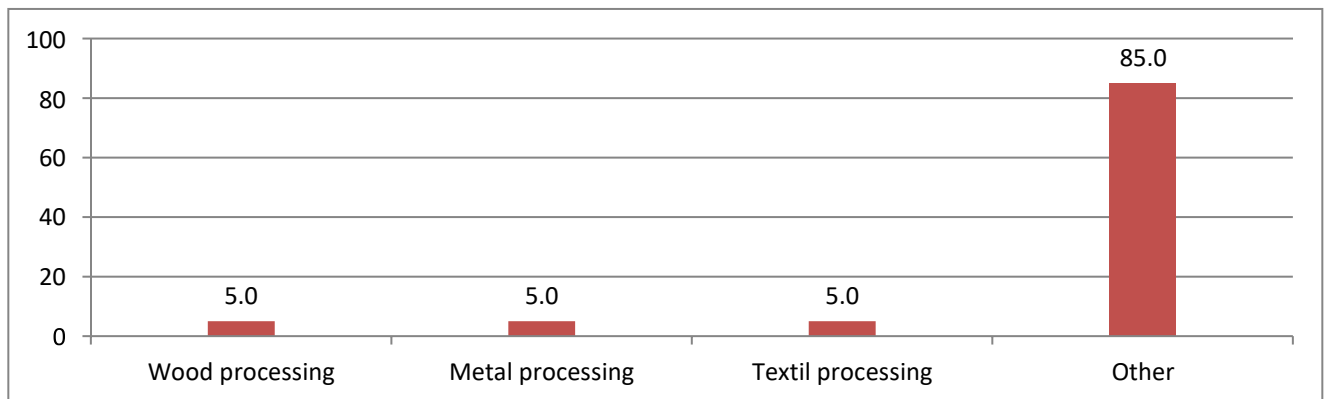


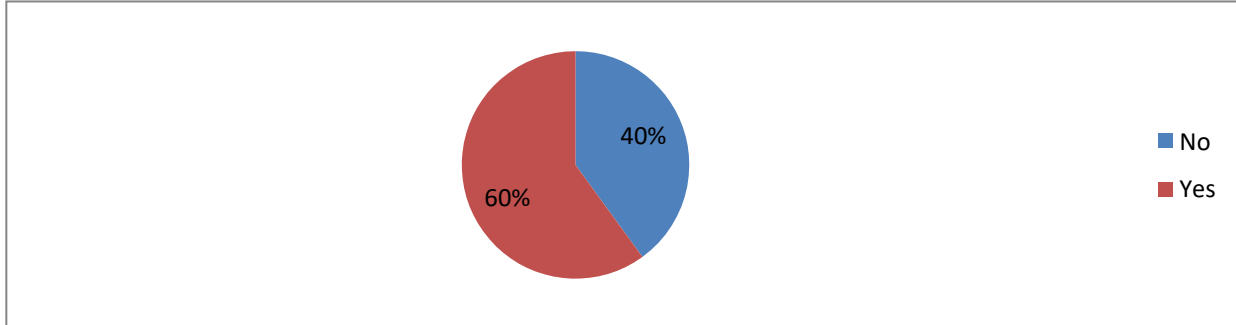
Figure 16 shows that 50% of the WS scheme respondents have previously received some training, whereas the other 50% have not received any training before enrolling in this scheme. To have a higher impact – in any active labour market measure – some prior training or parallel consultancy in the field of Soft Skills and Career Guidance would accelerate the transition from this scheme into sustainable and regular employment for those beneficiaries.

Figure 17. Fields of training



For those beneficiaries of the WS scheme who have attended any training before, figure 17 illustrates the type of training they have received. The top three fields are metal processing, textile, and wood processing. Nevertheless, a part of the technical training – some professional training in soft skills and career guidance- would only reinforce the chances of securing a sustainable job. Out of all WS beneficiaries who have taken prior training, 60% of them have been certified, whereas 40% have not completed it and get certification in this category (Wage Subsidy).

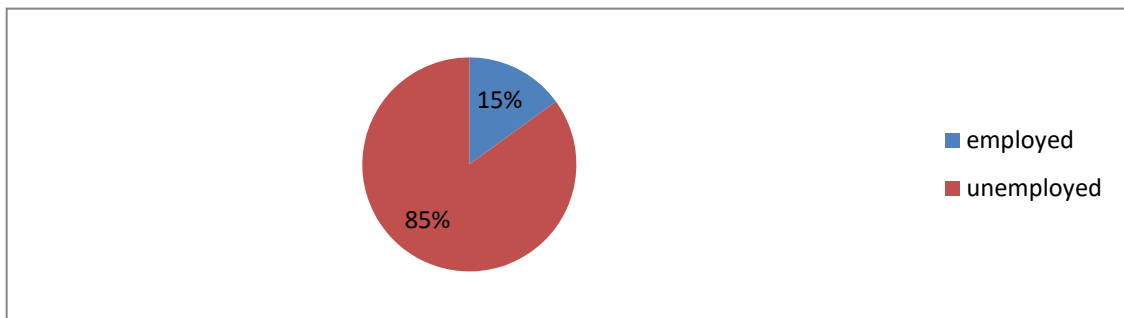
Figure 18. Certification rate



Impact³²

The impact of wage subsidy is based on indicators that measure repatriated persons' ability to continue to work in their current job or find another one in the company by using skills and experience gained during WS measure³³. Findings from focus groups and semi-structured interviews support each other regarding the employability of beneficiaries. These findings suggest that the impact of the measure was positive and successful for repatriated persons as some of them continued to work in the same job, while others had no difficulties finding a job in another company.

Figure 19. Employment status before applying for the WS measure

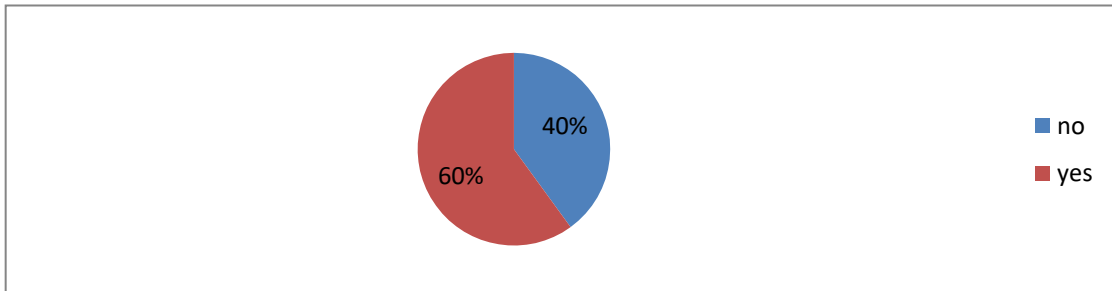


³² Level 5 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5 = Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2 = Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

³³ Note: Studies show that the impact of wage subsidy depends on factors such as the proportional wage subsidy, low-wage worker on employment and low-wage workers starting from the scratches. Furthermore, studies show that the impact of wage subsidy depends on other factors besides supply and demand parameters, other factors are: administrative costs that program aims to utilize, the extent the subsidy classifies suitable groups, and the last the awareness of employers/potential beneficiaries for the program (Katz, L. F. (1996). Wage subsidies for the disadvantaged (No. w5679). National Bureau of Economic Research)

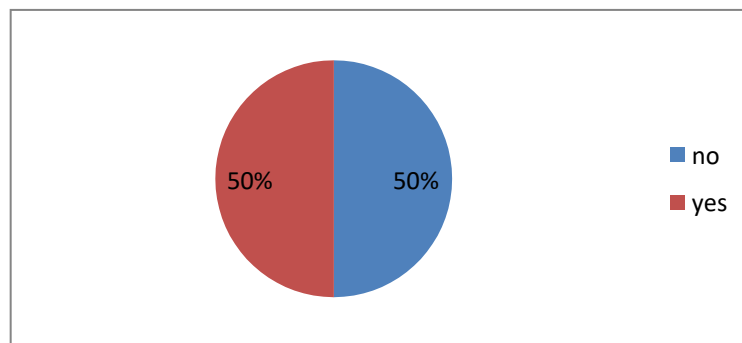
Figure 19 gives more details about their employment status before applying for the WS measure. The majority of them were declared as unemployed (85%), whereas 15% were employed but with bad working conditions and were late with salary payments, which caused them to give up on that particular job. Hence, as the operational guide states, the repatriated persons registered as unemployed can benefit from the measure. Therefore, 15% of beneficiaries were employed, but in the informal sector with bad working conditions and no regular salary payments.

Figure 20. Wage Subsidy completion rate



On the question of “whether they have completed the WS period”, 60% of them declared yes, whereas 40% have not completed it (Figure 20). The reasons behind not completing the Wage Subsidy active labour market measure were: inadequate match with the company, health issues, and the opportunity to find a regular and better paying job during that period, which illustrates the best the WS scheme positive impact. Skill development, building new contacts, and finding better jobs from the current job were thanks to the wage subsidy scheme directly reflected on repatriated persons to find a job in the labour market. Figure 21 below shows the employment contracts for those who completed the measure and are employed. Findings suggest that half of the respondents have contracts and regular employment, whereas the other half do not have an employment contract, meaning they have an irregular and not a stable job.

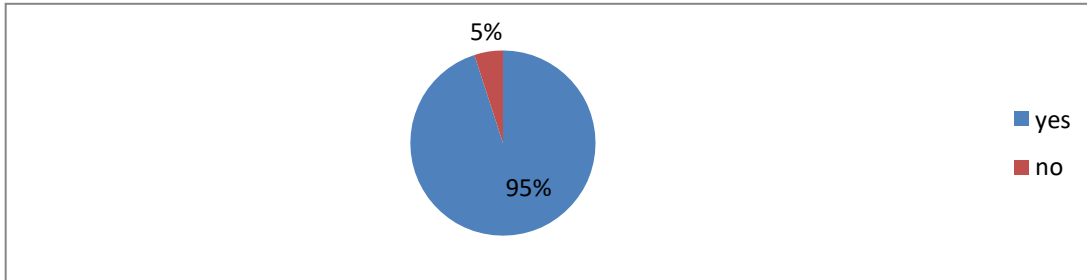
Figure 21. Employment contracts



In contrast with the Self-Employment measure of receiving extensive prior training and explicitly mentoring and coaching (business consultancy) sessions during the business development phase, in the Wage Subsidy measure (as the one with OJT measure) there were no effective counselling services during the WS period to facilitate the transition from the scheme into sustainable employment. It is strongly suggested to provide professional consulting

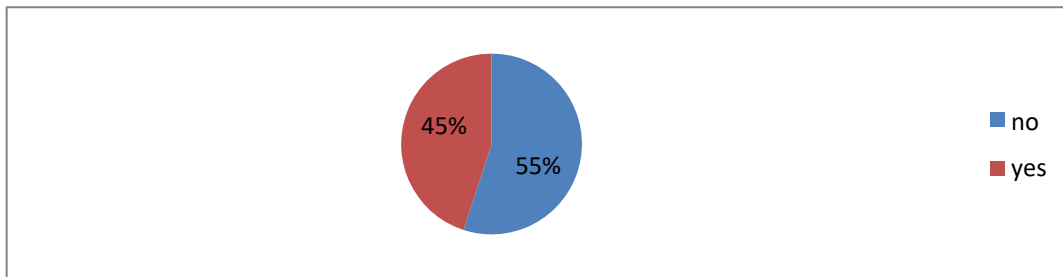
services in career guidance and soft skills development during the WS period. This would reinforce and accelerate the fast transition from WS measure into sustainable and regular employment to reach a high impact and long-term sustainability. These professional consultancies would ensure the sustainability of the scheme in the long term.

Figure 22. Perception of WS scheme in their employment



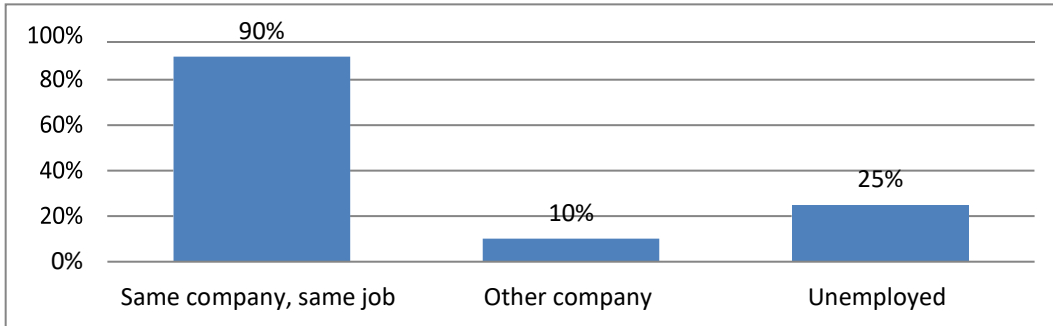
Even though the number of respondents employed in a different company is not very high due to the current circumstances, most of them confirm that the Wage Subsidy component has helped them get the needed experience and skills for a particular job/profession to get employed. Since the number of currently unemployed WS beneficiaries is 25%, we wanted to find out whether they have been registered as jobseekers in the Employment Agency (Employment Office). Thus, 45% of them have been registered, whereas 55% have not been registered as job-seekers. See figure 23 below.

Figure 23. Unemployed beneficiaries registered in KEA as jobseekers



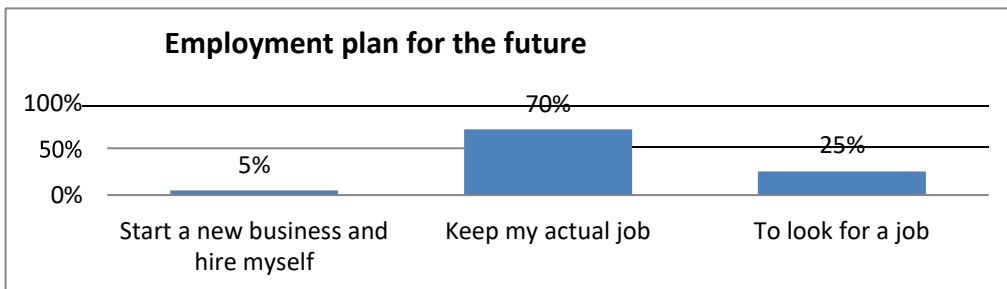
Sustainability is also measured on whether the beneficiaries continued to work for the same company. Figure 24 shows that majority of the beneficiaries who completed this scheme are currently employed (75%), 90% of them are regular employees at the same job in the same position/profession, whereas 10% of them are employed in different companies. The other beneficiaries, 25% of them are currently unemployed and seeking a job. The number of currently unemployed, even though it is high, should be noted that the COVID-19 pandemic has played a high impact on unemployment.

Figure 24. Employment situation and workplace



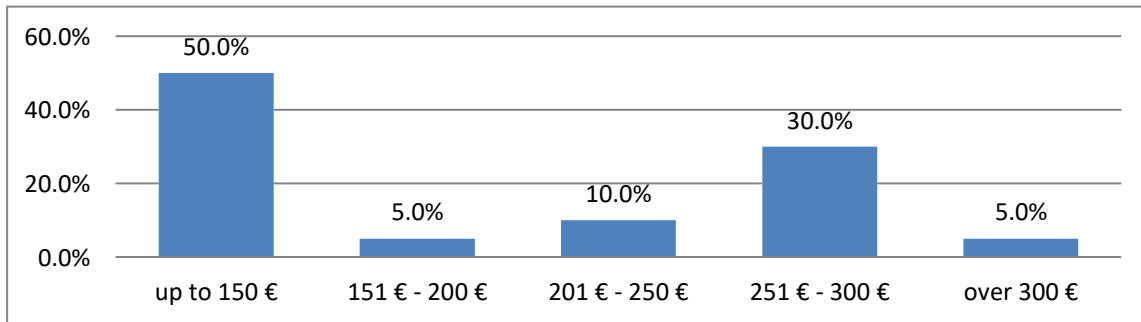
When beneficiaries who have completed the Wage Subsidy scheme were asked about their plans for the future (see figure 25) in terms of employment, the positive thing is that all 70% of them were determined to keep their current job, advance and establish their own business (5%), and the currently unemployed to keep looking for a job (25%) which accounts for all unemployed respondents.

Figure 25. Employment situation and workplace



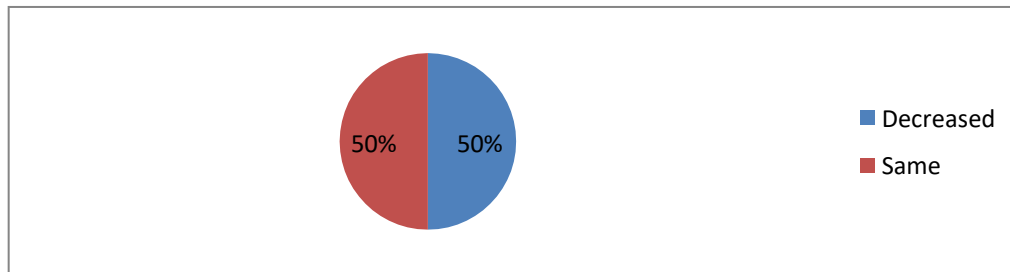
Also, regarding the average revenues generated from beneficiaries that have completed the WS measure, figure 26 shows the average revenues of beneficiaries that completed the measure. Also, the monthly salary is not at a satisfactory level. Half of them have a salary of up to 150 Euros, whereas 30% of them are in the range of 250-300 Euros. This can also be attributed to the pandemic period – which has affected many employees and companies financially.

Figure 26. Average monthly salary for the employed beneficiaries after WS period



Concerning the COVID-19 pandemic in their salary, figure 27 shows that half of the beneficiaries declared that it has decreased salaries, whereas the other half declares that it has no effect. These differences are dependent on the business sector that the host company operates. For example, in the retail sector, specifically in the grocery sector, the pandemic has not affected the business, and hence wages. Whereas in the HoReCa business sectors that were all closed for a period and still now operate with short business hours and low customers (guests), it has directly impacted the host company's revenue, hence wages as well

Figure 27. Impact of Covid19 on employed beneficiaries' wages



In summary, there are several impacts and benefits derived from wage subsidy, such as: increase the preparation of beneficiaries for a job and developing skills; demonstrating to the employer that the beneficiary has gained work experience, demonstrated skills in the workplace and proof that the beneficiary is committed to continuing to work for the same firm. These factors are essential to show the employers that they are committed and motivated by the workplace's abilities. As a result, these factors are the source of sustainability of the programme³⁴.

Sustainability³⁵

Measuring sustainability is challenging, and among challenges is the Covid-19 pandemic situation on the economy and consequences in the short, medium and long term. As stated in the contextual relevance section above, wage subsidy helps repatriated persons find jobs through 12 months, during which beneficiaries can increase their

³⁴ Note: the literature defines these indicators as 'micro' benefits as opportunities that provides wage subsidy program see: Borland, J. (2016). Wage subsidy programs: A primer. *Australian Journal of Labour Economics*, 19(3), 131

³⁵ Level 5 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5= Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2 = Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

knowledge, experience, and skillsets to continue working in the same place or finding themselves in the labour market efficiently. Findings from semi-structured interviews confirm that the programme was successful as many repatriated persons continue to work in the same firms or found a job in another one. These findings were also confirmed from focus group discussions, as many beneficiaries have already found a regular job combined with skill development and experience. As shown above, the number of beneficiaries that found a regular job and the revenues they generate are satisfactory, considering the macroeconomic situation and the impact of the Covid-19 pandemic impact on the economy. Although the sustainability of wage subsidy is challenging to measure, the impact goes besides the number of repatriated persons who found employment after the measure ended, as some other factors may ensure the sustainability of the labour market's beneficiaries. Positive impacts are increased level of confidence, which may reflect on their employability in the long term.

Furthermore, the positive impact of wage subsidy may not have a positive impact in the short term³⁶, due to the pandemic situation, the employability in the long term is higher due to the factors mentioned. Table 9 shows the impact and sustainability of the wage subsidy. It is important to emphasize that the number of beneficiaries for 2020 that are still active is 70%. Hence, it is still early to measure the sustainability of the wage subsidy.

Table 8. Impact and Sustainability of Wage Subsidy

Wage Subsidy		Impact/Sustainability of Measure
The impact of the measure on beneficiary employment for 2019	70%	On average, 75% had secured employment after or before the measure ended. The employment of beneficiaries is expected to be higher when the measure ends and after the Covid-19 pandemic situation.
The impact of the measure on beneficiary employment for 2020 70% of beneficiaries as still active in measure	80% are employed, among them, 30% have completed the measure	
Unemployment rate	25%	
Unemployed beneficiaries that look for a job	45%	

Table 9 shows that based on beneficiaries for 2019 and 2020, approximately 75% of them are employed. From unemployed (25%), 45% of them are looking for a job. This indicator shows that despite the pandemic situation, the sustainability of 75% of the wage subsidy measure is very high³⁷. It is essential to highlight the sustainability of the

³⁶ See: Hamilton, M.; Wilson, A. (eds) (2005). *New ways of engaging new learners: lessons from round one of the practitioner-led research initiative*. London: NRDC. (Link: https://dera.ioe.ac.uk/22320/1/doc_2990.pdf; Accessed February 2021)

³⁷ Studies show that wage subsidy program can have positive impact and be a source of employability of beneficiaries. See: **i)** Webster, E. (1998), 'Microeconomic evaluations of Australian labour market programs', *Australian Economic Review*, 31, 189-201.; **ii)** Kluge, J. (2010), 'The effectiveness of European active labour market programs', *Labour Economics*, 17, 904-18.

programme and employability of beneficiaries³⁸ in the short, medium, and long term depends on the extent to which the Covid-19 pandemic situation impacts the economy and the duration of the pandemic. Finally, as shown in the impact section, the experience, skill development, and commitment and motivation as ‘micro’ factors indicate the impact of wage subsidy on beneficiaries.

³⁸ A meta-analysis study shows that in short term the sustainability and impact of wage subsidy may be lower, but, in long term may have positive impact on beneficiaries. See: Card, D., J. Kluve and A. Weber (2015), ‘What works? A meta-analysis of recent active labour market program evaluations’, National Bureau of Economic Research, Working Paper no.21431.

On-the-Job-Training

Contextual relevance³⁹

The contextual relevance of OJT⁴⁰ at the macro-level regarding EU integration, Visa liberalization, and the reintegration of repatriated persons is similar to the SEP and WS measures. Besides the contextual relevance of the macro level, the project was designed accordingly at the individual level, namely the beneficiaries' profile. This programme was designed for repatriated persons with low levels of education and no previous experience. These individuals are encouraged to follow the three-month On-the-Job-Training programme in a private sector enterprise. This measure has three components that are relevant to the context. First, similarly to self-employment and wage subsidy, the job training institutions aim to fulfil the EU agenda and visa liberalization. Second, due to the low level of education of many repatriated persons⁴¹, this measure was designed to offer an opportunity to repatriated persons to be engaged in private sector enterprise for three months to gain experience, knowledge, and skills and find a stable job in the labour market. Thirdly, considering Kosovo's macroeconomic situation, particularly the importance of skilled labour force to increase private enterprises' productivity⁴², On-the-Job-Training is an important measure and has contextual relevance⁴³.

Effectiveness

The process of selection of private enterprises and the placement of beneficiaries was effective. This process started with a publication of an open call by the Employment Agency for private enterprises interested in hiring repatriated persons for three months and the repatriated persons interested in applying in this measure⁴⁴. According to semi-structured interviews, repatriated persons hesitate to apply in this scheme because the financial compensation for

³⁹ Level 5 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5 = Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2 = Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

⁴⁰ Note: studies make a distinction between 'formal training', 'on the job training' and 'informal learning'. Formal learning is based on organized, and aim to complete a degree in an institution such as bachelor or master's degree. On the job training is divided and may take place inside and outside a company, whereas, informal learning is based on the outcomes from the activities that are carried out by employees at a working place, or can be learning by doing mentored by peers or supervisors. (see: Squicciarini, M., L. Marcolin and P. Horvát (2015), "Estimating Cross-Country Investment in Training: An Experimental Methodology Using PIAAC Data", *OECD Science, Technology and Industry Working Papers*, No. 2015/09, OECD Publishing, Paris, <https://doi.org/10.1787/5jrs3sftp8nw-en>.) This report evaluates on the job training, and outcome of informal learning of beneficiaries in a company, that aim to find a sustainable employment.

⁴¹ See link: <https://apr.kks.gov.net/sq-AL/Content/Documents?doctype=5> (Accessed February 2021)

⁴² Note: Note: Studies show that besides contextual factors: the technological change in industrialized countries have increased the importance of on the job training, which trainings may be the source for workers to ensure qualifications and adopt their skills to particular needs of economy. (see: Albert, C., GARCÍA-SERRANO, C., & Hernanz, V. (2010). On-the-job training in Europe: Determinants and wage returns. *International Labour Review*, 149(3), 315-341.)

⁴³ See link about skill levels in Kosovo from World Bank: <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/209751557432399449/kosovo-country-report-findings-from-the-skills-towards-employment-and-productivity-survey> (Accessed February 2021)

⁴⁴ Example of call to apply for private enterprises and repatriated persons link: <https://mpms.rks.gov.net/wpdm-package/thirrje-per-aplikim-programi-per-trajnim-ne-pune-2/> (Accessed February 2021)

beneficiaries is low, covering only basic expenses (150 Euros per month)⁴⁵. Based on the focus groups findings, the participants confirmed that the 150 Euros per month compensation was useful and helpful, and the programme provided health insurance in the workplace. The identification of repatriated persons was effective as this scheme was designed to provide an opportunity for repatriated persons to gain particular knowledge, experience and build skills in a particular profession or business sector. Below, we explain the process of On-the-Job-Training in detail.

The measure is implemented with close cooperation through advising, contacting, and daily instructions by project officials and employment offices by mediating with the private sector. Candidates registered as unemployed and repatriated persons apply in employment offices to seek employment opportunities and training. Employment Office officials lead the process of consulting and completing candidate profiles to create job training or employment opportunities. This is carried out based on candidate skills, in which case the employment office carries out match-making to create the best opportunities possible for the candidates and provide an opportunity to increase their skill sets or even find long-term employment. After the procedures are completed by the respective employment offices, the list of candidates is sent to project officials in municipalities/regions within the ALMM framework. This procedure is then followed by the project officials' analysis, who analyse the compatibility between supply and demand, based on analysing each file carefully based on respective regulations in of DRRP and KEA. After the list is verified by the DRRP for the status and time of repatriation, the project official analyses the final list and addresses the comments by directing them to employment offices. Employment offices' staff then guides them step by step on document completion and signing the agreement. Employment Offices finalize the agreements with parties.

Upon receipt of the documents, project officials verify all documents, and in cases of missing documents, they complete them. In coordination with employment offices, all parties sign the agreement form, and a project manager ensures that the copies of documents are sent back to respective employment offices. Every month employment offices send their requests for compensation (before and during the pandemic this process was online) and the report regarding continuity of candidates in On-the-Job-Training, which is signed daily for the entire month by the candidate and the firm. This process is consistent for each file (candidate/beneficiary) for three months, and once the measure ends, the beneficiary/candidate gets the third payment.

This measure's activity sectors and professions are based on several factors: i) labour market needs; ii) demands of businesses; iii) and match-making. The third is crucial for repatriated persons who aim to continue into a particular business sector and match their skills. Furthermore, the core idea of On-the-Job-Training is to offer an opportunity to repatriated persons, who in most cases have low-level education or lack skill development, experience and knowledge about a particular profession. Matchmaking of the level of skills and education of beneficiaries with the business sector needs is satisfactory for this measure. Based on findings from focus groups, the beneficiaries stated

⁴⁵ See link: <https://apr.krs.gov.net/sq-AL/Content/Documents?doctype=5> (Accessed February 2021)

that engaging On-the-Job-Training allowed them to build particular skills related to the business sector they were hired in.

Figure 28. Application procedure and mediation procedure evaluations

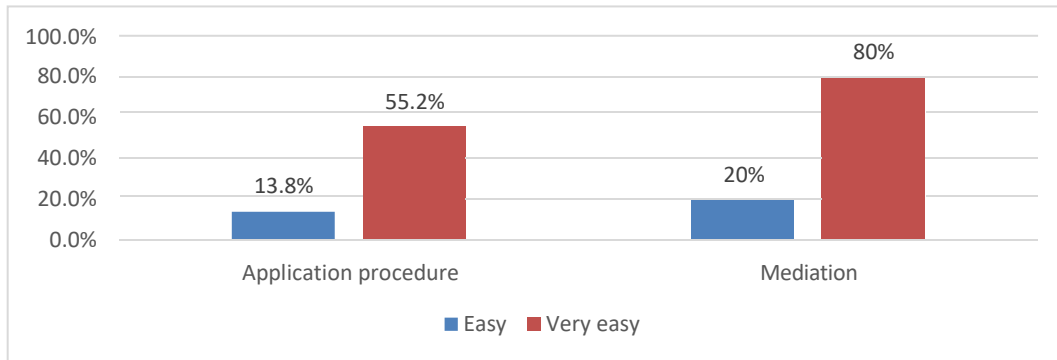
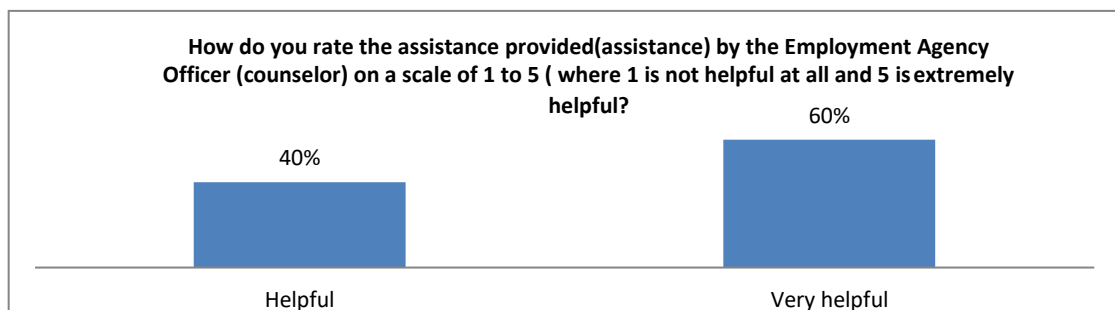


Figure 28 report findings from the survey with beneficiaries regarding the application procedure throughout the three ALMMs’ beneficiaries, found that participants rate the application procedure as very easy. Specifically, 80% of them rate it as very easy and 20% as easy. The same figure and rating are for the mediation procedure with EA mediators.

Figure 29. Beneficiary evaluation of Employment Agency Officers/counsellors⁴⁶



The findings also show that the monitoring process was done regularly, on a monthly basis, for all OJT measure beneficiaries. Monitoring and verification have been performed in close collaboration with the project team - beneficiaries responded very positively. They sent photos via Viber about their work during the pandemic period with very constructive information exchange and readiness to respond. Table 10 shows the high diversity of fields where the beneficiaries were placed, confirming that the On-the-Job-Training measure was effective.

⁴⁶ Note: They had 5-scale options (1 not helpful to 5 very helpful). All of the respondents responded as very helpful (60%) or helpful (40%). This is why there are no other bars (somewhat helpful, medium, not helpful) within this graph. The same explanation is for other similar graphs.

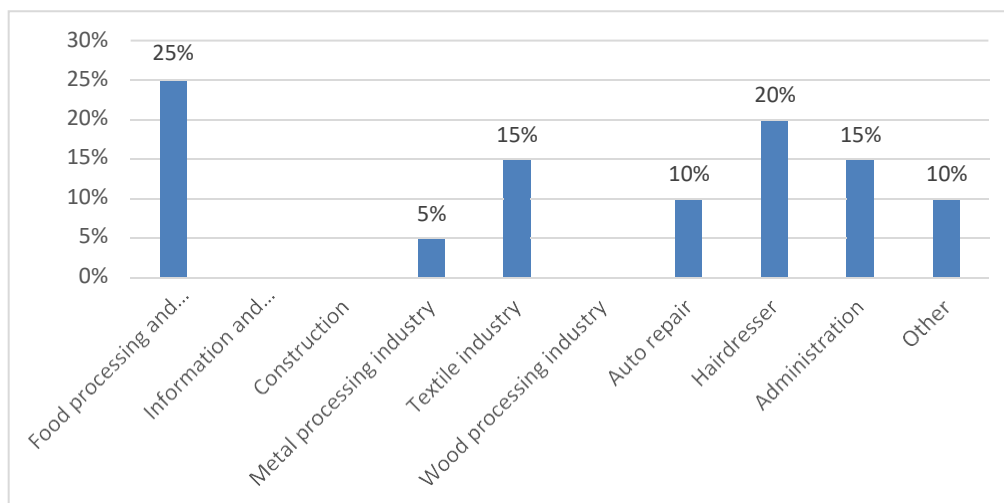
Table 9. Beneficiaries of the OJT scheme categorized by business activity

Beneficiaries of the on-job training scheme categorized by business activity						
Business activity	2019			2020		
	M	W	Total No. & % of beneficiaries	M	W	Total No. & % of beneficiaries
Food processing and packaging industries	5	4	9	5	1	6
	7.14%	5.71%	12.86%	12.50%	2.50%	15.00%
ICT in addition to outsourcing business processes and the customer support centre sector	0	0	0	0	0	0
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Construction	2	0	2	3	0	3
	2.86%	0.00%	2.86%	7.50%	0.00%	7.50%
Metalworking industry	2	0	2	3	0	3
	2.86%	0.00%	2.86%	7.50%	0.00%	7.50%
Textile industry	1	10	11	0	6	6
	1.43%	14.29%	15.71%	0.00%	15.00%	15.00%
Wood processing industry	2	0	2	2	0	2
	2.86%	0.00%	2.86%	5.00%	0.00%	100.0%
Other	24	20	44	14	6	20
	34.29%	28.57%	62.86%	35.00%	15.00%	50.00%
TOTAL	36	34	70	27	13	40
	51.43%	48.57%	100.00%	67.50%	32.50%	100.00%

**Authors' calculation and design using EA and MIA database*

The Employment Agency and MIA database findings on the diversity of fields are also confirmed from the survey with beneficiaries. Figure 30 illustrates the main business sectors of host companies within the OJT scheme. Three main sectors include hairdresser/barber, chef/restaurant, and textile/tailoring.

Figure 30. Business Activity of Host Companies



Beneficiaries were also asked whether they have attended any training programme before applying for this measure. Only 30% of the OJT measure respondents have received previously any training⁴⁷, whereas 70% of them have not received any training before (Figure 31). To have a higher impact on any active labour market measure – some prior training in the field of Soft Skills and Career Guidance would be very welcome to those beneficiaries.

Figure 31. Training attended before applying for OJT measure

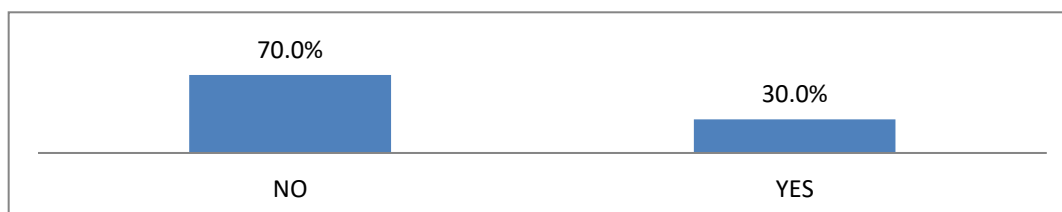
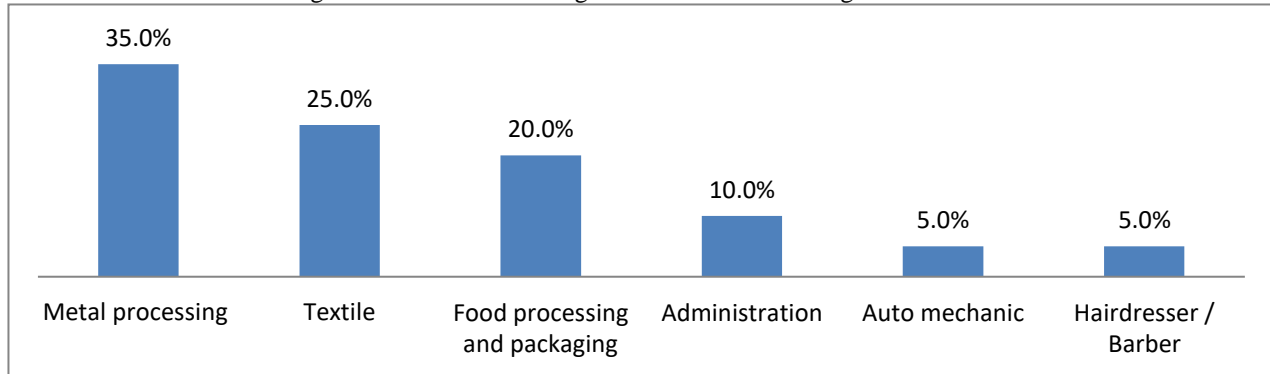


Figure 32 illustrates the type of training previously received by participants. The top three fields are metal processing, textile, and food processing. Nevertheless, besides the previously technical training and On-the-Job-Training (OJT) – additional professional training in soft skills and career guidance would only reinforce the chances of securing a sustainable job after OJT completion.

⁴⁷ Note: Previous training for those who claimed that they have attended any other training, before joining OJT scheme.

Figure 32. Fields of training attended before entering the OJT measure



Impact⁴⁸

As stated in the Contextual Relevance section, this measure's primary goal is to provide On-the-Job-Training to beneficiaries with no or low formal education level and lack of skills, knowledge, and experience. The On-the-Job-Training impact⁴⁹ is based on several indicators such as the employment status before beneficiaries started OJT, the evaluation of measure by beneficiaries and employment plans for the future. Providing match-making between beneficiaries skills and business sectors needs is an essential factor to increase their skill sets in the future. However, as stated above in the effectiveness section, the idea of OJT is to offer an opportunity to gain more experience and skills to repatriated persons with a low level of skills. These factors are crucial and directly reflect sustainability as skill development or gaining new skills are essential factors for becoming competitive in the labour market⁵⁰. Figure 33 shows the employment status of beneficiaries before applying for the OJT measure.

⁴⁸ Level 5 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5= Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2 = Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

⁴⁹ Note: There have been extensive debates in literature regarding the extent to which labour market policies are effective in terms of impact and sustainability. Still there is not common agreement regarding to the types of policies in particular policies that support the training program, as impact and sustainability and the effectiveness depends on the logic of measurement in time horizon regarding in particular the impact of these policies on employment. (See: Ghirelli, C., Havari, E., Santangelo, G., & Scettri, M. (2019). Does on-the-job training help graduates find a job? Evidence from an Italian region. *International Journal of Manpower*.)

⁵⁰ Note: Studies show that from socio-economic dimension on the job training has several impacts such as on aggregate productivity, the extent that low skilled and low wage workers, and last improves income distribution of employees (Albert, C., GARCÍA-SERRANO, C., & Hernanz, V. (2010). On-the-job training in Europe: Determinants and wage returns. *International Labour Review*, 149(3), 315-341.)

Figure 33. Employment status before applying for OJT measure

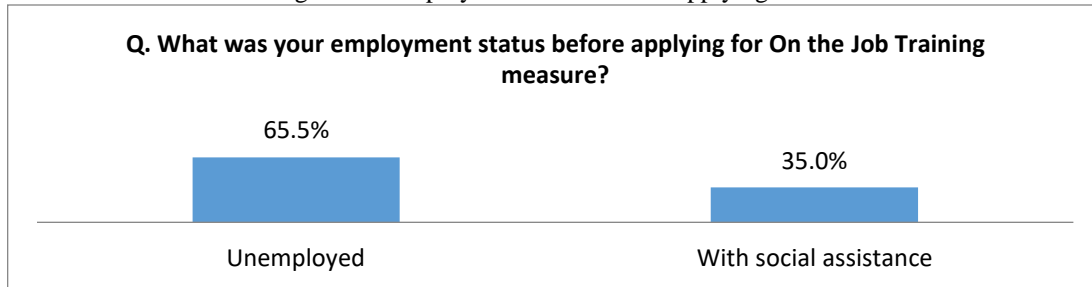


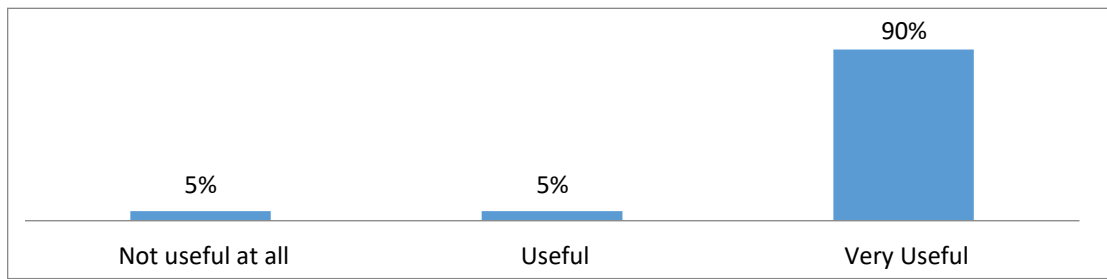
Figure 33 gives more details about their employment status before applying for OJT. The majority of them declared unemployed (65.5%), and 35% with social assistance due to being unemployed. All beneficiaries confirm that all of them received a needs assessment session with the idea of finding the perfect match regarding the sector and the host company. Findings demonstrate very effective counselling, profiling and matchmaking sessions provided by the Employment Office for beneficiaries, the business sector and the host company.

In contrast with the Self-employment measure of receiving extensive prior training and explicitly mentoring and coaching (business consultancy) sessions during the business development phase, in the On-the-Job-Training (as in Wage Subsidy) there were no effective counselling services during the OJT period to facilitate the transition from the scheme into sustainable employment. It is recommended to provide professional consulting services in career guidance and soft skills development during the OJT (and WS) scheme period⁵¹. This would reinforce and accelerate the fast transition from OJT measure into sustainable and regular employment to reach a high impact and long-term sustainability.

The importance of On-the-Job-Training is related to the matching models, particularly the match between employer/business sector and beneficiary. The higher the match between them, the higher the training's productivity, increasing the likelihood that a beneficiary may find long-term employment. On-the-Job-Training scheme had positive impacts on beneficiaries, as figure 34 shows that the vast majority of beneficiaries are satisfied with this scheme, and all of them have completed it. Overall, beneficiaries value OJT as very useful, with 90% stating that their perception is positive and satisfactory.

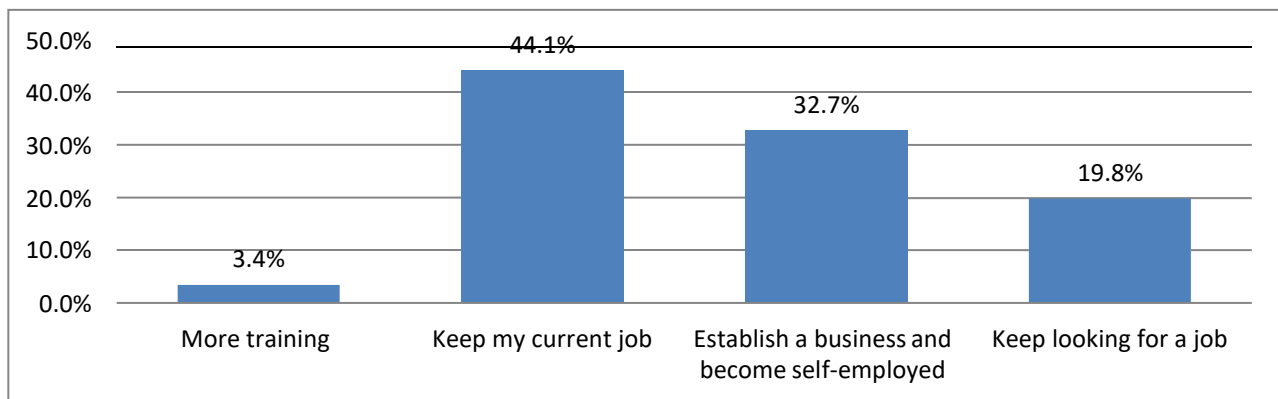
⁵¹ Note: Studies show that in average, production seems more exhaustive in on-the-job training than total services, but not comparative to business services (Squicciarini, M., L. Marcolin and P. Horvát (2015), "Estimating Cross-Country Investment in Training: An Experimental Methodology Using PIAAC Data", *OECD Science, Technology and Industry Working Papers*, No. 2015/09, OECD Publishing, Paris, <https://doi.org/10.1787/5jrs3sftp8nw-en>.)

Figure 34. OJT measure evaluation by beneficiaries



When respondents/OJT beneficiaries were asked about the plan for the future in terms of employment (figure 22), the positive indicator, as shown in figure 35, is that all of the employed beneficiaries were determined to either keep their current job (44.1%), or advance and establish their own business (32.7%). The current unemployed repatriated will keep looking for a job (19.8%), and receive more professional training (3.4%).

Figure 35. Employment plan for the future



Sustainability⁵²

The On-the-Job--Training measure's sustainability is challenging to measure, as Kosovo faces high unemployment and economic instability. However, as shown in the figures above, all beneficiaries who enrolled in the OJT scheme gained experience for three months, during which period these repatriated persons increased their chances to enter into the labour market as skilled and experienced labour force. Furthermore, as shown in the findings above, the measure aims to offer opportunities to repatriated persons who have little skills or experience, or lack both, to attend On-the-Job-Training for three months and remain in the same company or find another job in another company.

⁵⁴ Level 5 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5= Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2= Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

Table 10. On-the-Job-Training Impact and Sustainability

On-the-Job-Training		The Impact/ Sustainability of measure
Keep looking for a job	19.8%	80.2%
Establish a business and become self-Employed	32.7%	
Keep my current job	44.1%	
More trainings	3.4%	

Based on table 11, 76.8% are active after the measure On-the-Job-Training ends. Table 11 also shows that 32.7% have a plan to open a business and become self-employed, which is a positive indicator that shows that beneficiaries are committed and have the self-confidence to enter long-term labour markets. Other beneficiaries have already a job 44.1% and 3.4% prefer more training to develop their skill sets and be competitive in the labour market⁵³. Besides the data shown in table 11, the beneficiaries' commitment and motivation about skill development, experience and knowledge are essential factors that show that the measure's objective was reached. Besides the numbers shown above regarding the impact of the On-the-Job-Training measure, this measure offers opportunities for repatriated persons to evaluate their value and learn new skills and competencies. The beneficiaries learn through engaging directly in a private business enterprise the crucial importance of getting experience, knowledge and learning about a particular job and enhancing skills through actively engaging in problem-solving (if required by businesses or necessary). Besides, the level of confidence and the competition of measure by beneficiaries are factors that show the project's sustainability.

Efficiency⁵⁴

This section shows the efficiency of the project based on the cost-benefit of the project and the employability of repatriated persons. The three measures' calculations are approximate and somewhat do not show the exact cost-benefit of each measure. Three measures: self-employment, wage subsidy and On-the-Job-Training, have a positive impact, and all measures have favourable cost-benefit ratios for all measure. The efficiency is challenging to measure. As three measures have a different budget, costs per unit and number of beneficiaries, the cost-benefit calculations are carried out separately. It is important to emphasize that three measures are calculated separately due to the differences in cost-unit per three measures. In this section, we show the calculations based on each project's cost, whereas the benefits are not definitive, and it is argued that some benefits from three measures cannot be measured

⁵³ Note: Studies also examined the impact of on the job training on wages, they show that workers who enter into training activities have higher incomes based on hourly wages, including the variables such as job and firm characteristics. In some countries such as Portugal, more trainings mean higher wage returns (Albert, C., GARCÍA-SERRANO, C., & Hernanz, V. (2010). On-the-job training in Europe: Determinants and wage returns. *International Labour Review*, 149(3), 315-341.)

⁵⁴ Level 5 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5= Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2 = Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

and consist of ‘soft’ indicators such as commitment, motivation, etc. The focus is on the extent each measure influenced beneficiaries to ensure long-term employment, monthly average revenues, development of skill sets, etc.

Table 11. Planned and Actual Costs

Planned Costs €			Actual Budget Spent		
Item	Planned	%	Item	Actual	%
Project Direct Costs	1,594,333 €	96.1	Project Direct Costs	1,254.819 €	95.1
<i>Self-employment</i>	<i>1,024,833</i>		<i>Self-employment</i>	<i>953 156.17 €</i>	
<i>Wage subsidy</i>	<i>467 500</i>		<i>Wage subsidy</i>	<i>234 804.7 €</i>	
<i>On-the-Job-Training</i>	<i>102 000</i>		<i>On-the-Job-Training</i>	<i>66,858.13 €</i>	
Project Indirect Costs	62,000 €	3.9	Project Indirect Costs	62,000 €	4.9
Total project cost for 2019-2020	1,656,333 €	100		1,316,819 €	100

Table 12 presents planned, actual, and indirect costs for all three measures. NOTE: Indirect costs include monitoring, consultancy services, staff costs during 2019-2020, plus the additional costs during the pandemic (masks, hand disinfectants, gloves, scratch cards during 2020). Table 13 shows the data from three measures per unit, and costs are direct and indirect costs and total costs per beneficiary.

Table 12. Cost for three Measures

	Number of beneficiaries	%	Total 62,000 €	Indirect Cost/unit	Direct Cost/unit	Total cost per beneficiary/measure
Self-employment	370	60	3724	100.65	3000	3100.65
Wage Subsidy	136	22.1	1369	100.65	2110	2210.65
On-the-Job-Training	110	17.9	1107	100.65	570	670.65
Total	616	100	62,000 €			5981.95

When calculating the SEP project's cost-benefits for 2019-2020, the total planned budget was € 1,024,833, and the budget spent was € **1,254.819**. The calculations regarding cost-benefit are based on indicators such as: actual budget spent, the total costs per unit (indirect costs per unit and direct costs), and yearly average revenues € **5412** (based on survey findings). Cost-benefit for SEP measure per unit is: **5,412 - 3,100.65 = 2,311.35** benefit per unit. The return from investment is positive as **2,311.35** shows that the revenues exceed the costs for SEP measure. When cost-benefit is calculated for all beneficiaries, it is **5,412 - 3,100.65 = 2,311.35x370=855,199.5**. **855,199.5** is the revenues from an overall SEP project for one year, but when these are calculated for two years, minus the budget spent, it is as follows: **855,199.5x2=1,710,399** (revenues for two years); then **1,710,399-1,254.819= € 455,580**. The cost-benefit for two years of the SEP programme is € **455,580**⁵⁵.

⁵⁵ Note: This calculation is based on yearly average incomes declared by respondents and are not included costs of rents, costs of raw materials, taxes, and additional costs variable costs that may derive during conducting business. Furthermore, in this calculation are not included the decrease of incomes of beneficiaries due to the pandemic situation of Covid-19. It is important

Cost-benefit for WS follows the same logic based on indicators shown in the table above. The calculations regarding cost-benefit are based on the actual budget spent, the total costs per unit (indirect costs per unit and direct costs), and monthly salary average revenues are € 275 (based on survey findings). The monthly salary average indicator was taken at a minimum level as many beneficiaries earn in a month more than € 3300; on average, € 275 was taken as the minimum salary for the beneficiaries. Cost-benefit per unit is as follows: $3300(275 \times 12) - 2210.65 = 1,089.35$. Cost-benefit per unit is positive, or the return from investment per unit is € 1,089.35. Regarding to the cost-benefit from all beneficiaries for two years: $1,089.35 \times 136 = 148,151.6 \times 2 = 296,303.2$. When the calculations are compared with the cost-benefit and the budget spent, they are as follows $296,303.2 - 234,804.7 = 61,495.5$. Findings maintain that the cost-benefit/return from investments is positive at € 61,495.5⁵⁶.

As for OJT, as the nature of the scheme is to provide to beneficiaries the opportunity through three months On-the-Job-Training and then find long term employment, the data regarding their monthly average revenues and combined with some beneficiaries that are still active (including for WS measure) is challenging to measure. No cost-benefit are calculated for OJT⁵⁷, apart from what is shown in the findings that 44.1% found a job, since their monthly average salary data are not available.

Based on the respondents' findings, the average sales revenues under SEP are between 250-800 Euros (which does not represent the net profit of beneficiaries under SEP), whereas the highest declared monthly revenues are between 400-600 Euros (see Figure 11). When calculating the average revenues of respondents, they generate 451 Euros monthly or 5,412 Euros annually. As shown in the impact section of SEP, when these revenues are compared to the factors such as Kosovo standards and the impact of the Covid-19 pandemic situation, beneficiaries generate average revenues. Furthermore, to make their businesses functional, 44% of respondents declared they made additional investments ranging from 100 to 500 Euros (see figure 13). Among those investments, 60% declared that the investments made were from their own savings and borrowings, approximately 200-300 Euros (see figure 14).

Half of the respondents of WS declared that their salary is up to 150 Euros, and 30% declared their monthly average revenues range between 250-300 Euros, and 5% declared their revenues are more than 300 Euros (see Figure 30). However, due to the Covid-19 pandemic situation and its impact on the economy, 50% of respondents declared their salaries have decreased. Wage subsidy had a positive impact on long term employment on beneficiaries. It influenced their plans positively, where 50% of them declared they plan to continue working for the same company, 5% become

to add, that these calculations are not definitive as some businesses declared higher incomes and some lower ones. Furthermore, for SEP program there are beneficiaries that are still active in the measure, and their average incomes might increase\or decrease the total number calculated.

⁵⁶ Note: these calculations are based on respondents monthly incomes and are not precise and does not include the repatriated persons that are currently unemployed and looking for a job. Furthermore, as shown in the findings section figure 29, 5% of beneficiaries declared their monthly incomes are 300 euro. In addition, in these calculations are not included beneficiaries that are still active in the measure, the taxes, the possible increase in salary, costs of beneficiaries, and other variables.

⁵⁷ Note: the calculation for OJT is challenging to make, when considering some beneficiaries are still active in the measure, and the monthly average incomes of beneficiaries that finished the measure are absent.

self-employed by opening a business, and 45% are looking for a job (among them, some beneficiaries still are active in the measure). Regarding OJT, findings show that the beneficiaries had maximized the benefits from the measure: 41% after finished OJT and continued to work for the same company, 32% plan to establish a new business, 3.4% plan to continue additional training and develop their skill sets, gain more experience and knowledge to ensure long term employment, and only 19.8% are committed to keeping looking for a job (see Figure 40).

Concerning the cost-benefits, the impact and sustainability of SEP was 95%, as shown in Table 7, whereas for WS was 75% and OJT 80.2%. These indicators show that the benefits of the three measures are much higher than costs for many reasons. Firstly, as stated in the introduction, this project aimed to reintegrate the repatriated persons in Kosovo's socio-economic life. Secondly, the risk of re-emigration of the repatriated person is lower due to the benefits they have from the measure. Thirdly, the knowledge, experience, skill development of beneficiaries of WS (75% on average) and OJT (80.2% on average) secured employment or entered the labour market, which show that the benefits are much higher compared to costs. When discussing cost-benefits of the project (of SEP, WS and OJT), other 'soft' indicators are of crucial importance: the positive impact of measures on beneficiaries' commitment and their motivation to reintegrating in the Kosovo socio-economic environment.

There is no evidence of these measures' long-term effects and the sustainability of jobs generated or supported through these programmes. The analysis regarding the programmes' effectiveness in these countries is limited, including systematic data regarding the programme evaluation over the years⁵⁸. Comparing countries (e.g. Albania, Bosnia and Herzegovina and North Macedonia) based on information on ALMPs is difficult because of the lack of data and differences in ALMPs. Structural imbalances characterize all three countries, and the orientation of ALMPs with employment subsidies and the amount of spending on these measures are not necessarily justified. Although there is limited/partial evidence, the study shows that the impact and sustainability of ALMPs in these countries was low cost-effectiveness and lack of significant effect on improving beneficiaries position when in question is the employment subsidy programmes⁵⁹.

Although there is no evidence regarding the long-term effect and sustainability of jobs supported by ALMPs in BiH, the ALMP programme's impact in finding sustainable employment is evident in the short-term. The study shows 52% to 78%, or on average, 70% of beneficiaries remain employed after the measure ended. In all three countries, the

⁵⁸ Vidovic, Hermine, Vladimir Gligorov, Renate Haupfleisch, Mario Holzner, Katja Korolkova and Monika Natter. Developing Efficient Activation Approaches and Identifying Elements for Regional Cooperation in the Western Balkans. Vienna: The Vienna Institute for International Economic Studies, 2011. <https://goo.gl/T9IfZA> (Accessed on December 8, 2016).

⁵⁹ Numanovic, A., Petreski, B., Tumanoska, D., & Polo, E. (2016). Weak Labour Markets, Weak Policy Responses-Active Labour Market Policies in Albania, Bosnia and Herzegovina and Macedonia. *Analitika-Centre for Social Research, Working Paper*. Cited in: Vidovic, Hermine, Vladimir Gligorov, Renate Haupfleisch, Mario Holzner, Katja Korolkova and Monika Natter. Developing Efficient Activation Approaches and Identifying Elements for Regional Cooperation in the Western Balkans. Vienna: The Vienna Institute for International Economic Studies, 2011. <https://goo.gl/T9IfZA> (Accessed on December 8, 2016).

Wage subsidy programme did not significantly affect (excluding BiH due to the lack of available data). In Albania⁶⁰, a study shows that more than half of beneficiaries could not maintain the same job after one year, whereas in North Macedonia, besides that the wage subsidy had no impact, it worsened beneficiaries' position. On-the-Job-Training in all three countries was designed differently and is a different degree. In Albania, OJT is combined with employment and had the highest impact, with the highest employment rate for beneficiaries. For North Macedonia, besides employment opportunities after the OJT measure and financial benefits ended, beneficiaries had higher wages. For BiH, the OJT measure proved to be cost-effective where the beneficiaries found employment immediately after completing the OJT.

Regarding self-employment, the broader effect is not known for BiH and North Macedonia, while sustainability SEP has been satisfactory. For North Macedonia, about 70% of beneficiaries have remained employed after the measure completed in terms of beneficiaries' well-being. Whereas BiH, the impact and sustainability of SEP were satisfactory where 14% of beneficiaries generated jobs, and the employment rate of SEP is 63%. The above-shown findings are not sufficient to generalize the effectiveness of these measures findings in the Kosovo and compare to other countries⁶¹. Hence, it is crucial to systematically assess the success of implementing these measures to carry out a more comprehensive and evaluate ALMPs⁶².

There are several reasons why it is challenging to compare countries with current ALMP2 measures. Firstly, the cost-benefit calculations and the comparison between countries were carried out based on a long-term perspective. Previous studies show that the costs-benefits, including productivity, are much higher after four to seven years after starting a programme⁶³. Secondly, the cost-benefit analysis depends on the unemployment rate in a given country and the level of policy expenditures to a particular country. Studies also show that the difference in cost-benefit and the return on investment depends on the country's institutional and business environment, unemployment rate, expenditure per policy, which differs between developed countries. Thirdly, the targeted groups in this programme are repatriated persons, and the objective of ALMP2 was to integrate them into socio-economic life through three measure. As shown in other sections, the project was effectively designed to reintegrate persons into socio-economic life by carefully designing all three measures according to repatriated persons' profiles.

⁶⁰ This study was carried on for 2010 and 2011.

⁶¹ Numanovic, A., Petreski, B., Tumanoska, D., & Polo, E. (2016). Weak Labour Markets, Weak Policy Responses-Active Labour Market Policies in Albania, Bosnia and Herzegovina and Macedonia. *Analitika-Centre for Social Research, Working Paper*. Cited in: Vidovic, Hermine, Vladimir Gligorov, Renate Haupfleisch, Mario Holzner, Katja Korolkova and Monika Natter. *Developing Efficient Activation Approaches and Identifying Elements for Regional Cooperation in the Western Balkans*. Vienna: The Vienna Institute for International Economic Studies, 2011. <https://goo.gl/T9IfZA> (Accessed on December 8, 2016).

⁶² Numanovic, A., Petreski, B., Tumanoska, D., & Polo, E. (2016). Weak Labour Markets, Weak Policy Responses-Active Labour Market Policies in Albania, Bosnia and Herzegovina and Macedonia. *Analitika-Centre for Social Research, Working Paper*.

⁶³ Lammers, M., & Kok, L. (2019). Are active labour market policies (cost-) effective in the long run? Evidence from the Netherlands. *Empirical Economics*, 1-28.

Partnership and Cooperation⁶⁴

The project is multidimensional and comprehensive by its nature. Therefore, the core aspect of this project was partnership and cooperation among stakeholders. The positive feedback that institutions had from the European Commission regarding the reintegration of repatriated persons was thanks to partners and cooperation, particularly UNDP's role. There are three levels of cooperation that is important to emphasize. Firstly, the partnership and cooperation of central and municipality level institutions and other relevant formal institutions. Partnership and coordination are evidenced throughout the reintegration process: starting from the border until repatriated persons are facilitated to integrate into the programme of the ALMM.

Second, the cooperation partnership level is between formal institutions (Employment Agency, MIA and other relevant institutions) with UNDP. The partnership cooperation between relevant institutions MIA(DRRP) and MLSW/ KEA (EO and VTCs) and UNDP satisfactory was crucial and ready to implement the project, coordinate activities, and ensure that the project objectives are reached before and during the pandemic situation. This form of partnership and cooperation has continued throughout the projects. UNDP though this project has helped the Employment Agency and Department Of Reintegrated Of Repatriated Persons to increase their institutional capacities in various ways: i) taking an active role in policy design and other strategic components related to policy design, presenting manuals, supporting with its professional staff, experts; ii) UNDP was an essential partner as it had long experience and the partnership was based on UNDP previous results and impacts they had through similar projects (e.g., self-employment); iii) UNDP has supported Employment Agency to develop an electronic system to connect all employment offices with case management system; iv) active role in implementing the process for three schemes: Self-Employment, On-the-Job-Training, and Wage Subsidy.

Third, partnership with the UNDP and other governmental and non-governmental organizations. This partnership and cooperation advanced the programme and increased its impact and sustainability through partnership and cooperation. The information they shared standardized their services and shared information about the reintegration of repatriated persons, which became an example in the region. Furthermore, regular meetings with stakeholders shared information to avoid duplication efforts and best examples and lessons learned.

Despite the challenges that stakeholders faced due to pandemic situation and restrictions by institutions, the coordination of partners continued virtually. Semi-structured interviews suggest that to ensure the maintenance of the project's implementation, besides UNDP and other stakeholders provided to Employment Agency technical

⁶⁴ Level 6 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5 = Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2 = Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

equipment such as laptops, tablets, and computers, they usually continue. Although were not regular as before the Covid-19 situation, meeting with partners continued, as well as the coordination of activities regarding implementation of the project and monitoring beneficiaries.

Evaluation of cross-cutting issues (Gender equality)⁶⁵

Women’s participation in Kosovo economy and the labour market is very low, and this is a result of limited opportunities for women and creates challenges for making a significant change in having more economic opportunities for women in Kosovo. Gender gaps in creating opportunities are still one of the main challenges of Kosovo⁶⁶. As Table 2 shows, the gender gap in employment is evident, where women have a very low employment rate of 14.4% compared to men with 46.2%—even worse, there is high inactivity in the labour force among women (78.5% compared to men at 41.1)⁶⁷. Motivated by this, the project has addressed gender equality in all its phases, such as project design, project planning and implementation, and the monitoring process.

Findings in this report show several positive outcomes in terms of gender equality, especially with some of the programme. We can say this considering the low proportion of women among the repatriated persons in Kosovo (the target group for this project - see table 1). For the period 2016-2020 (September), women consisted only 17.5% of the repatriated persons in Kosovo while similarly was also for the period 2019-2020 (September) when the overall percentage of women among the repatriated persons in Kosovo was 16.9% compared to 83.1% who were men. According to the semi-structured interviews, this difference regarding the overall proportion of men and women in Kosovo's case comes from the fact that the number of men who migrated is higher than women. This can come from the fact that Kosovo is still a patriarchal society in which supposedly men are considered the main family providers who have the pressure to leave Kosovo for better economic opportunities.

Table 13. Number of beneficiaries based on gender

Beneficiaries for 2019-2020	Men	Women	Total
Self-employment	315	55	370
	85.14%	14.86%	100.00%
On-the-Job-Training	63	47	110
	57.27%	42.73%	100.00%
Wage subsidy	89	47	136

⁶⁵ Level 5 on the UNDP evaluation scale (6 = Highly satisfactory: no shortcomings; 5= Satisfactory: minor shortcomings; 4 = Moderately satisfactory: moderate shortcomings; 3 = Moderately unsatisfactory: significant shortcomings; 2 = Unsatisfactory: Major problems; 1 = Highly unsatisfactory: Severe problems.)

⁶⁶ World Bank, link: <https://www.worldbank.org/en/country/kosovo/overview>

⁶⁷ Labour Force Survey Q3 2020. Kosovo Agency of Statistics. December 2020.

	65.44%	34.56%	100.00%
All programmes	467	149	616
	75.81%	24.19%	100.00%
Percent of repatriated persons per gender in Kosovo (2019-Sep' 2020)	83.06%	16.94%	100.00%
Percent of repatriated persons per gender in Kosovo (2016-Sep' 2020)	82.44%	17.56%	100.00%

The proportion of women among the repatriated persons is very low compared to that of men. For many years now, the average percentage of women among the repatriated persons in Kosovo is ~17% compared to men of ~83%. This low number of women was also challenging for the project in having more women in the project – especially for interventions that needed more dedication and time towards self-employment. The overall percentage of women beneficiaries in all three programme was 24%, which exceeded the baseline of 17% of the targeted population. This overall percentage was influenced by one of the most significant programmes – SEP, which struggled to have more women beneficiaries despite all the additional measures that the project has undertaken to have more women in this programme; the SEP programme managed to have only 14% of women among its beneficiaries.

In contrast, two other programme were much more successful in reaching out to more women. In this regard, the OJT programme managed to have around 43% of women beneficiaries during the WS programme around 35% of women beneficiaries. Table 15 reports more information on the gender and age disaggregated information on the project's beneficiaries.

Table 14. Number of beneficiaries categorized by age and gender

Number of beneficiaries categorized by age and gender							
Scheme	Age Group	2019			2020		
		M	F	Total No. & % of beneficiaries	M	F	Total No. & % of beneficiaries
Self-employment	18 to 34	76	11	87	90	13	103
		87.4%	12.6%	42.2%	87.4%	12.6%	61.7%
	35 to 49	83	18	101	40	8	48
		82.2%	17.8%	49.0%	83.3%	16.7%	28.7%
	Over 50	14	4	18	15	1	16

		77.8%	22.2%	8.7%	93.8%	6.3%	9.6%
	Total No.	173	33	206	145	22	164
	Total in %	84.0%	16.0%	100.0%	86.8%	13.2%	100.0%
On-job Training	18 to 34	22	18	40	15	7	22
		55.0%	45.0%	61.5%	68.2%	31.8%	55.0%
	35 to 49	9	15	24	10	6	16
		37.5%	62.5%	36.9%	62.5%	37.5%	40.0%
	Over 50	0	1	1	1	1	2
		0.0%	100.0%	1.5%	50.0%	50.0%	5.0%
	Total No.	31	34	70	26	14	40
Total in %	47.7%	52.3%	100.0%	65.0%	35.0%	100.0%	
Wage Subsidy	18 to 34	29	12	41	21	11	32
		70.7%	29.3%	51.9%	65.6%	34.4%	56.14%
	35 to 49	18	14	32	13	5	18
		56.3%	43.8%	40.5%	72.2%	27.8%	31.58%
	Over 50	4	2	6	4	3	7
		66.7%	33.3%	7.6%	57.1%	42.9%	12.28%
	Total No.	51	28	79	38	19	57
Total in %	64.56%	35.44%	100.00%	66.67%	33.33%	100.00%	

**Authors' calculation and design using EA and MIA database*

The programme was designed to encourage both men and women to benefit from three schemes/programme of Self- Employment, On-the-Job-Training, and Wage Subsidy. There is an essential finding regarding women involvement in sectors with the potential to grow in the future. For example, the number of women who benefited from the ICT business sector in SEP measure was 0% in 2019, and the number of women that applied in the ICT business sector increased in 2020 by 0.61%. These findings show that applying in business sectors with potential growth in the future can be the source of long term self-employment⁶⁸. In particular, the project was designed to give importance to women empowerment through the project's schemes. The three schemes' nature is to help even the most marginalized and vulnerable groups as beneficiaries and regardless of their level of education (see programme description above). Based on semi-structured interviews before 2020, the share of women who benefited from the schemes was 30% to 40% but decreased in 2020. Several stakeholders involved directly in the project made several attempts to

⁶⁸ Note: According to studies ICT in an important business sector that will impact Kosovo's economy in the future due to its potential to become competitive in international markets Link: <https://opendatakosovo.medium.com/ict-business-development-in-kosovo-78de5ad5e2a1>

increase women's share to benefit from the project. However, it was very challenging because of the pandemic situation, which has increased the house workload for women, not giving them space for alternative activities.

Theory of Change

This section shows how the planned results have been achieved through three measures: Self-Employment, On-the-Job-Training, and Wage Subsidy. The main objective of ALMP2 was to ensure the sustainable reintegration of repatriated persons through the measures mentioned above. The objectives were designed according to Kosovo's EU integration agenda and fulfil the criteria of visa liberalization. According to Kosovo's macro-economic situation, the project's contextual relevance is where the high unemployment rate remains the challenge, on the one hand, as a skilled labour force on the other. To ensure that the targeted objectives are met, each measure was designed to attach beneficiaries according to their skills sets-skill matching with the business sector. Wage subsidy was designed to attract repatriated persons who are registered as unemployed to subsidy their wage for 12 months; during this period, beneficiaries have the opportunity to develop skills, knowledge and experience, with little experience. OJT was designed to attract repatriated persons with no prior experience, limited skills, and a lack of formal education. The self-employment programme was designed in competitive logic, where applicants proposed their business plans and ideas-prior to this, they attended training on how to write business plans in business administration modules, then the best business plans gained tools and equipment combined with coaching and mentoring for 12 month period.

Three measures effectively attracted beneficiaries of different ages, gender, and geographical area: Urban/Rural, business sector diversity. The impact of three measures was satisfactory where the survival rate of businesses for self-employment, personal revenues, the investments carried out to make business operational resulting in higher impact and sustainability of SEP (95%). Regarding wage subsidy, the beneficiaries have succeeded in finding a sustainable job, building skills, and gaining experience. The impact and sustainability of wage subsidy was 75%, where the beneficiaries secured employment during or after the measure ended. The employment of wage subsidy beneficiaries is expected to increase when the measure ends, where some beneficiaries are still active and after the Covid-19 pandemic situation ends as well. Also, On-the-Job-Training measure's impact and sustainability was 80.2%, where the beneficiaries aimed to continue in their current job, become self-employed by establishing a business, and attend more training. The number of beneficiaries that are looking for a job is 19.8%. Besides the 'numerical' impact of all measures, some other factors indirectly increase the impact and sustainability of measure in the long term. The motivation, commitment of beneficiaries to develop their skills and experience (**WS and OJT**) and continue to become complete by developing their business (**SEP**) despite challenges derived from the uncertain institutional business environment and the impact of the Covid-19 pandemic situation, are promising results.

The success of the programme is also related to partnership cooperation and coordination. The partnership, cooperation and coordination lead to the programme's success by designing measures according to contextual relevance and building goals to integrate repatriated persons in socio-economic life by ensuring long-term employment.

Conclusion and Lessons Learned

This report is an external evaluation of the reintegration of repatriated persons in the labour market in Kosovo. Various sources of evidence were employed: desk review, semi-structured interviews with stakeholders, questionnaires and focus groups with beneficiaries. The project of reintegration of repatriated persons in Kosovo was designed before the pandemic situation. The contextual relevance of all measures: Self-Employment Programme, Wage Subsidy, and On-the-Job-Training is related to several aspects; i) EU integration of Kosovo and Visa liberalization; ii) the unemployment rate in Kosovo increased the contextual relevance, as measured proposed by stakeholders provide opportunities to repatriated persons to become self-employed by providing tools and equipment as well as coaching and mentoring; ensure sustainable employment through wage subsidy (up to 12 months) to then continue working for the same company, or building experience and knowledge to become competitive in the labour market; for repatriated persons that have limited skills and no experience, no formal education, 3-6 months to develop skills and find a sustainable job in the market.

Findings suggest that the Self-Employment Programme, in terms of effectiveness, was satisfactory in terms of procedure and beneficiary selection, the diversity of beneficiaries and business sectors, the outcomes of monitoring, mentoring and coaching. Findings suggest beneficiaries made additional investments, generated revenues and evaluated equipment and tools as very useful. This programme's sustainability is evaluated as very high - 95% of businesses are active, although with lower revenues due to pandemic situation and in some cases other businesses are temporarily in pause. Regarding wage subsidy, the process and the procedure of beneficiary selection, business sector diversity was effective. The impact of Wage Subsidy on beneficiaries was positive in many aspects, such as: ensuring sustainable employment by continuing in the same company or finding a job in another one and some cases, looking for a job, skill development; as a result, it influenced the sustainability of the measure. Sustainability of wage subsidy was measured as successful, whereby 75% have secure employment, after or before the measure ended. The trend of employment is expected to be higher when the pandemic situation ends. On-the-Job-Training was effective in attracting beneficiaries with no experience or low skills. Findings suggest that the impact and sustainability of OJT is 80.2%; among them 32.7% plan to become self-employed, 44.1% aim to keep their current jobs, and 3.4% aim to continue to more training. Furthermore, in terms of gender equality, this project has addressed it through all phases of the project; integrating women in decision making and the number of women that benefited from the project yet learning from the challenges in having more women as part of the project, especially in the SEP programme.

As elaborated in the gender equality section, ensuring equal gender representation in a project that targets a non-equal population is challenging. It adds that the fact that the patriarchal culture is still evident in Kosovo results in a much lower number of women among the repatriated persons when compared to men. Besides these challenges, the number of women who benefited from the programme was satisfactory, especially for the WS and OJT measures, considering the proportion of repatriated men and women over the years.

Despite the negative impact of the Covid-19 pandemic situation in Kosovo economy, findings from three measures show that the commitment, motivation of beneficiaries to continue to work, become competitive self-employed, remain in the same job or work in another company-wage subsidy. The beneficiaries continue to work, develop new skills, and provide extra training through on-the-job-training, which is considered essential to overcome challenges derived from the Covid-19 pandemic situation. Furthermore, despite the Covid-19 pandemic situation, the calls for three schemes continued, and the successful candidates benefited from the measures⁶⁹. The satisfactory high level of partnership cooperation and coordination is the source of the success of implementing these measures. The partnership and coordination to the design of the project, implementation, cooperation, and sharing information have positively influenced the project and have been among the key advantages of the project.

Factors that lead to positive outcomes of this project are:

- ✓ Project's contextual relevance and clear objectives, which increased due to the pandemic situation in Kosovo;
- ✓ Despite the negative impact of the Covid-19 pandemic situation, the project implementation and monitoring process has continued;
- ✓ Project impact, as shown above, combined with efficiency and sustainability in many schemes, have been impressive (this is also according to semi-structured interviews);
- ✓ Partnership coordination have been among the most significant advantages of the project;
- ✓ Self-employment programme has several positive impacts; however, as the pandemic situation emerged and disrupted the economy, the self-employment programme was influenced negatively;
- ✓ Wage subsidy and On-the-Job-Training schemes have been influential. However, sustainability depends on the knowledge and experience gained by the repatriated persons and the duration of the programme. The duration of these schemes should be longer due to pandemic situation; and
- ✓ The project has made attempts to have as many women as possible. The report has concluded that considering the low proportion of women among the returnees (that were the targeted group for the project) and other contextual factors - gender equality was satisfactory, especially in the Wage Subsidy and On-the-Job-Training.

⁶⁹ Note: there were two phases of beneficiary selection, for wage subsidy was opened also for businesses interested to hire repatriated persons: See link as example of calls for measure of Self-Employment and Wage Subsidy: Wage Subsidy link: <https://mpms.rks-gov.net/wpdm-package/thirrje-per-aplikim-programi-per-subvencionimin-e-pages-2/> ; Self-Employment link: <https://apr.k.rks-gov.net/sq-AL/Content/NewsDetails/325> (Accessed February 2021)

Recommendations

This report has found that gender equality was an important consideration of the project- at all stages but has also found that there is space for undertaking additional measures to ensure higher participation of women in the project in the future. Following the findings on gender representation and women's participation as beneficiaries of the project, the report recommends the following:

- Continue with the OJT in which there is interest among women to benefit from and in which mainly young women feel confident to participate. Although Covid19 challenged the sustainability in this measure's results, it is recommended to do a deeper analysis of the more sustainable and retainable employment sectors after On-the-Job-Training.
- Continue with the WS with additional support packages for women who enter this programme. It can be support for additional training (soft-skills, computer literacy skills, online work skills, language training) or in the form of subsidy for travel, child-care support, elder-care support, or flexible time arrangements.
- Foresee additional measures to ensure higher participation of women in the SEP programme. Future measures should be designed to reach out to as many women interested in such support. This means that the project has to design gender-informed outreach approaches, and some of the ideas for outreach are:
 - Use Facebook to disseminate information about open calls and boost publications that reach out more to women in rural areas (this taking into account that the most wide-spread used media platform among women, especially in rural areas if Facebook)
 - Present the opportunity in TV media, which is mostly viewed by women and in TV shows that are more popular among women;
 - Cooperate with NGOs and informal groups of women who would voluntarily disseminate the opportunity to other women;
 - Organize information sessions in municipalities in which the number of repatriated persons is higher in cooperation with the local authorities;
 - Sharing success stories and boosting stories in social media (namely Facebook) that can inspire and motivate other women to participate;
- Learn from the ones who failed! Conduct FGDs with women who were not successful in retaining their jobs after OJT or WS measure or who were not successful in their self-employment endeavours. This will give the project hints on diversifying the scope of opportunities provided to women and perhaps a potential improved match between the needs of women and the measures offered to them.

- Concerning the prior recommendation, potentially provide career orientation sessions to those struggling to decide their future professions or self-employment pathway. In this regard, these services can be provided internally by UNDP if funding available or cooperate and refer women to resources (different NGOs) that provide such services, and which need cooperation in identifying beneficiaries – which can become a win-win-win situation;

Encourage women to apply in the ICT sector by illustrating the benefits of this sector and the possibility of working from anywhere (home/remote). This form of encouragement could be via informational and educational materials in the form of videos and illustrations distributed via online channels (social media);

Given the challenges that the world is facing about environmental pollution, all Kosovo inhabitant's awareness of the importance of protecting the environment is crucial. However, the ALMP2 aim is to integrate repatriated persons in socio-economic life, for which the project finances are allocated accordingly. However, due to the importance of environmental protection and increasing resident's awareness, below are provided some recommendations.

- Provide tools and equipment that are environmentally friendly;
- The beneficiaries of the Self-Employment Programme, Wages Subsidy, and On-the-Job-Training need to be informed about the importance of environmental protection and lowering the pollution in their area where they operate and the role they have as inhabitants to engage actively.
- In business sectors where possible, to encourage SEP beneficiaries to use recycled products in their production process or use recycled products.

The impact and sustainability of wage subsidy and On-the-Job-Training shown above are satisfactory. The project has addressed the lack of skills, experience, and knowledge of beneficiaries. However, to increase the impact and sustainability of measures, during the implementation of OJT and WS, it is necessary to offer counselling/mentoring during the period of their activation in the measure, with the purpose to increase their professional capacities. The reason is that many beneficiaries plan in the future to become self-employed or are interested in continuing to work in the same company and some cases, work for another company. Through these mentoring and coaching sessions would ease make the transition and ensure sustainable employment of repatriated persons.

- Offer consultancy services in soft skills and career guidance when beneficiaries are active in WS/OJT measures.

The impact and sustainability of the three measures were satisfactory based on the results from field research. The beneficiaries of the self-employment programme have made additional investments, ensured revenues from their business, and the business survival rate was high, despite the business challenges they faced from the Covid-19 pandemic situation. WS beneficiaries ensured employment in the same company, and others currently work in another company, which shows that the measure was successful in ensuring beneficiaries' employability. Beneficiaries that

benefited from On-the-Job-Training have ensured employment, developed their skill sets and gained knowledge and experience. Also, based on focus group discussions, the commitment and motivation of beneficiaries in three measures is another important factor that leads to their success, and as a result, the risk of remigration is low of these repatriated persons. Although these beneficiaries did not take an active role in implementing the programme⁷⁰,

- Inviting beneficiaries during the informing session of new applicants to share their stories of success;
- Inviting beneficiaries to share their success stories and their challenges to achieve their success thanks to the measure-this can be done during the informing session of new applicants.
- During the pandemic situation, these can be done through videos, and after the pandemic can be carried out in person.

Many Wage Subsidy beneficiaries are selected in private sector enterprises that operate in a particular season of the year. These beneficiaries based on focus groups are not active for the whole year. The reason behind this is that private enterprises face financial constraints and have lower revenues during these periods. Therefore it is recommended:

- To select business sectors that are not seasonal but instead operate throughout the year consistently;

The process of beneficiary selection of Self-Employment Programme was efficient, as shown in the findings above. However, the importance of using the professional company as outsourcing for coaching and mentoring during the selection was raised to increase the impact and sustainability of the project. Activating these professional companies for coaching and mentoring at even the early phase of application (open calls), particularly during the phase when the repatriated persons need professional services, would bring much better ideas and increase the project's impact and sustainability in the future. Hiring companies since the early stage for training, coaching and mentoring would build trust between beneficiary and coaches and mentors. Furthermore, during this process, these consultancy companies would also train the staff of VTC to help them become independent and increase institutional capacities in the future, especially due to their capacity limitations of participants (22 max) at the same period per Centre.

- Hiring professional consulting companies to assist VTC during the high number of interested applicants to attend the mandatory training and to update their training materials with current market needs and (Covid-19) trends;
- Advancing the cooperation between coaches/mentors and beneficiaries

⁷⁰ Note: this recommendation is based on question “To what extent have the target population and participants (repatriated job-seekers) taken an active role in implementing the Programme? What modes of participation have taken place?” in TOR more particularly in Project Efficiency section .

- Hiring new staff in VTCs' and training (ToT – Training of Trainers) them to cooperate with professional consultancy firms.

The mentoring and coaching for Self-Employment Programme for 12 months has proven to be effective, as many businesses are active and have revenues. Findings show that the beneficiaries have been satisfied with the coaching and mentoring and its impact on their business. Continuing for coaching and mentoring for these businesses is important to increase the impact of the measure and sustainability. Therefore, we recommend:

- Continue to offer additional coaching and mentoring based on demands of repatriated persons;
- Offer training on business administration and entrepreneurship from local consultancy companies to increase the number of applicants for self-employment measure.

The Self-Employment Programme beneficiaries were very satisfied, and the tools and equipment the programme provided were useful. A small number of beneficiaries raised the concern about increasing the number of tools and equipment and require an additional set of tools and equipment. These beneficiaries raised the concern that tools and equipment were small and unnecessary, and they would welcome the need to replace these tools and equipment with larger ones. Analysing tools and equipment according to specific needs of the profile

- Increase the number of tools and equipment and review the profile of tools and equipment;
- To conduct an analysis and review the extent to these tools and equipment fit with specific needs of a particular profile;
- To analyse the tools and equipment provided to some beneficiaries and replace these with more useful tools and equipment, as per COVID-19 and overall sectorial market trends.

Lastly, the current situation, among other recommended solutions, promotes lifelong learning opportunities and matches skill needs. More particularly, to strengthened digital skills for individuals with low digital literacy and ensure opportunities to work and learn online⁷¹. However, for Kosovo's case regarding new types of jobs and the current situation of Covid-19 impact on jobs and sectors, it is crucial to conduct a Gender Inclusion Market Needs Assessment and Market Needs Assessment for the Kosovo market.

⁷¹ ILO-OECD: The impact of the COVID-19 pandemic on jobs and incomes in G20 economies: ILO-OECD paper prepared at the request of G20 Leaders Saudi Arabia's G20 Presidency 2020. Available: https://www.ilo.org/wcmsp5/groups/public/--dgreports/--cabinet/documents/publication/wcms_756331.pdf

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APPENDIX

Appendix 1. Schedule of interviews

	Day Date Time	Venue	Confirmation
1	13.01.2021 09.00 -10.30	Meeting with Maria Suokko RR , Niels Knudsen DRR and ALMP Team	Online -COMPLETED
2	TBD	Meeting with ALMP team	Online
3	TBD	Meeting Harvard University team Ms. Woo, Rebekah Hayoung rebekahwoo@hks.harvard.edu Ms Farhana Roslan, farhanaroslan@hks.harvard.edu	Online -COMPLETED
Kosovo Institutions /Donors &implementing partners			
4	Wednesday, 27th of January 15:00-16:00	Employment Agency Drin Haraqia, Director of EA drin.haraqia@rks-gov.net 044 188 399	Employment Agency Office -COMPLETED
5	Friday, 29th of January 11:00-12:00	Employment Agency Fadil Osmani, Head of Employment Services Division fadil.o.osmani@rks-gov.net 044 185 289	Employment Agency Office -COMPLETED
6	Wednesday, 27th of January 10:00-11:00	Employment Office Mitrovica Mr Besmir Salihu Head of Employment Office Mitrovica besmir.salihu@rks-gov.net	Online -COMPLETED
7	Wednesday, 27th of January 12:00-13:00	Employment Office Prishtina Mr Besim Zogaj employment counsellor besim.i.zogaj@rks-gov.net 049 804 004	Employment Agency Office -COMPLETED
8	TBD	Vocational Training Centre Gjilan Ms Ferdeze Agaj Self Employment Trainer 044688617	The contact person was not available
9	Thursday, 28th of January 14:00-15:00	Ministry of Internal Affairs Department of Reintegration Ms Fahrije Ternava Sheremeti Director of Department of Reintegration of Repatriated Persons fahrije.ternava@rks-gov.net 044 675 095	Online -COMPLETED
10	Thursday, 28th of January 12:00-13:00	Ministry of Internal Affairs Department of Reintegration Ms Basrie Beka Senior Officer for Vocational Training, Employment and business start-up basrie.beka@rks-gov.net basrie.beka20@gmail.com 038 200 19 809	Online -COMPLETED
11	Tuesday, 26th of January 18:30-19:30	Ministry of Internal Affairs Department of Reintegration Mr Driton Halili Senior Official for Regional Coordination, Ferizaj driton.halili@rks-gov.net 044 783 722	Online -COMPLETED
Local and international organizations			

12	Monday, 25 th of January 11:00 – 12:00	GIZ DIMAK Kosovo German Information Centre for Migration, Vocational Training and Career Migration for Development Programme Mr Emond Gashi, Director edmond.gashi@giz.de 044 576 262	Online	-COMPLETED
		World Bank bmyderrizi@worldbank.org		Mr Myderrizi wasn't sure that he could provide any relevant information
		ADA Austria gresa.abrashi@ada.gv.at		They didn't have enough information in order provide any relevant information
		Swiss Contact Blerina Batusha blerina.batusha@swisscontact.org Donika Gashi donika.gashi@swisscontact.org		They didn't have enough information to provide opinions
13	Wednesday, 27th of January 13:30-14:30	Caritas Kosova project Sustainable Return of Repatriated Persons through Socio-Economic Reintegration - SUREP Ms Merita Bytyci Kelmendi -Project Manager mkelmendi@caritas.ch 044 173 661	Online	-COMPLETED
14		IOM Kosovo Ms Anna Rostocka arostocka@iom.int Mr Esat Alickaj ealickaj@iom.int 044 195 147		They didn't have enough information in order provide any relevant information
		ILO Blerim Murtezi murtezi@ilo.org		Mr Murtezi stated that they don't have any direct or indirect links to the project
		European Bank for Reconstruction and Development's (EBRD) Leonora Kusari KusariL@ebrd.com		Ms Kusari didn't provide a lot of relevant information
15	Monday, 25th of January 14:00 – 15:00	D&D Business Support Centre Mr Safet Fazliu, Chief Executive Officer safet.fazliu@gmail.com 044 570 021	D&D Office	-COMPLETED
16	Tuesday, 26 th of January 13:00-14:00	Mother Theresa NGO Zef Shala Director zefshala@hotmail.com 044 128 277	Online	-COMPLETED

Appendix 2. Survey Questionnaires

1. Questionnaire

I. General Information

Q1	Municipality: _____
Q2	Area of residence: <input type="checkbox"/> Urban <input type="checkbox"/> Rural
Q3	Age: _____
Q4	Gender: <input type="checkbox"/> M <input type="checkbox"/> F

Q5	Ethnicity): _____
Q6	1. Repatriated from: <input type="checkbox"/> Germany <input type="checkbox"/> France <input type="checkbox"/> Belgium <input type="checkbox"/> Sweden <input type="checkbox"/> Norway <input type="checkbox"/> Finland <input type="checkbox"/> Slovenia <input type="checkbox"/> Austria <input type="checkbox"/> Swiss <input type="checkbox"/> Luxemburg <input type="checkbox"/> Holland <input type="checkbox"/> Italy <input type="checkbox"/> Other: _____
Q7	When have you been repatriated? (date) _____
Q8	No. of family members repatriated with: _____
Q9	How did you hear about the programme? <input type="checkbox"/> Online Portals <input type="checkbox"/> Social Media <input type="checkbox"/> Word of Mouth <input type="checkbox"/> Employment <input type="checkbox"/> Agencies <input type="checkbox"/> Other: _____
Q10	Current employment status: <input type="checkbox"/> Employed <input type="checkbox"/> Part-time employed <input type="checkbox"/> Self-employed <input type="checkbox"/> Unemployed <input type="checkbox"/> Social assistance
Q11	Your profession or occupation: _____
Q12	2. Highest educational degree: <input type="checkbox"/> No official education <input type="checkbox"/> Primary education <input type="checkbox"/> Secondary education <input type="checkbox"/> Higher education <input type="checkbox"/> Post Graduate <input type="checkbox"/> Other: _____

II. Project beneficiary

Q1	What year have you benefited from the project? <input type="checkbox"/> 2019 <input type="checkbox"/> 2020
Q2	Please, briefly describe the application process: _____ _____ _____
Q3	Through which active labour market measure have you benefited? <input type="checkbox"/> Self-employment <input type="checkbox"/> On-the-Job-Training <input type="checkbox"/> Wage Subsidy

2. Self-employment – ALMM1 questionnaire

III. Training

Q1	In what field have you attended the training in VTC:
Q2	How long has the training lasted (weeks): _____
Q3	Have you been certified from the training: <input type="checkbox"/> Yes <input type="checkbox"/> No
Q4	How would you rate the training received, in a scale from 1 to 5 (where 1 is <u>not useful at all</u>, and 5 is <u>extremely useful</u>)? _____
Q5	What else would you recommend in the training that would have helped you more in your start-up establishment and development? Please list below any module, topic, or method. _____ _____

IV. Application for Tools and Equipment

Q1	Please rate the application procedure, in a scale from 1 to 5 (where 1 is <u>very difficult</u>, and 5 is <u>very easy</u>)? _____
Q2	Did you complete the Business Plan application form on your own? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q3	Mention the person or entity that has assisted you? <input type="checkbox"/> Individual Consultant <input type="checkbox"/> Family Member <input type="checkbox"/> Friend Employment <input type="checkbox"/> Office <input type="checkbox"/> VTC Trainers <input type="checkbox"/> Municipal Office for Returnees Consulting <input type="checkbox"/> Agency <input type="checkbox"/> Other: _____
Q4	Please indicate your business sector that you have applied for: _____
Q5	Did you have to invest additional resources, in order to establish the start-up and be operational? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q6	What was the financial amount that you invested and for what purpose? _____
Q7	What was your investment focused on? <input type="checkbox"/> New tools/equipment <input type="checkbox"/> Rent <input type="checkbox"/> Repair <input type="checkbox"/> Transport <input type="checkbox"/> Stock

Q8	What was your employment status, before applying for the self-employment measure? <input type="checkbox"/> Employed <input type="checkbox"/> Partially employed <input type="checkbox"/> Self-employed <input type="checkbox"/> Unemployed <input type="checkbox"/> Social Assistance
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V. Grant Award (Tools and Equipment)

Q1	Please rate the grant (tools and equipment) received, in a scale from 1 to 5 (where 1 <u>not useful at all</u> , and 5 is <u>extremely useful</u>)? _____
Q2	How much time was needed for you to start operating commercially, since the date you received the grant tools and equipment? _____
Q3	When did you start to officially operate as self-employed? _____
Q4	What are the products/services of your start-up? _____
Q5	Where do you conduct your business? <input type="checkbox"/> Home Online <input type="checkbox"/> Office/Workshop <input type="checkbox"/> Mobile <input type="checkbox"/> Did not start – if no explain _____
Q6	Do you still have in possession the awarded tools and equipment? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q7	Please briefly describe what is the COVID-19 impact on your self-employment situation? _____ _____
Q8	Does your business generate a profit? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q9	Do you currently have any employee? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, how many? _____ If no, have you ever had any employee before? _____
Q10	What is the average monthly income of your business before COVID-19? <input type="checkbox"/> 0€ - 500€ <input type="checkbox"/> 501€ - 1000€ <input type="checkbox"/> 1001 - 1500€ <input type="checkbox"/> 1501 - 2000€ <input type="checkbox"/> Above 2000€
Q11	What is the average monthly income of your business during COVID-19? <input type="checkbox"/> 0€ - 500€ <input type="checkbox"/> 501€ - 1000€ <input type="checkbox"/> 1001 - 1500€ <input type="checkbox"/> 1501 - 2000€ <input type="checkbox"/> Above 2000€

VI. Monitoring and Monitoring Process

Q1	Please describe the frequency and the process of grant monitoring (before and after Covid-19): _____ _____
Q2	When you started the business did you have a Needs Assessment session? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q3	Have you received consultancy sessions throughout the business establishment and development? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q4	How would you rate the business consultancy services, in a scale of 1 to 5 (where 1 is <u>not useful at all</u> , and 5 is <u>extremely useful</u>)? _____
Q5	What are the main fields/skills that you gained from the consultancy sessions? _____ _____
Q6	What are the main successes achieved from the consultancy sessions? _____ _____
Q7	What is your plan for the future, in regard to employment? <input type="checkbox"/> Continue with this business <input type="checkbox"/> Sell the business and pursue a sustainable employment <input type="checkbox"/> Keep the business and seek for other (part-time) employment <input type="checkbox"/> Close the business and seek for unemployment assistance <input type="checkbox"/> Change the business in _____ sector

VII. Conclusion and Recommendations

Q1	In a scale of 1 – 3 (where 1 is the least, and 3 is the most), please rate the following parts of the Self-employment as the most important part as an Active Labour Measure: Training _____ Tools & Equipment _____ Consultancy _____
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Q2	Please mention any recommendation for the following parts of the Self-employment Active Labour Measure: Training _____ Tools & Equipment _____ Business Consultancy _____ Business plan _____ Other _____
Q3	The application and digitalization processes were harder to apply? <input type="checkbox"/> Agree <input type="checkbox"/> Disagree
Q4	The application and digitalization were shorter in time and notifications? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q5	Do you think more environmental approach can be made or asked (energy efficiency etc)? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q4	Do you still consider the option to migrate? <input type="checkbox"/> Yes <input type="checkbox"/> No

3. On-the-job-training – ALMM2 questionnaire

III. Training

Q1	Have you attended any training prior to applying for on-the-job-training (OJT)? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q2	In what field have you attended the training: Food processing and packaging industries: <input type="checkbox"/> Preparing sweets, <input type="checkbox"/> Fast food preparation, <input type="checkbox"/> Meat processing (preparation of minced meat products) ICT in addition to outsourcing business processes and the customer support centre sector: <input type="checkbox"/> Program development, <input type="checkbox"/> ICT equipment servicing, <input type="checkbox"/> Textile products print design. Construction; <input type="checkbox"/> Central Heating Installer, <input type="checkbox"/> Plastering and Plastering, <input type="checkbox"/> Plumber / Ceramic installer, <input type="checkbox"/> Electrical installer, <input type="checkbox"/> A bricklayer Metalworking industry; <input type="checkbox"/> Welder, <input type="checkbox"/> Scrap metal. Textile industry; <input type="checkbox"/> Tailor, <input type="checkbox"/> Seamstress. Wood processing industry. <input type="checkbox"/> Carpenter, <input type="checkbox"/> Furniture. Other: <input type="checkbox"/> Hairdresser / Barber,
Q3	Have you been certified from the training? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q4	How would you rate the training received, in a scale from 1 to 5 (where 1 is <u>not useful at all</u>, and 5 is <u>extremely useful</u>)? _____
Q5	What else would you recommend in the training that would have helped you more in your employment? Please list below any module, topic or method: _____ _____

IV. Application for OJT measure

Q1	Please rate the application procedure, in a scale from 1 to 5 (where 1 is very difficult is, and 5 very easy?) _____
Q2	Please rate the mediation procedure (Employment Agency), in a scale from 1 to 5 (where 1 is very difficult is, and 5 very easy?) _____

Q3	How do you rate the assistance from the Employment Agency Consultant, in a scale of 1 to 5 (where 1 is <u>not useful at all</u> , and 5 is <u>extremely useful</u>)? _____
Q4	Please indicate your business sector that you have applied/accomplished for: _____
Q5	What was your employment status, before applying for the OJT measure? <input type="checkbox"/> Employed <input type="checkbox"/> Self-employed <input type="checkbox"/> Unemployed <input type="checkbox"/> Social assistance

V. On-the-Job-Training – OJT Measure

Q1	When did you start your OJT? <input type="checkbox"/> 2019 <input type="checkbox"/> 2020
Q2	How many months has lasted your OJT? _____
Q3	What business sector is this company? <input type="checkbox"/> Food processing and packaging industry <input type="checkbox"/> Information and Communication Technology <input type="checkbox"/> Construction <input type="checkbox"/> Metal processing industry <input type="checkbox"/> Textile industry <input type="checkbox"/> Wood processing industry <input type="checkbox"/> Auto repair <input type="checkbox"/> Other crafts _____
Q4	Have you finished your OJT period? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q5	Are you currently employed in the same or other company? <input type="checkbox"/> Same company, same job <input type="checkbox"/> Same company, different job <input type="checkbox"/> Different company, same job <input type="checkbox"/> Different company, different job <input type="checkbox"/> Not employed <input type="checkbox"/> Social Assistance
Q6	If unemployed, are you registered in KEA, as unemployed seeking for a job? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q7	If you are employed elsewhere: In which company / profile and in what position? _____
Q8	Have you had to wait until you found another job/self-employed? 1.No, I immediately found another job 2.I had to wait 0-3 months 3.I had to wait 4-6 month 4.I had to wait more than 6 months
Q9	If employed at a different company, do you think that the OJT has had an impact in attaining this employment? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q10	If you are employed in the same or other company, what is the average monthly salary? <input type="checkbox"/> Up to 150€ <input type="checkbox"/> 151€ - 200€ <input type="checkbox"/> 201 - 250€ <input type="checkbox"/> 251 – 300 <input type="checkbox"/> Above 300 €
Q11	What was the impact of COVID-19 on your compensation? <input type="checkbox"/> Has decreased <input type="checkbox"/> Remained the same <input type="checkbox"/> Has increased
Q12	Do you have a contract now with your employer? <input type="checkbox"/> Yes <input type="checkbox"/> No

VI. Monitoring and Monitoring Process

Q1	Please describe the frequency and the process of your OJT monitoring, was it impacted during Covid-19: _____
Q2	Prior to being assigned in your OJT, did you have a Needs Assessment (consultation at EO) session? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q3	Have you received consultancy sessions in the field of career guidance and soft skills development? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q4	How would you rate the business consultancy services, in a scale of 1 to 5 (where 1 is <u>not useful at all</u> , and 5 is <u>extremely useful</u>)? _____
Q5	Write down what are the main fields/skills that you gained from the consultancy sessions? _____ _____
Q6	According to your opinion, what are the main success achieved from the consultancy sessions? _____ _____
Q7	What is your plan for the future, in regard to employment? <input type="checkbox"/> Keep my current job <input type="checkbox"/> Keep looking for a job <input type="checkbox"/> Start a business and get self-employed <input type="checkbox"/> More trainings <input type="checkbox"/> Social Assistance

VII Conclusion and Recommendations

Q1	In a scale of 1 – 3 (where 1 is the least, and 3 is the most), please rate the following parts of the On-the-Job-Training as the most important part as an Active Labour Measure: Training _____ Compensation _____ Consultancy (all types) _____
Q2	Please mention any recommendation for the following parts of the On-the-Job-Training Active Labour Measure: Training (if any) _____ Compensation _____ Consultancy (if any) _____

4. Wage subsidy – ALMM3 questionnaire

III. Training

Q1	Have you attended any training prior to applying for Wage Subsidy (WS)? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q2	In what field have you attended the training: Food processing and packaging industries: <input type="checkbox"/> Preparing sweets, <input type="checkbox"/> Fast food preparation, <input type="checkbox"/> Meat processing (preparation of minced meat products) ICT in addition to outsourcing business processes and the customer support centre sector: <input type="checkbox"/> Program development, <input type="checkbox"/> ICT equipment servicing, <input type="checkbox"/> Textile products print design. Construction; <input type="checkbox"/> Central Heating Installer, <input type="checkbox"/> Plastering and Plastering, <input type="checkbox"/> Plumber / Ceramic installer, <input type="checkbox"/> Electrical installer, <input type="checkbox"/> A bricklayer Metalworking industry; <input type="checkbox"/> Welder, <input type="checkbox"/> Scrap metal. Textile industry; <input type="checkbox"/> Tailor, <input type="checkbox"/> Seamstress. Wood processing industry. <input type="checkbox"/> Carpenter, <input type="checkbox"/> Furniture. Other: <input type="checkbox"/> Hairdresser / Barber,
Q3	Have you been certified from the training: <input type="checkbox"/> Yes <input type="checkbox"/> No
Q4	How would you rate the training received, in a scale from 1 to 5 (where 1 is <u>not useful at all</u>, and 5 is <u>extremely useful</u>)? _____
Q5	What else would you recommend that would have helped you more in your employment? Please list below any topic or method: _____

IV. Application for WS measure

Q1	Please rate the application procedure, in a scale from 1 to 5 (where 1 is very difficult is, and 5 very easy?) _____
Q2	Please rate the mediation procedure (Employment Agency), in a scale from 1 to 5 (where 1 is very difficult is, and 5 very easy?) _____
Q3	How do you rate the assistance from the Employment Agency Consultant, in a scale of 1 to 5 (where 1 is <u>not useful at all</u>, and 5 is <u>extremely useful</u>)? _____
Q4	Please indicate your business sector that you have applied/accomplished for: _____
Q5	What was your employment status, before applying for the WS measure? <input type="checkbox"/> Employed <input type="checkbox"/> Self-employed <input type="checkbox"/> Unemployed <input type="checkbox"/> Social assistance

V. Wage Subsidy – WS Measure

Q1	When did you start your WS? <input type="checkbox"/> 2019 <input type="checkbox"/> 2020
Q2	How many months has lasted your WS? _____
Q3	What business sector is this company? <input type="checkbox"/> Food processing and packaging industry <input type="checkbox"/> Information and Communication Technology <input type="checkbox"/> Construction <input type="checkbox"/> Metal processing industry <input type="checkbox"/> Textile industry <input type="checkbox"/> Wood processing industry <input type="checkbox"/> Auto repair <input type="checkbox"/> Other crafts
Q4	Have you finished your WS period? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q5	Are you currently employed in the same or other company?

	<input type="checkbox"/> Same company, same job <input type="checkbox"/> Same company, different job <input type="checkbox"/> Different company, same job <input type="checkbox"/> Different company, different job <input type="checkbox"/> Not employed
Q6	If unemployed, are you registered in KEA, as unemployed seeking for a job? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q7	If you are employed elsewhere: In which company / profile and in what position? _____
Q8	Have you had to wait until you found another job? 1.No, I immediately found another job 2.I had to wait 0-3 months 3.I had to wait 4-6 months 4.I had to wait more than 6 months
Q9	If employed at a different company, do you think that the WS measure has had an impact in attaining this employment? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q10	If you are employed in the same or other company, what is the average monthly salary? <input type="checkbox"/> Up to 150€ <input type="checkbox"/> 151€ - 200€ <input type="checkbox"/> 201 - 250€ <input type="checkbox"/> 251 - 300€ <input type="checkbox"/> Above 300 €
Q11	What was the impact of COVID-19 on your salary? <input type="checkbox"/> Has decreased <input type="checkbox"/> Remained the same <input type="checkbox"/> Has increased
Q12	Do you have a contract now with your employer? <input type="checkbox"/> Yes <input type="checkbox"/> No

VI. Monitoring and Monitoring Process

Q1	Please describe the frequency and the process of your WS monitoring, and if it was impacted during Covid-19: _____ _____
Q2	Prior to being assigned for Wage Subsidy, did you have a Needs Assessment (consultation at EO) session? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q3	Have you received consultancy sessions in the field of career guidance and soft skills development? <input type="checkbox"/> Yes <input type="checkbox"/> No
Q4	How would you rate the consultancy services, in a scale of 1 to 5 (where 1 is <u>not useful at all</u>, and 5 is <u>extremely useful</u>)? _____
Q5	Write down what are the main fields/skills that you gained from the consultancy sessions? _____ _____ _____
Q6	According to your opinion, what are the main success achieved from the consultancy sessions? _____ _____ _____
Q7	What is your plan for the future, in regard to employment? <input type="checkbox"/> Keep my current job <input type="checkbox"/> Keep looking for a job <input type="checkbox"/> Start a business and get self-employed <input type="checkbox"/> More trainings <input type="checkbox"/> Social Assistance

VII Conclusion and Recommendations

Q1	In a scale of 1 – 3 (where 1 is <u>the least</u>, and 3 is <u>the most</u>), please rate the following parts of the Wage Subsidy as the most important part as an Active Labour Measure: Working conditions _____ Compensation _____ Consultancy _____
Q2	Please mention any recommendation for the following parts of the WS Active Labour Measure: Training (if any) _____ Compensation _____ Consultancy (if any) _____

Appendix 3. Evaluation Matrix

Evaluation Matrix

EVALUATION MATRIX					
Relevant Evaluation Criteria	Key Questions	Sub-Questions	Data Sources/Data collection Data Collection	Indicators/Success standard	Method Data analysis
Project design & contextual relevance	The extent to which the objectives address the real problems and the needs of its target groups (repatriated job-seekers)	To what extent are the Project's objectives still valid? a) Does the Project respond to the needs of the identified target groups and beneficiaries? b) Were the unique needs of repatriated jobseekers taken into consideration?	desk review -semi-structured interviews with project stakeholders	-analysing the changes of objectives and actions of government policies and comparing with the pandemic situation impact on economy -the extent the objectives of project adopted to the pandemic situation	Qualitative Method/ Quantitative Content Analysis
		Are the Project's objectives and outcomes consistent and supportive of governmental policies towards reintegration?	-desk review -semi-structured interviews with project stakeholders	-main focus on challenging and outcomes that were controversial in terms of project main objectives	Qualitative Method/ Quantitative Content Analysis
		Have any changes been made to the Project's design during the implementation? If yes, did they lead to significant design improvements?	-desk review -semi-structured interviews with project stakeholders	-comparing the initial objective with changed objective -the extent the pandemic Covid19 influenced the changes of project, and outcomes. -the extend these changes influenced the scope of the project	Qualitative Method/ Quantitative Content Analysis
		Were coordination, management and financing arrangements clearly defined and did they support institutional strengthening and local ownership?	-desk review -semi-structured interviews with project stakeholders	-identifying the areas of conflict -Identifying the distinct responsibilities of stakeholders in planning, process and outcomes	Qualitative Method/ Qualitative Content Analysis
Project Efficiency	Were inputs utilized or transformed into outputs in the most optimal or cost-efficient way? Could the same results be produced by utilizing fewer resources?	To what extent has the support given to project beneficiaries by the implementing partners been an efficient implementation modality?	-desk review -semi-structured interviews with project stakeholders -semi structured interview with beneficiaries/ Focus groups with beneficiaries	-coordination -share of information and cooperation	Qualitative Method/ Qualitative Content Analysis/ Quantitative method
		To what extent have the targeted population and participants (repatriated job-seekers) taken an active role in	-desk review -semi-structured interviews with project stakeholders	-number of participants in the project -the possible contribution of	Qualitative Method/ Qualitative Content Analysis /

		implementing the Programme? What modes of participation have taken place?	-semi structured interview with beneficiaries/ Focus groups with beneficiaries	beneficiaries/participants on the project -the characteristic of mode and its impact on possible implementation process and outcomes	Quantitative method
		To what extent were activities implemented as scheduled and with the planned financial resources? Are there any duplication of efforts?	-desk review -semi-structured interviews with project stakeholders	-the comparison of schedule set by the stakeholders -the change of schedule according to pandemic Covid19 situation -the ability of stakeholders to reschedule and implement the project according to measures taken by the government due to pandemic situation -the comparison of initial financial resources with final financial resources	Qualitative Method/ Qualitative Content Analysis
Project Effectiveness (results)	Extent to which the objectives of the development intervention have been achieved or are expected to be achieved. How well programme's results contribute to the achievement of programme's objectives?	To what extent have the Programme outputs and outcomes been achieved? Are they on track to be achieved as planned during the Programme?	-desk review -semi-structured interviews with project stakeholders	-comparing with planned outputs and outcomes (if there is any) -comparing, the time the programmed was issued with planned outputs and outcomes	Qualitative Method/ Qualitative Content Analysis
		What factors contributed to progress or delay in the achievement of products and results?	-desk review -semi-structured interviews with project stakeholders	-focus on the process of implementation -changes in institutional settings -the impact of Covid19 pandemic situation	Qualitative Method/ Qualitative Content Analysis
		What good practices of successful experiences or transferable examples have been identified?	-desk review -semi-structured interviews with project stakeholders	- decision making process -conducting pattern matching of experiences -generating lessons learned from the project	Qualitative Method/ Quantitative Method/ Qualitative Content Analysis
		What is the quality of interventions and results achieved with main Project stakeholders?	-desk review -semi-structured interviews with project stakeholders	-analysing the outcomes of particular interventions and the characteristic of situation	Qualitative Method/ Qualitative Content Analysis
		Have any changes in the overall context in	-desk review	-the impact of Covid19 pandemic	Qualitative Method/

		Kosovo affected Project implementation and overall results?	-semi-structured interviews with project stakeholders	-the changes in political institutions government change	Qualitative Content Analysis
Project Impact	Extent to which the objectives of the development intervention have been achieved or are expected to be achieved. How well programme's results contribute to the achievement of programme's objectives?	In which areas did the Project have a significant impact (if identifiable at this stage)?	-desk review -semi-structured interviews with project stakeholders	-listing the areas, comparing from lowest to highest impact -generating lessons learned from the project	Qualitative Method/ Qualitative Content Analysis
		How is the Project contributing to the overall socio-economic wellbeing of the repatriated jobseekers?	-desk review -semi-structured interviews with project stakeholders -interviews with project Beneficiaries/Focus group with beneficiaries	-analysing the consistence of impact on repatriated jobseekers	Qualitative Method/ Qualitative Content Analysis
		Which target groups and institutions benefit from the project?	-desk review -semi-structured interviews with project stakeholders	-defining the groups and institutions -analysing the extend the project defined the targeted groups	Qualitative Method/ Qualitative Content Analysis
		Have the labour market measures intended to target repatriated jobseekers been effectively implemented (OJT, WS, SEP)? – What are some of the obstacles faced? – How has the project adapted to such obstacles?	-desk review -semi-structured interviews with project stakeholders	-taking a longitudinal perspective, -generating lessons learned from the project -analysing the extend the project defined the targeted groups -listing the number of obstacles by the impact and importance -listing the reactions of the project to adapt and respond to obstacles	Qualitative Method/ Qualitative Content Analysis
		Has the project offered support to the Department for Reintegration of repatriated persons to amend the necessary legislative framework to improve the reintegration process of the repatriated persons?	-desk review -semi-structured interviews with project stakeholders	-focus on possible changes of possible legislative framework -analysing the extend the support has reached the required objectives and aims	Qualitative Method/ Qualitative Content Analysis

		How have cross-cutting issues, such as gender, disability, and reaching the most vulnerable, been effectively taken up? – Has the project effectively assisted relevant institutions in identifying marginalized groups within the repatriated jobseekers?	-desk review -semi-structured interviews with project stakeholders	-analysing the number of beneficiaries, their characteristics -the number of identified marginalized groups included into the project -the ability to respond according to the scope of the project as well as the circumstances	Qualitative Method/ Qualitative Content Analysis
		What factors favorably or adversely affected the Project delivery and approach?	-desk review -semi-structured interviews with project stakeholders	-listing positive outcomes their impacts on the project -comparing with negative outcomes -the decision making process and cooperation of stakeholders	Qualitative Method/ Qualitative Content Analysis
		Was the project successful in overcoming any external negative factors?	-desk review -semi-structured interviews with project stakeholders	-changes in government -pandemic situation	Qualitative Method/ Qualitative Content Analysis
		Were there positive spillover effects?	-desk review -semi-structured interviews with project stakeholders	-analysing outcomes according to the scope of the project	Qualitative Method/ Qualitative Content Analysis
Project Sustainability and Innovation	Probability of the benefits of the programme continuing in the long term	Has the Project created conditions to ensure that benefits continue beyond the Project activities?	-desk review -semi-structured interviews with project stakeholders	-analysing whether the project created desired outcomes -lessons learned from the project	Qualitative Method/ Qualitative Content Analysis
		How has the Project institutionalized overall capacity development efforts so far?	-desk review -semi-structured interviews with project stakeholders	-lessons learned -focusing on various institutions as stakeholders of the project	Qualitative Method/ Qualitative Content Analysis
		Has an approach/model been developed that can be further disseminated throughout Kosovo?	-desk review -semi-structured interviews with project stakeholders	-lessons learned	Qualitative Method/ Qualitative Content Analysis
		Is the duration of the current Project sufficient to ensure sustainability of the interventions?	-desk review -semi-structured interviews with project stakeholders	-focus on lessons learned, comparing the expected outcomes with real outcomes of the project	Qualitative Method/ Qualitative Content Analysis
		Which recommendations can be made to inform future strategies and programming?	-desk review -semi-structured interviews with project stakeholders	-focusing on lessons learned regarding to the process of implementation as well as its outcomes	Qualitative Method/ Qualitative Content Analysis
		Has the project used introduced contemporary/innovative approaches to solving issues of unemployment?	-desk review -semi-structured interviews with project stakeholders	-lessons learned, and ability of institutions do diffuse new approaches	Qualitative Method/ Qualitative Content Analysis

Evaluation cross-cutting issues	Gender equality	To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?	-desk review -semi-structured interviews with project stakeholders	-the number of woman benefited from the project	Qualitative Method/ Qualitative Content Analysis
		Is the gender marker data assigned to this project representative of reality?	-desk review -semi-structured interviews with project stakeholders	-focusing on various data sets, and compare the number of applicants with the number of beneficiaries	Qualitative Method/ Qualitative Content Analysis
		To what extent has the project promoted positive changes in gender equality and the empowerment of women?	-desk review -semi-structured interviews with project stakeholders	-the number of women benefited from the project and the extent the outcomes created consistencies	Qualitative Method/ Qualitative Content Analysis
		Were there any unintended effects?	-desk review -semi-structured interviews with project stakeholders -interviews with beneficiaries	-analysing the intended outcomes with changed outcomes	Qualitative Method/ Quantitative Method/ Qualitative Content Analysis
Partnerships and cooperation	Measure of the level and quality of cooperation of Project Team with partners and implementing partners	To what extent have partnerships been sought and established and synergies created in the delivery of assistance?	-desk review -semi-structured interviews with project stakeholders	-the extend the information that partners shared -the outcomes and impact of partnership on overall project objective	Qualitative Method/ Qualitative Content Analysis
		Were efficient and mutually satisfactory cooperation arrangements established between Project Team and public institutions? Private sector?	-desk review -semi-structured interviews with project stakeholders	-the extend the stakeholders shared information -the number of ideas shared by stakeholders and the extend these ideas were taken into consideration	Qualitative Method/ Qualitative Content Analysis
		Were partners' inputs of quality provided in a timely manner?	-desk review -semi-structured interviews with project stakeholders	-the extend the information that partners shared -focus on the impact of pandemic situation on partners inputs	Qualitative Method/ Qualitative Content Analysis
		Have partners fully and effectively discharged their responsibilities?	-desk review -semi-structured interviews with project stakeholders	-analysing the role and responsibilities -analysing the possible	Qualitative Method/ Qualitative Content Analysis
		Does the project contribute to the overall UN Country Strategy?	Desk Review	-comparing the outcomes of the project with UN country strategy	Qualitative Method/ Qualitative Content Analysis
		Have any new partners emerged that were not initially identified?	Desk Review Semi-structured interviews with	-the comparison of initial partners involved in the project at early phase with the number of	Qualitative Method/

			stakeholders (if necessary)	partners during until the end of the project	Qualitative Content Analysis

Appendix 4. Stakeholders Questions

Questions

Employment Agency

1. What was the role of the Employment Agency in the project?
2. To what extent are ALMM (Active Labour Market Measures) important for Kosovo's economy, if so what impact have they had and how effective have they been? If you think they were not important, then what changes can be made?
3. How do you evaluate the components of the programme? Satisfied, neutral, not at all satisfied. (self-employment, wage subsidy and job training) / (focus first on the process and each component separately).
4. How do you evaluate the Wage Subsidy programmes? To what extent will these meters affect beneficiaries in the short and long term? Were placements of candidates for wage subsidies in areas / industries that have more benefits in the long run?
5. How will self-employment affect the beneficiaries? To what extent has this changed the requirements for self-employment?
6. How do you evaluate training programmes?
7. How did the training programmes match with the needs of the beneficiaries and the market expectations?
8. Would you change anything in these components, to meet the expected outcomes (self-employment, wage subsidies and job training).
9. What lessons can be learned based on the project's results for each component (self-employment; wage subsidies; job training)?
10. To what extent did the employment agency manage the programme? Please explain.
11. How were the special needs of the repatriated jobseekers addressed?
12. Are the objectives of ALMM (Active Labour Market Measures) in line with government policies and priorities towards reintegration?
13. How does the programme fit into the Kosovo strategy for sustainable reintegration of repatriated persons in Kosovo, 2018- 2022?
14. How does the Kosovo strategy for sustainable reintegration of repatriated persons in Kosovo (2018-2020) adapt to the current situation of the pandemic and the current project that is being implemented?
15. Over the years, to what extent did the employment agency develop its capacity to become independent and manage this programme independently?
16. Do you feel full ownership of the programme (self-employment, job training and wage subsidy) or do you see it as a UNDP programme?
17. Why was UNDP chosen as your implementing partner, is it expertise, is it quality assurance, trust and qualification or project, or annual achievements in line with planning? (Employment Agency)
18. Were UNDP involved in making reintegration policies, manuals, strategies and planning?
19. What was UNDP's and other partners role in terms of pushing your independence as an institution from outside actors.
20. To what extent has the Covid-19 pandemic situation affected the project objectives?
21. How did the Covid-19 pandemic situation affect the coordination and implementation of the project?
22. Did the new economic situation created by the pandemic force the project team to change / approve the objectives, to redesign the project methodology without losing the essential content?
23. To what extent has the ALMM project been relevant before, during and after the pandemic situation? If not, do you have any ideas for innovative changes around the Active Labour Market Measures project, in order to increase the impact and efficiency of the project?
24. What was the budget planning and was it done in coordination with the relevant implementing partners (DRRP; UNDP, etc.?) Does the financial budget for this project correspond to the needs of the beneficiaries?
25. To what extent will the implementation process help institutions address challenges and obstacles in the context of the reintegration of repatriated persons?
26. To what extent do the project objectives meet / focus on the real needs of the beneficiaries?
27. Do the types of equipment provided to meet the criteria of the respective professions support the project? What were the immediate effects of the projects? How can these effects be transformed into long-term effects through other programme and projects?
28. How are gender issues addressed?
29. In the list of beneficiaries, there is a difference in terms of gender. Women benefited less than men from the project. What factors have influenced the inclusion of fewer women in the project? How will the gender gap be addressed in terms of beneficiaries? - Request additional modalities that can be applied by ALMP2 in addressing this issue.

30. How do you evaluate / view the project based on the following components? (General opinion on the project) - (Please explain each of these components): i) Contextual relevance; ii) efficiency and effectiveness of the project; iii) project impact; iv) project sustainability and innovation; v) gender issue; vi) partnership and cooperation.
31. How were stakeholders coordinated in terms of project implementation, efficiency and providing different inputs for the project?
32. In addition to the three existing components, which component can be added to achieve the project objectives?
33. If there is room for improvement (give a detailed example); what aspects of the project need to be improved? Please explain in detail - focus on the ingredients.

**Interview questions
Ministry of Internal Affairs**

1. Please explain how MIA (DRRP-Department for Reintegration of Repatriated Persons) is involved in the process of reintegration of repatriated persons?
2. Please explain the Needs Assessment process of repatriated persons and the reintegration process.
3. How is economic integration implemented through the repatriated persons programme?
4. To what extent are ALMM (Active Labour Market Measures) important for Kosovo's economy, if so, what impact have they had and how effective have they been? If not, then what changes can be made
5. To what extent does the MIA (DRRP) (and other relevant departments, if any, directly dealing with the issue of reintegration of repatriated persons) have the capacity (human, financial and institutional) to respond the needs of repatriated persons?
6. What role did local and international organizations have in the process of reintegration of repatriated persons?
7. Why was UNDP chosen as your implementing partner, is it the expertise, the quality assurance, the trust and reputation or the project, or annual quotas achievements in line with planning?
8. Was UNDP involved in making policies, manuals, strategies and planning the reintegration process?
9. What were the challenges faced by the MIA (DRRP) and how did it manage to fulfil its responsibilities regarding the coordination of the reintegration of repatriated persons.
10. What was the budget plan and was it done in coordination with the relevant implementing partners (Employment Agency?) Does the financial budget for this project correspond to the needs of the beneficiaries?
11. What Is the Role of the project partners to address the challenges and issues addressed in the report of DRRP progress? How are the recommendations listed, according to their importance, for the sustainable reintegration of repatriated persons?
12. To what extent has the Covid-19 pandemic situation affected project objectives?
13. How did Covid-19 affect the coordination with other stakeholders and the reintegration process of repatriated persons?
14. Did the new economic situation created by the pandemic, force the project team to change the objectives, to redesign the project methodology but without losing the essential content?
15. To what extent have the ALMM (Active Labour Market Measures) project been relevant before, during and after the pandemic situation? If you think they were relevant, in what way? If not, do you have any idea for innovative changes on the Active Labour Market Measures project, in order to increase the impact and efficiency of the project.
16. How do you assess the components of the programme? Satisfactory, neutral, not at all satisfactory. (self-employment, wage subsidy and job training) / (focus first on the process from the moment returners are picked up at the airport, the food packages offered to them to the process of needs analysis.
17. Would you change anything in these components, to fulfil the expected results (self-employment, wage subsidy and job training)
18. What lessons can be learned based on the project results for each component (self-employment; Wage Subsidy; job training)?
19. How were addressed the special needs of repatriated jobseekers?
20. To what extent will the implementation process help institutions address challenges and barriers in the context of the reintegration of repatriated persons?
21. To what extent is the gender issue addressed in ALMM Active Labour Market Measures?

**Interview questions
Other Stakeholders**

1. Describe the role of your organization in this project?
2. How did you first hear about the reintegration of repatriated persons and ALMM (Active Labour Market Measures)?
3. Do you think that ALMM (Active Labour Market Measures) are important for the economy of Kosovo, if so what impact have they had and how effective have they been? If not, then what changes can be made?
4. Do you have any idea for innovative changes on Active Labour Market Measures project, in order to increase the impact and the efficiency of the project.
5. To what extent was important ALMM project before, during and after pandemic situation?

6. How do you assess each programme separately (self-employment; Wage Subsidy; Job training)? First, focus on the process and each programme separately.
7. Do you share best practices and convenient information about the repatriation programme with other relevant stakeholders? (such as reports, data on beneficiaries, etc.) If so, do you have regular meetings, do you invite external stakeholders to your workshops, or do you respond directly to requests (emails, etc.).
8. To what extent do you think the project objectives are still valid and to what extent do they address the problems and needs of the target groups?
9. How has the project contributed to the general socio-economic welfare of repatriated jobseekers?
10. Have labour market measures that aim to target repatriated jobseekers (OJT, WS, SEP) been effectively implemented?
 - a) What are some of the barriers you have faced?
 - b) How did the project adapt these barriers?
11. What do you think, have the general capacity development efforts been institutionalized so far?
12. To what extent are gender equality and women's empowerment addressed in project design, implementation and monitoring?