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Final review report

Enhancing Youth Employment Phase 1

22 February to 4 March 2016

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Executive Summary

The “Enhancing Youth Employment” (EYE) programme is funded by SDC and implemented by a consortium of Helvetas Swiss Intercooperation and Management Development Associates. EYE Phase 1 runs from 1.1.2013 to 31.12.2016. The project applies the Market Systems Development approach, using facilitation to achieve systemic change in market systems.

A final review of Phase 1 was conducted from 22 February to 4 March 2016. Its objective was to assess achievements and support SDC and the consortium in preparing the second phase.

Summary of findings

Relevance: The project’s goal is “To increase the employment opportunities of the young women and men going out from VET schools and universities and facilitating their transition from school into the workforce”. To this end, it aims at systemic change in the labour market that benefits young women and men, with regard to improving supply (outcome 1: more relevant skills for young people), demand (outcome 3: more jobs created by lead and young growing enterprises) and job matching and career guidance (outcome 2). The relevance of the goal and outcomes and their alignment with Government policies is high. Unemployment in Kosovo has increased from 30% in 2013 to 35% in 2014. Youth unemployment grew from 60 to 61%. The Government’s National Development Strategy 2016 – 2021 gives high priority to reducing these rates. The measures it includes are all areas EYE addresses.

In terms of sectors, not all those specified in the project document proved relevant, but EYE has added several that are.

Progress towards the goal: 1,904 full-time equivalent new jobs can be attributed to EYE. The projection until project completion is 2,767, well exceeding the target of 2,000. So far 9,436 young women and men have found a job as a result of innovations in job matching the project introduced. These are significant numbers. The costs per job generated and person employed are relatively low, at CHF 2,596 and CHF 467 respectively.

Progress towards systemic change: The intervention with private internet-enabled job matching services has transformed the matching market system. The providers have become profitable and increased their range of services. Outreach to employers and job seekers has increased significantly, leading to more people finding jobs. Other job portals have emerged copying some of the innovations. This is a marked success, and this intervention has made the largest contribution to generation of jobs through systemic change. Innovations at the Public Employment Service are very recent (and some remain to be implemented), but may already have had an effect and are likely to remain in place.

The introduction of Industrial Boards for dialogue between the private sector and Higher Education Providers (to improve curricula) shows strong signs of systemic change, as scale has been and continues to be achieved. However, sustainability requires effectiveness which is not yet known. There is no mechanism for providing dialogue with skills gap data. Dialogue mechanisms in VET still have to be defined.

In counselling and internships the project had to change strategy over 2015, but Municipalities establishing Career Development Centres (for VET) is promising and expected partnerships with private Higher Education Providers may show result more rapidly than the work done so far with the

University of Pristina. Progress has been slow there due to the environment, but the project has done well to persevere and try different models, given the large potential outreach.

In market-driven training systemic change is being achieved with partner training providers continuing or planning to continue most courses and some having developed them independently. Scale is still limited and there is need for a strategy to achieve it. Potential should be good.

Systemic change remains elusive for the innovations introduced under Outcome 3 (lead firms investing in business opportunities and young growing entrepreneurs accessing business services), though a number of promising initiatives are ongoing. The systemic change the project aims at and its strategy to achieve it need to be defined more clearly.

EYE's intervention in media (not foreseen in the project document) aims at media providing youth and parents with information about youth employment issues and the labour market. TV programmes initiated are making good progress towards commercial viability and potential scale is large. Expansion into print and online media is planned.

In most intervention areas the project works simultaneously on better services and underpinning policies and regulations. This good practice is relatively uncommon in MSD projects.

Inclusion

EYE has selected sectors with potential for more women employment and has implemented women-targeted interventions. The result has been good, with women accounting for on average 30 to 40% of the beneficiaries overall (depending on the intervention). Greater consideration of constraints specific to women could have resulted in more systemic change.

For Serbian and other ethnic minorities the project has implemented a number of one-off interventions (e.g. training in the North). In addition, institutions in Serb-majority municipalities are benefitting from the interventions in counselling and with the Public Employment Service. Partnerships with VET schools are planned. The project's approach has been mostly appropriate under the circumstances, but including these municipalities in research could have resulted in identification of more opportunities.

Implementation set up

Following some changes over 2015 the team is well set up for the next phase. The exception is combining the minority focal point and the MRM role. Both functions require a full-time staff member. The implementing consortium partners both bring important strengths to the project. The market players EYE partners with are well-chosen and arrangements with them are clear.

Summary of recommendations

Phase 1

- 1) Ensure that partnerships on dialogue between Higher Education Providers and the private sector meet their specific needs rather than simply replicating the Industrial Boards.
- 2) Engage with the Industrial Boards over a number of years to ensure sustainability.
- 3) Assess the effectiveness of the Industrial Boards in terms of their leading to better skilled graduates.
- 4) In VET, ensure close coordination with ongoing other projects' work on dialogue.
- 5) Assess the effectiveness of all market-driven the training in terms of youth finding jobs.

- 6) Wind down the intervention with private job matching services, but keep monitoring developments in case there is a need for further support.
- 7) Develop the planned Employment Tracking System for the private job matching services as part of the market system, not as a project function.
- 8) Assess the effectiveness of improved career development services at HEPs and VET.
- 9) Under Outcome 3, keep a clear focus on developing the business services market system under both intervention areas.
- 10) Investigate the feasibility of including labour market journalism in degree-level journalism education.
- 11) Rectify the exclusion of Serb-majority municipalities from recent studies.
- 12) Support the refurbishment of a PES office in the North.

Phase 2

The report includes detailed recommendations for consideration by SDC and the implementing consortium. The following is a summary of the main points without reference to the recommendation numbers in the report.

EYE's overall design structure (goal and outcomes) is relevant and should be maintained, but the goal could be reformulated as "more young women and men in jobs and making career choices in line with market demand" (or a similar wording). The target group should be expanded to include youth with less than tertiary education and VET.

The sectoral approach should be maintained where it is relevant to the intervention areas. There is no need for the project document to specify the sectors. Rather, the project should be driven by developments in the market and opportunities as they arise, based on ongoing analysis and monitoring.

All current intervention areas can be maintained, apart from private job matching services, where the project has accomplished its objective. These services can be considered as a business service under Outcome 3, where the two current outputs should be reconceptualised as one, with the clear and explicit objective to remove systemic constraints in the business service market and with a plausible strategy for achieving this. The media activities should become a fully-fledged intervention area. The Opportunity Fund should be maintained.

Career development interventions should be expanded to include primary and secondary school students as children make education and career choices well before they are close to graduation. The media intervention should also make a major contribution to influencing such choices and related attitudes.

In improvement of curricula as a result of dialogue with the private sector the project should consider how this can feed into better teacher training. Skills gaps analysis as an input into dialogue needs to become a market function, even if it remains dependent on donor funding. Market driven training in particular should be affected by expansion of the target group. A scale strategy could be based on tendering and considering a wider range of providers.

Resources should be specifically allocated to work in Serb-majority areas, including a full-time staff member and a presence in one of the municipalities (a small project office or through a co-facilitator).

Acronyms

BCC	Business Consultants Council
CEED	Centre for Entrepreneurship and Executive Development
DCED	Donor Committee for Enterprise Development
EMIS	Education Management Information System
EYE	Enhancing Youth Employment programme
HEP	Higher Education Provider
HRM	Human Resources Management
ICT	Information and Communication Technology
LMI	Labour Market Information
MDA	Management Development Associates
MEST	Ministry of Education, Science and Technology
MLSW	Ministry of Labour and Social Welfare
MOU	Memorandum of Understanding
MRM	Monitoring and Results Measurement
PES	Public Employment Service
PJMS	Private Job Matching Services
PPSE	Promoting Private Sector Employment programme
SCO	Swiss Cooperation Office (Kosovo)
UP	University of Pristina
VET	Vocational Education and Training

1. Introduction

The “Enhancing Youth Employment” (EYE) project, is funded by SDC and implemented by a consortium of Helvetas Swiss Intercooperation (Helvetas for short) and Management Development Associates (MDA). The project’s Phase 1 runs from 1.1.2013 to 31.12.2016. It was preceded by an inception phase and a preparation phase, of which the latter lasted six months. The project applies the Market Systems Development (MSD) approach.

A final review was conducted between 22 February and 4 March 2016. Its objective was to assess achievements and support SDC and the consortium in preparing the second phase (see Annex 1). More specifically the review was to:

- 1) Assess the relevance of the project’s approaches in the given development/transition context, including selection of sectors and target groups.
- 2) Assess the appropriateness of the implementation set up.
- 3) Assess the likelihood of significant scale, employment and income generation of the project interventions.
- 4) Provide recommendations on these three dimensions for the following phase.

Fieldwork for the review was carried out in Pristina, North and South Mitrovica, and Ferizaj (programme attached in Annex 2). It comprised:

- Briefing and debriefing at the SCO.
- Meetings with project management and the team.
- Reviews of interventions with EYE staff.
- Interviews with co-facilitators/consultants.
- Interviews with key partners in the private and the public sector.
- Interview with UNDP, which collaborates with the project.
- Interviews with other donor-funded projects in the employment/skills development sector.
- Interview with the complementary SDC-funded Promoting Private Sector Employment (PPSE) project.

Partners from nearly all interventions were met.

The report structure largely follows that of the review’s Terms of Reference. Chapter 2 covers questions related to relevance, Chapter 3 deals with progress towards the project goal and Chapter 4 with achievements with regard to systemic change (sustainability and scale) per intervention. This is followed by social inclusion issues (Chapter 5) and the project implementation set up (Chapter 6). The final chapter presents an overall conclusion and recommendations for the remainder of Phase 1 and for Phase 2.

This is not a final project report but a review. It therefore does not cover everything the project has done or achieved. This is very well reflected in the project’s progress reports and Yearly Plans of Operations. For the same reason I have felt free to use indicators in the way they best demonstrate achievements rather than where they are in the logical framework or intervention guides.

I am really grateful for the exceptional support of the project’s management and team, the programme they prepared (including phone numbers so I would not get lost), data processed and provided, the presentations, availability at all times, and openness and constructiveness in

discussions. I also much appreciate the discussions with and inputs from the SCO, and the contribution of project partners and other stakeholders. It has been a very positive experience.

2. Relevance

2.1 Alignment with national priorities

EYE's goal is:

To increase the employment opportunities of the young women and men going out from VET schools and universities and facilitating their transition from school into the workforce.

To this end, it is expected to achieve the following outcomes:

- Outcome 1: The skills of young men and women better meet the demand of targeted business sectors.
- Outcome 2: Matching services and career guidance give young women and men access to more job opportunities.
- Outcome 3: Entrepreneurs invest into business opportunities that lead to job creation for young women and men in selected sectors.

The relevance of this design and its alignment with Government policies is high. Unemployment in Kosovo is reported to have increased from 30% in 2013 to 35% in 2014¹. Youth unemployment grew from 60 to 61%, 71.7% among young women and 56.2% among young men. The most recent indication that the Government considers it a priority to reduce these rates is the National Development Strategy 2016 – 2021, adopted in January. The first of its four pillars is headed “Human Capital” and “A plan for employment”. Among the causes of unemployment it identifies is the weak link and resulting mismatch between the education system and market needs. Increasing opportunities for practical work (internships), career orientation at schools, improving curricula, and increasing labour market information for better skills requirement forecasting are among the proposed measures to address this. These are all areas EYE addresses. Improving VET in particular is singled out as a priority.

The importance accorded to job matching services is further reflected by adoption of legislation establishing the Agency for Employment of the Republic of Kosovo. The significance of the gap between skills and labour market needs is confirmed in the latest EC report on Kosovo² and the Government's Request for an IMF Stand-by Arrangement³

Private sector development, with an emphasis on industry, is a further pillar of the Strategy. Improved networking and business advisory services are among the measures included. EYE facilitates development in these areas, though it does take a more private sector driven approach than foreseen in the Strategy.

¹ Kosovo Agency for Statistics, 2013 and 2014 Labour Market Surveys. The 2015 survey has not yet been published. The Survey considers youth to be between 15 and 24 years of age.

² European Commission, Kosovo report, Brussels, November 2015, http://ec.europa.eu/enlargement/pdf/key_documents/2015/20151110_report_kosovo.pdf

³ Request for a Stand-by Arrangement, IMF, July 2015

2.2 Target group

The project's target group is young women and men aged between 15 and 30, but in particular those who are in higher secondary and tertiary education, or who have graduated and are actively looking for work. This is plausibly the group with the highest chance of finding a job, which is borne out by their lower overall unemployment rate compared to the less educated (e.g. 18.9% among tertiary education graduates, 46% for those with class 1 to 9 education)⁴. This provided a promising focus for the project in situation where it was introducing a new approach to development of the labour market system. It enabled the project to develop a number of models that are being adopted by market players.

However, 28% of the 176,700 unemployed have no more than grade 9 education, and the number of youth (aged from 15 to 24) not in employment, education, or training was 108,200, or 30.2% of the young population (higher among women than men). About half have been unemployed for more than a year. This is a large and socially significant group. The economic and social (cohesion) reasons for addressing its needs are strong.

2.3 Sectoral approach and market systems analysis

EYE takes a sectoral approach where this is appropriate, i.e. for increasing the relevance of skills (Outcome 1) and stimulating investment in business opportunities (Outcome 3). Sectors pre-selected in the project document were ICT, agribusiness, construction and private health care. In the first two skills gap analyses confirmed that skills-related interventions in these sectors were a priority. A full market system analysis of the construction sector indicated there were other more important constraints. Private health care was excluded on policy grounds. The project has done additional studies in retail, traditional sweets, wood processing and Internet-enabled business services (ongoing). Most of studies are of good quality and have been important to project decision making.

Focusing on sectors that create jobs, especially for young people, has had good results so far and is appropriate when the aim is to improve skills and facilitate investment through better business services (the real focus of Outcome 3 as we will see. EYE's experience also indicates that identifying market systems in the project document had limited value and that limiting the project to these sectors would have severely restricted its scope. EYE and SDC have done well in going beyond them. Markets develop rapidly over time and projects need to be able to respond to new, or newly found, opportunities.

The labour market does stand as the core market system EYE is developing and a thorough understanding of this system should be the basis for its interventions.

2.4 EYE's position in the donor landscape

The donor landscape in private sector development and employment is crowded, with the EU, USAID, BMZ/GIZ, UNDP and the World Bank among the major players. This has been so since the project was formulated.

EYE and SDC's Promoting Private Sector Employment are the only projects that take a Market Systems Development (MSD) and facilitative approach. This is not always easy, e.g. when following

⁴ Kosovo Agency for Statistics, 2013 and 2014 Labour Market Surveys. The 2015 survey has not yet been published

introduction of a variety of subsidised internship schemes the project designed a model that was not donor-dependent and saw a school leaving the pilot when an INGO offered payment. It may also restrict the scope for collaboration as when objectives in an institution are the same but one project does and another does not pay for additional staff. However, the project has been able to work in niches where donor funds were less relevant (e.g. private sector job matching or dialogue between education providers and the private sector) or where it could consider subsidies to be a dependable part of the market system (business advisory services). Given the results so far its approach has proven to be appropriate.

There is, however, a continuing risk that with many development actors and weak coordination by the Government a variety of “models” keep being introduced. At present that is the case for dialogue in order to improve curricula, especially in VET. This is obviously confusing for the national partners and will cause problems when decisions have to be taken on what models to scale up. As usual much greater coordination is required. The establishment of a working group, reported by one of the projects, is a step in the right direction. On a further positive note: the willingness to coordinate and collaborate generally seems to be high. E.g. the USAID “Transformational Leadership Programme expressed strong interest in collaboration on counselling and internships at the University of Pristina, and USAID’s EMPOWER would like EYE to consider the Energy efficiency and renewable energy sector.

3. Progress towards EYE’s goal

As we have seen in the previous chapter the project’s goal is “Increase the employment opportunities of the young women and men going out from VET schools and universities and facilitating their transition from school into the workforce”. Indicators are:

- Ratio of youth unemployment rate to overall unemployment rate (baseline: 1.6, target: decrease by 10 % based on labour force survey)
- Employment in the private sector (baseline: 62%, target: increase by 5%)
- Time span between entering the labour market and finding a job (baseline: 10 years in 2008 target: 9 years)

These can be established on the basis of secondary sources. It will, however, be difficult if not impossible to plausibly attribute impact on such national level indicators to EYE. There are too many intervening and influencing factors to do so. Taking the first indicator as an example, this ratio has increased to 1.7. Does this mean EYE has not had a positive impact on youth unemployment?

To be able to demonstrate this is not the case EYE is using the Donor Committee for Enterprise Development (DCED) Standard for Monitoring and Results Measurement (MRM) to establish impact more directly. That is, it is measuring the number of “full-time equivalent jobs” created as a result of its interventions⁵.

This is complicated, as only Outcome 3 aims at job creation and has an indicator for jobs generated. Outcomes 1 and 2 are to increase the employability of young women and men (provide them with skills in demand in the market) or to enable job seekers and vacancies to “find” each other (better

⁵ EYE does not measure increases in income and there is no relevant indicator in the logframe.

matching services and counselling). With the support of a DCED standard consultant the project has devised ingenious ways to convert results under those outcomes into jobs created, e.g. by counting 5% of people who found a job through private job matching services as new employment and attributable to EYE in the first year, 2.5% in the second year. As “jobs generated” is an indicator only under Outcome 3, this impact of job matching and interventions under other outcomes is reported there. This is correct in terms of the logframe, but could be confusing.

As this is not a progress report but a review, I will take a different approach and consider indicators where they would belong logically rather than in the current logframe. *New jobs generated*, reported by EYE under Outcome 3 is then a first indicator at the goal level. Young women and men *finding a job* (not generated as a result of project interventions) is a second indicator. EYE does not report on this indicator because it is not part of its logical framework. I have included this in the table below because it is clearly relevant to the project goal: young women and men finding jobs places more of them in jobs. For private job matching services I have used an attribution percentage to EYE of 30%, which is based on the project partners stating to EYE and in interviews I conducted with them that they estimate that 30% of their success in matching is the result of EYE’s work with them. For public job matching (the Public Employment Service) I have used 10% since the innovations there are recent. For the other interventions we do not have data yet. The following is then the result attributable to EYE for “more young women and men in jobs”:

Indicator	Achieved up to end 2015 (cumulative)	Projection up to end 2016 (cumulative)	Project target (cumulative)
Jobs <i>generated</i> through all interventions	1,904	2,767	2,000
Women and men who <i>found a job</i> as a result of job matching	9,436	Not available	Not available
Women and men who found a job after improved/ new training/education, counselling	Not available yet	Not available yet	Not available yet

It can be concluded that 11,340 people are in employment as a result of the project. An estimated 35% are women. The only relevant target will be exceeded, though not only as a result of the interventions under Outcome 3, where it is placed.

The average cost is CHF 467⁶ to the Swiss taxpayer per person employed. There are no comparable benchmarks, but it is significant that this is less than the social assistance individuals below a certain income level are entitled to per year in Kosovo (CHF 528)⁷. Of course the changes the project brings are meant to be sustainable and gain greater scale over the years, which would bring the cost down further.

⁶ Using what was achieved and spent up to 2015 only.

⁷ UNDP, “The real value of social assistance”, 2014, <http://www.ks.undp.org/content/dam/kosovo/docs/Communications/Dokumenti%20The%20Real%20Value%20of%20Social%20Assistance%20ONLINE.pdf>

Some comparable figures are available for jobs created, and then we find EYE's cost per job to be low: CHF 2,596⁸ compared to CHF 6,351 for a publicly funded export promotion programme in Estonia for which such a calculation has been done (this is the lowest cost included in the referenced publication)⁹.

It can be concluded that EYE is doing well in terms of contributing to employment at a low cost.

4. Progress towards systemic change

This chapter deals with key questions related to the systemic changes the project is pursuing. The two main characteristics of systemic change are scale and sustainability. When an innovation introduced by the project has proven to be successful and is continued or improved by the project's partner the first step to systemic change has been made. A further important indicator of systemic change is market players the project did not originally partner with taking up the innovations project partners have piloted (with, or better without project support). Outreach in terms of beneficiaries is the key characteristic of scale, though scale in terms of outreach to market players can also be important (e.g. the number of training providers when there are many).

We will consider:

- The extent to which systemic change has already been achieved or is likely a result of current interventions (i.e. potential).
- Whether there are concerns that need to be addressed.

As in the previous chapter, rather than using indicators prescribed by the logframe we will consider data from different parts of the project's intervention guides that are pertinent to the above questions.

At the end of the Chapter we will return to the question of how effective the interventions have been in generating jobs.

4.1 Outcome 1: The skills of young men and women meet better the demand of targeted business sectors

Indicator	Achieved up to end 2015 (cumulative)	Projection up to end 2016 (cumulative)	Project target (cumulative)
Number of young women and men trained (baseline: 0)	5,738	10,794	10,000
Number of young women and men that benefit from career guidance services (baseline: ~1,000)	33,848	37,227	15,000

⁸ Using the projection and the total project budget

⁹ Expert evaluation network, "Job creation as an indicator of outcomes in ERDF programmes", 2013, http://ec.europa.eu/regional_policy/sources/docgener/evaluation/pdf/eval2007/job_creation/evalnet_task1_job_creation_synthesis.pdf

The project's target in terms of people trained is expected to be passed. Unlike at the time of the mid-term review all outputs under this outcome are (correctly) counted as contributing to this.

As internships and counselling are related services provided by the same market players (see Outputs 1.2 and 2.3 below) they will be considered together under this outcome and I have therefore included the relevant indicator above. Already more than double the project's target has been achieved, though to what extent this can be attributed to the interventions is uncertain.

Output 1.1: Private sector influences education and training system to adapt to its needs

Indicator	Achieved up to end 2015 (cumulative)	Projection up to end 2016 (cumulative)	Project target
Number of Industrial Boards	8	16	16
Number of students in improved courses	About 2,580	About 3,080	Not available

The systemic changes the project has been facilitating is establishment of dialogue between the private sector and Higher Education Providers (HEPs) and to enable dialogue participants to use evidence on skills gaps and labour market needs. The "theory of change" on which this is based is that informed dialogue will result in curricula more geared to market needs, which will result in better teaching, which will result in better skills and knowledge and therefore more young women and men in jobs. A dialogue model for VET schools and centres will be designed and piloted on the basis of a study currently being finalised.

The establishment of an Industrial Board with representatives of the private and public sector at the University of Pristina's (UP) Faculty of Electrical and Computer Engineering (FECE) in 2014 was followed by 5 more such bodies at other faculties. The project supported development of a framework regulation for the Boards, which was adopted by the University. This provides a solid regulatory basis for further adoption at other faculties. The Faculty of Medicine has already done so without project support. The project has also facilitated the establishment of two Boards at the University of Peja. The University of Ferizaj has expressed interest.

These are strong indications that sustainable change is being achieved, though the Boards are too recent to ascertain this at present. Scale is being realised by more faculties and Universities adopting the model, in part as a result of project promotion. There is potential for more, with more than 30 Universities and colleges in Kosovo. The project aims to support establishment of dialogue bodies in 3 more Universities, in the private sector. The Kosovo Accreditation Agency has indicated interest in adopting a policy stipulating consultation with the private sector as a precondition for accreditation. This would be a further step towards institutionalisation.

One possibly weak link in intervention's theory of change is better curricula leading to better teaching. University teachers may not have the needed skills and may not be retrained or replaced. The project's Focus Group Discussions on the impact of private sector advocacy are inconclusive¹⁰. If there is little impact, sustainability is unlikely. Dialogue that does not have an effect on students' skills will soon lose the interest of the private sector.

¹⁰ IQ Consulting, Focus Group Discussions for the Measurement of Success of EYE Project, 2015

Effectiveness in terms of employment can only be assessed once students who have taken improved courses have graduated but meanwhile other measures should be possible.

In terms of students, the number expected to have been affected is around 2,500 (those taking courses with improved curricula at FECE), which is still relatively limited. However, some 7,300 are enrolled in the additional faculties, 45,000 in the University of Pristina, and 120,000 in higher education overall. More market take-up of the model (or the principle of dialogue generally) could therefore affect many.

Skills gap assessments as the basis for advocacy for more market-driven education had been planned to become market function of sectoral associations or other market players. The first assessment, of the ICT sector, did have an impact on UP curricula and market-driven training (output 1.3). The second, in agribusiness, could still have an effect through the relevant Industrial Board. However, the costs of the assessments proved to be too high for associations to bear them, and most associations are too weak for effective advocacy. The project found there are no other institutions that could take on this function. This will therefore continue to depend on donor funding and projects. E.g. UNDP has just completed a skills survey in 6 sectors (including some covered by EYE). The lack of institutional owners within the local system may limit the effectiveness of such studies.

EYE is supporting, through UNDP, development of the Education Management Information System (EMIS) and supporting legislation as part of the Labour Market Information System (LMIS). This is expected to become operational later this year and EYE will contribute to promotion to potential users. The intention is that LMI will affect education policies and curricula, including through the Industrial Boards. However, the data will not be sufficiently detailed to affect curriculum design and do not replace skills gap analysis. This could also be a threat to sustainable change.

In conclusion: There are strong signs of systemic change, as scale has been and continues to be achieved and sustainability of public-private dialogue at HEPs is likely. Concerns are that sustainability requires effectiveness which is not yet known and that there is no mechanism for providing dialogue with skills gap data. Dialogue mechanisms in VET still have to be identified.

Output 1.2: Education providers set up effective systems for students' placement within private firms to acquire practical skills (internships)

Output 2.3: Better career guidance services targeting young women and men at secondary and tertiary education level are made available

The systemic change the project is facilitating is the establishment of sustainable and effective models for career guidance and internships. Internships are expected to improve practical skills and so enhance employability, while they can also lead to employers hiring their interns. Career guidance can result in better education/training and job choices and enhance the soft skills needed when looking and applying for jobs.

The two outputs have in practice been joined together as the market players providing internships and counselling are largely the same. The interventions are now structured according to level of education, i.e. HEPs and VET. The indicators in the logframe have not been adjusted to reflect this. Below are the key figures from the intervention guides.

Indicator	Achieved up to end 2015 (cumulative)	Projection up to end 2016 (cumulative)	Project target (cumulative)
Number of VET schools with effective internships/counselling (baseline 2012: 0)	11	15	15
Number of HEPs with effective counselling/internships (baseline 2012: 0)	6	8	8

Indicator	Baseline (2012)	2013	2014	2015
Number receiving VET internships in accordance with EYE model	0	0	123	168
Number receiving counselling services at VETs	0	0	786	1,286
Number who found VET internships as a result	0	0	21	60
Number receiving counselling services at HEPs	1,000	12,900	18,075	31,777
Number who found HEP internships as a result	0	1,465	1,952	3,725

The project's initial strategy in both HEP and VET aimed at improvements through working with counsellors, on capacity and service development. This resulted in improvements at 8 providers, but insufficient institutional change, because management did not see this as a priority. The project then shifted focus to the management of HEPs, in particular in private Universities where awareness of the importance of career counselling and internships was found to be low.

At the UP a Strategic Plan was developed for the Career Development Centre. Approval has stalled due to unrelated problems at the level of UP's management. In spite of this the Centre increased its outreach and quality and range of services (including internships). Focus Group Discussions found students are more "satisfied" with the services, though there were suggestions for improvement and institutional capacity was considered highly insufficient¹¹. Independent initiatives were undertaken such as organising an on-line job fair. EYE is also supporting a scheme to increase the Centre's outreach through career information corners at all faculties that link students to the Centre. Faculty-based coordinators for internships are another pilot, supported by USAID in 4 faculties, by EYE in one.

¹¹ IQ Consulting, Focus Group Discussions for the Measurement of Success of EYE Project, 2015

Following a study tour to Bulgaria 3 private HEPs are ready to work with EYE on developing strategies and plans for sustainable counselling and internship services. This is planned for 2016.

At VET schools, in addition to training counsellors the project developed and piloted an internship manual. Four of the 5 pilot schools still continue this model but financial constraints have limited effectiveness. The Ministry of Education, Science and Technology (MEST) has printed and disseminated the manual but it is not known if this has had an effect.

The project has therefore developed an alternative model under which the Municipalities of Pristina and Vushtrri established and financed Career Development Centres which serve several VET schools. Adapting the internship manual, developing the business model and action plan, and training of staff have been the project's main contributions. The two centres are functioning in Pristina and Vushtrri, and assistance to Gjakova has been agreed. Further municipalities have expressed interest. The project is rightly holding off until the first three centres demonstrate success.

EYE has supported MEST in drafting the National Lifelong Guidance and Education Strategy (LGES) and action plan. It has since been working with MEST to develop the professional standards for career counsellors. This is expected to be validated in 2016 and followed by introduction of a qualification programme.

The signs that sustainable change is being realised are still mixed. Improvements in services have been achieved, but effectiveness in terms of employment still has to be assessed. The financing for internships and counselling at public HEPs is likely to remain insufficient. The municipality-based model for VET schools is too recent to judge. Budgets have been allocated, but could be subject to the vagaries of (political) changes in priorities. The work with MEST on a Strategy and standards provides, on the other hand, a solid basis for further development.

Scale has been increasing in terms of the number of institutions providing counselling and internships and more market take-up is expected. Figures the project obtains from the institutions it works with indicate a strong increase in service provision (see table above). While this effect is probably only partly attributable to EYE, it does indicate the scale of outreach of career counseling. The scale of internships is much smaller, though increasing too. This reflects the much greater constraints on internships in terms of finding places, logistics and finance.

In conclusion, the interventions have resulted in some signs of systemic change, though the financial basis and modalities for career counseling and internships remain uncertain. The model with Municipality Centres is promising. The environment at UP is not conducive to change but the project is doing well to patiently persevere while developing partnerships in the private sector.

Output 1.3: Training providers offer demand-driven advanced training courses in selected subsectors

Indicator	Achieved up to end 2015 (cumulative)	Projection up to end 2016 (cumulative)	Project target (cumulative)
Revenues in Euro	104,323	363,686	100,000
Number of training providers	16	20	20
Number of courses	40	44	44

Young women and men trained	950	1,898	n.a
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The systemic change the project is pursuing is education/training providers offering more courses on skills needed in the private sector, leading to more young women and men entering the job market with relevant skills and so finding jobs. The project strategy is to provide cost-sharing to public and private training providers to develop or improve courses.

While initially delivery of some existing courses was funded, over 2015 the exclusive focus has been on new and improved programmes. Training has been developed and delivered in IT, agriculture-related skills, soft and business skills, retail and tailoring.

IT training built on the skills gap assessment done in that sector, retail training made use of an analysis of the retail market system. A wood processing assessment that is being finalised will feed into course development in that sector. The project's finding that IT enabled business services is a fast growing export sector in Kosovo contributed to collaboration with the World Bank on a pilot Women in Online Work project. This is therefore one of the interventions that are influenced significantly by the project's sectoral research.

The project has started to address the needs of less-skilled youth (e.g. tailoring), going beyond its original target group of graduates of VET schools and universities. This trend is planned to be continued in 2016. This is relevant to the country's needs and a positive development (see section 2.2). The supported model in tailoring, where a manufacturer (ARVA) established a training centre, could be an example for other sectors.

With the exception of some partners the effectiveness of the training in terms of employment is still unknown. The project plans to address this by developing a tracer system to be adopted by its partners.

Scale at the institutional level is significant, with 16 public and private training providers having delivered 40 courses. Market take-up is demonstrated by some 8 courses having been developed without project support. Sustainability is indicated by the revenues earned by training providers (well exceeding the target) and 21 of the courses meant to be "continuous", that is, the providers plan to offer them beyond their collaboration with EYE. This does not mean that all are sustainable in a commercial sense. Some may depend on public funding, others on donors.

In terms of outreach to young women and men, scale is still relatively limited, with some 1,900 expected to benefit by the end of the project. The project's plan to explore models that would enable more unemployed youth to afford commercial training fees could contribute to greater outreach. However, while the Yearly Plan of Operations states that the priority in 2016 is to ensure that the interventions reach scale and sustainability, adding 4 courses will not accomplish this and there does not seem to be a clear scaling up strategy. The mid-term review suggested the project should consider working with a market player whose (future) function would be developing market-driven training but the project could not identify one. Outreach beyond Pristina also remains limited.

In conclusion, systemic change is being achieved with training providers continuing or planning to continue most courses and some having developed them independently. Scale is still limited and there is need for a clear scale strategy though the potential should be good.

4.2 Outcome 2: Matching services and career guidance give young women and men access to more job opportunities

Indicator	Achieved up to end 2015 (cumulative)	Projection up to end 2016 (cumulative)	Project target (cumulative)
Number of job vacancies advertised through formal job matching services (baseline: 10,434)	31,775	33,363	20,000

The target for this outcome has been exceeded by more than 50%, indicating the job matching services have succeeded at having more employers use them.

Output 2.1: Private businesses profitably provide job-matching services

Indicator	Achieved in 2015 (annual)	Projection for 2016 (annual)	Project target (annual)
Annual gross income generated by matching services per supported private businesses (Euro)	Total: 99,345 Per business: 49,673	Total: 120,000 Per business: 60,000	Total: 20,000 Per business: 5,000

Indicator	Baseline (2012)	2013	2014	2015	2016 projection
Job vacancies announced	11,200	21,647	18,532	19,459	20,000
Number who found a job as a result of PJMS	n.a.	n.a.	11,982	15,712	n.a.

The systemic change this intervention aims at is the establishment of profitable internet-enabled providers that offer job matching services, enabling job seekers and employers to find each other. The strategy has been to support two existing unprofitable portals for vacancy announcements to develop profitable business models, increase their number of job matching services, build staff capacity and expand outreach to employers as well as job seekers including through promotion.

The two partner job portals EYE worked with have achieved profitability with revenues far exceeding the project's target. They increased their number of services from 1 to 7, including recruitment and soft skills training. Good synergies have been achieved with the other interventions, with one of the partners providing (or planning to provide) soft skills training to staff or students of Municipality and University Career Development Centres, the NGO Women for Women International, and demand-driven training providers. The project is planning to facilitate the establishment of a collaboration platform between private and the Public Employment Service (PES).

Sustainability is indicated by the two portals having achieved profitability. The scale of outreach is large, at nearly 19,500 vacancy announcements in 2015, with a dip in 2014 when payment was introduced. Use of new services has also increased steadily. Nearly 200,000 CVs have been

uploaded. Effectiveness in terms of jobs seekers matched to jobs is significant in scale and increasing. Scale is being further enhanced by market take-up of the innovations, with now 7 registered and active job portals, though with a more limited range of services.

To avoid double counting (the same vacancy on two portals) and improve assessment of the employment effect the project plans to establish an Employment Tracking System for its own and providers' use. This is also intended to be a source of labour market information that could be shared with the Ministry of Labour and Social Welfare (MLSW). The system is meant as part of the project's MRM system and to be eventually "handed over" to an appropriate market player. If sustainability of tracking is indeed the objective this is unlikely to be the way to achieve it.

The project has contributed to a sound regulatory basis for private sector job matching (regulation ready for signature by MLSW).

In conclusion, this intervention is a marked success. It has transformed the job matching market system and is having a clear impact on matching large numbers of job seekers to vacancies.

Output 2.2: The capacity and available resources of the Public Employment Service are improved to provide better matching services

Indicator	Baseline (2012)	2014	2015	2016 projection
Number of vacancies at PES	9,434	6,566	13,204	13,904
Found a job as a result of PES	7,692	4,667	6,612	6,943

This intervention aims to increase the effectiveness of PES, which has seen a continuous decline in use by employers and job seekers. Better services would result in more employers and job seekers using PES and the latter finding jobs. The project is closely coordinating its work with UNDP, which is supporting measures with the same aim.

Key achievements have been an in-depth assessment of PES followed by the development and pilot testing of a performance measurement system; development of online multi-channelling services; and design, development of training materials and manuals and training of staff for an in-house staff training system.

Following an EYE-supported pilot the performance measurement system has been operational for a year, while the other innovations await the establishment of the new Agency for Employment of the Republic of Kosovo, to replace PES, which has stalled due to disagreement over who should head it. Promotion of the multi-channelling service is the main activity planned for 2016.

The performance measurement system already appears to be having an effect, although other factors may play a role. The above figures for 2015 present a doubling of the number of vacancies registered since the system was set up. Effectiveness in terms of job placements has improved as well. Focus Group Discussions with job seekers indicated that the main attraction of PES is the availability of training opportunities. The level of satisfaction with other services is still relatively low.

With a Kosovo-wide presence and an assured budget the Employment Agency will have sustainability and scale. The current number of registered job seekers is around 110,000. Whether

the innovations introduced with EYE's facilitation will be lasting and effective will become clear over time.

In conclusion, in principle the results of this intervention can be expected to be sustainable and to reach scale.

4.3 Outcome 3: Entrepreneurs invest into business opportunities that lead to job creation for young women and men in selected sectors

The key indicator for this outcome is jobs created as a result of private sector investments facilitated by the project. EYE is now rightly measuring the contribution of all outputs to job creation and I have therefore considered this at the goal level. What this outcome's contribution is we will consider further below (4.6). A second indicator relates to the number of young growing entrepreneurs the project works with still in business after one year. This is not meaningful. The project could work with 100 firms, 50 fail and the target is still achieved. For what it is worth, the project is expected to achieve what was planned.

Indicator	Achieved up to end 2015 (cumulative)	Projection up to end 2016 (cumulative)	Project target (cumulative)
Number of young growing male and female entrepreneurs still in business after one year (baseline: 0)	32	50	50

Output 3.1: Enable Lead Firms to invest in opportunities in targeted subsectors

Indicator	Achieved up to end 2015 (cumulative)	Projection up to end 2016 (cumulative)	Project target (cumulative)
Amount of private sector investment leveraged by project interventions in targeted subsectors (CHF)	2,769,641	4,769,641	3,000,000
Number of jobs generated (total, not just attributable to EYE)	1,885	n.a.	n.a.

The previous review found that neither the systemic change this intervention aimed at, nor the strategy for achieving it were clear. The project seemed to vacillate between improving the performance of lead firms by subsidising HR related business services and trying to make the market system for such services work. Efforts to build capacities and match consultants and firms, with Centre for Entrepreneurship and Executive Development (CEED) as co-facilitator, resulted in 3 lead firms taking up the project's offer of subsidized consultancies (and one going ahead on its own). The results for the companies have been excellent, and jobs were generated. However, there was no further market take-up and therefore no systemic change. The project's analysis of the reasons indicated that firms were interested in services from known and trusted consultants/firms only.

The project's revised strategy is therefore to develop and diversify service supply from this source (although developing consultants' capacity had been pursued before too). It has also broadened the

range of services it facilitates, given that demand for HR related services is weak. On the demand side the project continues to promote the success of the lead firms. Whether the ultimate goal is improved performance of the business services market system is, however, not clearly stated in relevant documents.

CEED's potential longer-term role in the business services market system has also not been defined. The short-term and seemingly ad hoc nature of its engagements with the project are symptomatic of this. Whether the Business Consultants Council could play a role needs to be investigated in depth.

Concretely the change in strategy has resulted in a co-investment in Recura, a well-respected commercial provider of a wide range of advisory services, to set up a unit that offers comprehensive support to investors in commercial agriculture (one of the pre-selected sectors the project works in). Though started only in September 2015, one contract has been signed already and 9 more are expected.

The project also moved into the traditional sweets sector. Following an analysis of the market system, it is supporting 5 firms to buy food safety certification services. As manufacturers' weak negotiating power with retailers was found to be a constraint on further growth, EYE is facilitating establishment of an association. The purpose of EYE's subsidy to buying services is not clear from the intervention design, apart from better performance of the individual firms. The association could play an important role in negotiating better terms with retailers (as foreseen in the intervention). It could also take on other functions, including advocacy and in relation to access to business services. It is of course too early to judge this.

Sustainability of firm-level results is likely to be good and the investments they made are well over the target. The number of jobs generated as a result of the firms' and EYE's investments and services provided is significant. Scale is small in terms of firms reached by business services and few would buy services themselves in this donor-dependent market. However, as donors are unlikely to depart any time soon, it is pragmatic to consider them as part of the market system, especially where services for smaller enterprises are concerned. For larger firms EYE's investment in a commercial advisory/consultancy firm is a step in the right direction away from donor-driven consultants. The association could become a sustainable innovation, but it will be important for the manufacturers to remain in the lead of this initiative.

A positive sign is that some of those interviewed for this review noted a growing recognition in the private sector of the importance of business services. This could be partly attributed to EYE.

In conclusion, systemic change remains elusive for this intervention, partly due to the market system underperforming in many respects (supply, demand, matching them, distortions). The intervention does a good number of promising initiatives. The first priority is to clarify the expected systemic change to provide a clearer focus to the intervention.

Output 3.2: Young growing companies have access to a variety of business support services that enable them to successfully operate their business

Indicator	Achieved up to end 2015 (cumulative)	Projection up to end 2016 (cumulative)	Project target (cumulative)
Number of young growing companies facilitated by the project (baseline: 0)	121	171	200
Number of jobs generated (total, not just attributable to EYE)	194	n.a.	n.a.

The systemic change initially aimed at was growth clubs in selected sectors that would facilitate mutual learning, networking, access to services and markets. As a result a loose group of 6 Internet-enabled business services firms is collaborating to increase access to export markets. Four of these are currently engaged in establishing the Outsourcing Promotion Association of Kosovo (OPAK), with EYE facilitation. Services related to market access, joint promotion and contracts and advocacy are the expected functions.

A related initiative is the establishment of a Hub for firms that export these services in a venue to be made available by the Municipality of Pristina. It will provide co-working space for thirty people, free-lance or from small firms. More networking and collaboration, joint contracts, access to services and market information are expected to be the benefits. EYE's facilitation included a study visit to Berlin and preparation of a business model (currently in draft).

A market system assessment of Internet-enabled services is still ongoing, but shows growth has been rapid over the past 3 years, with now 140 firms and 4,000 to 5,000 people engaged. The intervention has therefore in effect shifted to developing this market system, access to services and markets in particular. This is also implied by the "vision" for this output¹². The intervention could be developed into a fully-fledged market system development effort, tackling regulatory, infrastructure and other constraints. However, this would go well beyond the project's mandate, unless the focus is to develop OPAK into an effective provider of advocacy services that would result in such constraints being addressed.

The scale of outreach of this intervention is still limited. While the number of firms "facilitated by the project" seems significant this is based on attendance of various events, also under output 3.1. The actual number affected by EYE is likely to be around 15. The potential for more is relatively good, if OPAK would increase its membership and the Hub/co-working space is actually established. Other co-working spaces are reported to be in the planning stage but there is no basis for attributing this to market take-up. The number of jobs generated seems small, but is significant given the number of firms worked with and their size. Sustainability of the various innovations cannot be assessed, given that they are still to be realised. It should be noted, though, that the Hub could be too small for commercial exploitation. Plans for OPAK will have to avoid high running costs on office and staff that a donor is expected to cover.

¹² E.g. EYE will also start engaging with other supporting functions – the national government and the Media – to help this young growing "industry" better position itself in export markets.

In conclusion, although this intervention includes promising initiatives, systemic change still has to be realised. The project runs the risk to lose sight of original aim to develop “an accessible and commercially viable market system.... to offer a wide range of support services to young entrepreneurs”¹³. Other sectors than IT have not yet been included.

4.4 Media intervention

Since mid-2014 the project has developed an intervention in media which was not foreseen in the project document. The expected systemic change is that media provide youth and parents with information about youth employment issues and the labour market in a way that is engaging and commercially sustainable. The theory of change is that this will lead to better education and career choices, and therefore more young people in jobs.

On the basis of an in-house study and following a competitive tender the project engaged two production companies who developed TV shows and found channels and sponsors to pay for air time. After one season a second is now under preparation, with EYE reducing its contribution to production costs to less than half. Commercial sponsors and the MLSW bear the remainder. Journalists were trained on coverage of the labour market through the Kosovo Association of Journalists.

The project found TV is still the medium of choice for most youth and the scale of outreach of this intervention is likely to be large, though it has not been measured. One TV and a radio station have started their own initiatives, which will increase scale further and indicates the innovation is commercially attractive. Full commercialisation and therefore sustainability is likely. The project has noted an increase in NGO-initiated discussion on youth employment, which it attributes to the influence of the TV shows.

The project plans to expand this intervention with a third TV show and in online and print media. Collaboration with the Association of Journalists is expected to be continued.

This is a particularly attractive intervention, as the process used was simple (limited but focussed research) and the project identified the market players that were key to success (production companies). While it will be difficult, though not impossible, to assess and attribute impact, the “theory of change” is plausible. It is also possible that youth’s and parents’ attitudes will be affected away from academic and traditionally valued studies which are not in line with market needs

In conclusion, while the intervention’s results cannot be considered fully systemic (EYE subsidies still play a role), they look very promising.

4.5 Opportunity Fund

The project budget includes a CHF 900,000 Opportunity Fund, of which CHF 130,371 remains uncommitted. According to the project document this is “an instrument that will serve to contribute to the goals of the EYE programme by stimulating specific short interventions throughout the project lifetime that support employability and employment of young women and men in Kosovo”.

The project has used the fund accordingly, and 149 jobs were generated (in section 4.6 these have been counted under the interventions). The fund has enabled the project to respond to unforeseen

¹³ Project document page 22.

opportunities not included in intervention designs, which did (or will) contribute to the systemic changes the interventions aimed at. The investment in Recura's agribusiness advisory service and the contribution to development of an IT course for young women at the American University of Kosovo are good examples. In other cases the fund made possible one-off direct support to minorities and vulnerable women, i.e. training and agricultural equipment in the North, training for youth in an RAE community and a partnership with Women for Women International.

The Fund has therefore played positive role and contributed to the project's achievements.

4.6 Jobs generated by intervention

We will now return to the project's calculations of job generated and consider them by intervention, to the extent information is available. The table below reflects *jobs attributable to EYE*¹⁴.

The work with private job matching service providers has generated the largest number of jobs¹⁵. Given that in this case systemic change has been achieved, this will continue in future without EYE support.

The lead firms come second.¹⁶ While lasting change was realised in the firms themselves, progress in terms of a better working market system for business services has been weak, and these jobs are largely the result of (well-placed) direct support. The same holds true for the jobs generated with EYE support to young growing firms.

Progress at PES has been slow and some innovations still have to take effect. However, the performance measurement system is in place, and likely to remain so. While the number of jobs generated so far is small, more people finding jobs as a result of EYE's facilitation is likely.

Table 1: Jobs generated by intervention

Intervention	"Jobs generated " attributed to EYE
Industrial Boards at HEPs	Not yet counted
Counselling/internships at VETs	68
Counselling/internships at HEPs	Not yet counted
Demand driven training	88 (Opportunity Fund impact only)
Private Job Matching	992
Public Employment Service	94
Lead firms	566
Young growing enterprises	97

¹⁴ The project does cost-benefit calculations which are useful for tracking this over time. However, they refer to the indicators that are specific to the interventions they cannot be used for comparing interventions. Also, they only include direct costs (investments made by the project). I have therefore not made use of them.

¹⁵ The jobs created by private matching services and PES are calculated with a 5% attribution to the project in the first year, 2.5 % in the second year.

¹⁶ Attribution is 30% for lead firms, 50% for young growing enterprises.

The impact of most of the market-driven training still has to be established. The number of jobs that result from VET internships is small. The schools concerned may continue organising internships but the scale will remain limited. The data do not include the Municipality centres which still have to show results. The impact on jobs of dialogue with the private sector and career counselling at HEPs has not been assessed.

In conclusion, EYE contributes to generation of jobs through systemic change, which means that impact is likely to be lasting and affect many. Some 35% of the jobs has largely resulted from direct assistance, though in the context of interventions that aim at systemic change.

5. Social inclusion

5.1 Women

The project document commits to gender mainstreaming in order to address “great imbalances between young women and men in the youth labour market”. The measures it proposes are largely those EYE has applied. The project has:

- Included targets for women’s participation in TORs and contracts, e.g. for training or employment of women.
- Supported interventions that target women in particular, e.g. IT training, support to counselling and job matching at Women for Women International.
- Selected sectors where women play, or are likely to play, an important role as employers or employees, e.g. IT and traditional sweets.

As a result, depending on the intervention area, on average women make up 30 to 40% of the beneficiaries. In terms of “jobs generated” it is about 36%. This is a good accomplishment, especially given women’s much lower participation rate in the labour force (21.4% compared to 61.8% for men) and that there were no targets in the logframe.

Based on current good MSD practice it is plausible that effectiveness could have been greater, and more systemic, if research and analysis had included gender analysis to identify constraints in the labour and sectoral market systems that are specific to women. This is the appropriate basis for gender mainstreaming. Recent analyses do show greater consideration of the position of women in market systems, but this does not amount to gender analysis. Greater participation of women is therefore not a systematic concern in intervention designs or periodic intervention reviews.

5.2 Minorities

The main minorities in Kosovo are the Serbs (around 120,000) and Roma, Ashkali and Egyptians (RAE, around 35,000 officially, 55,000 according to some estimates). Most ethnic Serbs live in 4 municipalities in the North and 6 in the South of the country. RAE can be found in much of the country, with concentrations in some municipalities in the East and centre¹⁷.

¹⁷ https://en.wikipedia.org/wiki/Demographics_of_Kosovo, using official Census data.

During much of the project period conditions in the North have not been conducive to a market systems approach:

- Parallel Serbian Government institutions were in place.
- The rule of law was weak.
- The private sector was small and mostly geared towards Serbia.
- Donors were an even greater presence than in the rest of the country and provided the type of direct assistance that undermines facilitation of systemic change.

In the municipalities in the South the situation was similar, though better with regard to the rule of law. Donors were less present.

The “First Agreement of Principles Governing the Normalisation of Relations”, signed by the Governments of Kosovo and Serbia in Brussels in April 2013, and the 15-point agreement between the two countries which foresees the creation of an “Association/Community of Serbian-majority municipalities” in Kosovo have led to some progress in terms of Serb-majority municipalities participating in elections and establishment of institutions recognised under Kosovo law (or recognizing existing institutions, e.g. in education). This process is still ongoing, with uneven progress (more in the South), resulting in a complex political and institutional situation¹⁸.

The project’s approach has been to:

- Provide direct support where this had potential to create jobs: training and provision of agricultural material in the North, through Business Center Zvečan and the Kosovo Center for Business Support
- Inclusion of Institutions in Serb-majority municipalities in Kosovo-wide systemic interventions: International Business College Mitroviča in the career counseling intervention and the PES office in Gračanica in the piloting of the performance measurement system.

This is positive and appropriate given the circumstances. The first resulted in requests for the same type of assistance, indicating it had been relevant. The improvements at PES will eventually include all Serb-majority municipalities.

An important weakness is, though, that these municipalities are not covered by the project’s market systems and other assessments. They are mostly blank areas in the project’s knowledge map. It is therefore not surprising that no entry points for more systemic interventions were identified. Efforts to develop contacts in Serb-majority municipalities did not further this. While good progress has been made with making project materials available in Serbian this is not the case with some of the key products of the project with national reach, such as the career counselling handbook. The two job portals do not appear to target either Serbian job seekers or employers.

These issues can and should be addressed. In the gradually improving context Serb-majority municipalities can and should become an integral part of the project’s work. The plan (for 2016) to start cooperation with VET schools in two municipalities in the areas of job matching, career guidance services and linkages to the private sector is a step in the right direction.

With regard to RAE, the project has contracted an NGO to implement an employment creation project in Ferizaj and Priluzje. It has supported discussions under the Prime Minister’s Office of Good

¹⁸ European Commission, Kosovo report, Brussels, November 2015, http://ec.europa.eu/enlargement/pdf/key_documents/2015/20151110_report_kosovo.pdf

Governance on better transition of RAE youth to employment. This is expected to contribute to a National Strategy. These are good initiatives. The National Strategy may provide some entry points for the project to contribute to improving RAE access to the labour market.

6. Implementation set-up

6.1 Management model and team

The project is overseen by a management committee with representation of Helvetas, MDA and the project. Management is by a project manager and a part-time project director. The director initially took a hands-on in addition to a technical and strategic role. With the manager's and team's increase in MSD expertise and experience he has gradually withdrawn to a more strategic function. More responsibilities were devolved to the team. In addition, the earlier system of component managers and their assistants has been replaced by a flat structure based on interventions, though more experienced staff still play a mentoring role. This has been working well over the past year, increasing dynamism within the team and improving decision making.

A nearly full-time MRM manager has been appointed since the previous review, who is also the focal point for minorities. Supported by a consultant he and other team members have done extensive work to bring the MRM system fully in line with the DCED Standard. Some work remains to be done on the intervention guides (for PES and media) and removing several inconsistencies. The MRM manager is well aware of this and it can be expected this will be addressed before the DCDE "mock audit" planned for April/May. The data in the system are mostly updated regularly and are used by management for decision making and in intervention review meetings.

Appropriate management tools are in place, with regard to planning and budgeting. The project conducts regular reviews of its portfolio of interventions, which, based on their reports, seem substantive.

The team is therefore well set up for implementation of the next phase, though this of course also depends on the phase's design. The exception is combining the minority focal point role and the MRM role. Both functions require a full-time staff member.

6.2 Consortium

Both consortium partners, Helvetas Swiss Intercooperation and Management Development Associates have brought important strengths to the project. In Helvetas's case they include skills and international experience in implementing MSD projects. The project has benefitted through regular technical backstopping and capacity development. MDA is a leading firm in management development and has an extensive network in the public and private sector. The project has benefitted from its support to research design and implementation of interventions and assistance in developing relations.

The partners are well-matched. MDA's increasing expertise in and commitment to MSD is another important resource.

6.3 Coordination and synergies with other SDC and SECO projects

EYE is part of the Economy and Employment (ENE) domain in the Swiss Cooperation Strategy for Kosovo (2013-16). The domain's main aim is to reduce youth unemployment. Other projects include the Kosovo SME Promotion Programme (now completed), the IFC-executed SECO-funded business environment project, and the Swisscontact/Reinvest implemented Promoting Private Sector Employment (PPSE) project.

The latter also uses the MSD approach and complements EYE by working towards creation of jobs, rather than enhancing employability and matching. As EYE's Outcome 3 has that same objective there is scope for duplication as well as synergies. Further opportunities for synergies are in the skills development area, in sectors where skills gaps are a constraint on growth.

The SCO has initiated coordination meetings, which include the IFC project twice a year and otherwise take place between EYE and PPSE on a monthly basis. Individual staff members also meet, e.g. on the MRM systems. A joint learning workshop was held on the Opportunity Fund. Studies and reports are shared systematically and invitations extended to project events. All this has been useful for information sharing and learning, and contributed to a better understanding of the boundaries between the projects.

Complementarity or collaboration in the same market systems has, however, not come off the ground. This could be partly due to EYE and PPSE not working in the same sectors, but as we have seen EYE has expanded well beyond the sectors specified in the project document. EYE's plan to support development of culinary training in 2016 may change this, given that PPSE is working in the tourism sector.

6.4 Partners

EYE works with an appropriate mix of public and private sector partners, in accordance with the nature of the interventions. E.g. interventions to improve career counselling, internships or the relevance of skills training and higher education require working with public institutions if scale is to be achieved and PES is a key player in job matching. The project has also partnered extensively with the private sector, such as the private training/education providers, job matching portals, producers for TV, and business service providers and users. These interventions have taken off faster and have generally been more successful in reaching sustainability and getting young people into jobs (to the extent this has been assessed). As expected the commercial incentive to take on innovation and new business models has proven to be strong.

Partners have been selected on the basis of their function in the market system, their capacity and likely incentives to improve performance, and expressed interest. This has overall resulted in selections of market players in leadership positions, e.g. the University of Pristina, two lead job matching portals, and PES. Partnerships are the result of detailed discussions and in some cases in-depth research, and the terms of engagement are specified in clear contracts or MOUs. Partners are generally in the lead in implementation, and the project has overall resisted the temptation to overtly press for more progress when partners were not ready.

Outcome 3 (Stimulate investment into business opportunities in selected sectors that create jobs) is a partial exception to the above. The project is not working with one partner with a clear incentive to improve performance of the business services market system, but rather with individual players

(consultants, firms). The project drives the process. As already noted in the mid-term review report, redefining the role of CEED in this market system and considering the role of the Business Consultants Council could enhance the level of potential systemic change. The project also needs to be watchful to remain in a facilitation role in the establishment of the OPAK and Traditional Sweets associations. For entrepreneurs their own business comes first and progress on collaboration with others is often slow.

The project not tendering to identify partners does limit its range to market players that have learned about it or that it already has relationships with. Given Kosovo's size and EYE's network this limitation may not be severe, but the project may miss out on unexpected opportunities.

Partners' comments on the project and the way it engages with them were very positive, without exception.

7. Conclusion and recommendations

7.1 Overall conclusion

EYE has made very good progress. All of the targets in the logical framework are likely to be achieved or exceeded, except one. The number of jobs generated, young people who found jobs as a result of changes facilitated by EYE and the number of youth trained are all significant.

Importantly, nearly all of this has been achieved as a result of interventions that aim at systemic change in the labour market rather than one-off direct support. Sustainable and large scale change was fully achieved in the private sector job matching system, while nearly all interventions have introduced innovations and business models that show good signs of becoming systemic. This includes dialogue between HEPs and the private sector to improve relevance, counselling and internships, and improving the effectiveness of PES. The changes facilitated can therefore be expected to continue to benefit large numbers of young women and men over time.

While the media intervention has not yet reached basic sustainability, its potential to affect career-related attitudes of large numbers of youth, and have them make more informed career choices is enormous.

The intervention for more market driven training has led to development of some courses that can be expected to continue beyond project support, but its scale is limited and there is no scale strategy.

The effectiveness of improved dialogue, counselling, and market-driven training has not yet been (adequately) assessed. Lack of effectiveness would be a threat to sustainability.

As at the time of the mid-term review, the interventions under Outcome 3 (job creation) show the least signs of systemic change. The redesign recommended at the time has resulted in a greater emphasis on developing the supply side of business services, especially with established and trusted providers. With young entrepreneurs a number of promising initiatives are being supported, but at this stage still have to show results in terms of systemic change.

In most intervention areas the project works simultaneously on better services and underpinning policies and regulations. This good practice is relatively uncommon in MSD projects.

7.2 Recommendations Phase 1

Only 9 months remain of Phase 1, and much of that period will be taken up by already planned activities and preparation of the proposal for Phase 2. The budget also set limits. For these reasons and because overall the project's strategy is sound, recommendation for Phase 1 are limited to what can be realistically and usefully done until project completion.

I have not included recommendations to endorse activities in the 2016 Yearly Plan of Operations (they are sound), only additions or suggestions that relate to them.

Dialogue between HEPs and the private sector

- 1) While with the Industrial Boards the project has developed a dialogue model that is being taken up by public sector HEPs, it needs to be flexible when working with additional public and private HEPs. The objective is not to replicate the Boards but to institute effective dialogue that meets the needs of private HEPs and the private sector, in whatever form that is acceptable and effective.
- 2) Making the Boards sustainable and effective will require the project's engagement over a number of years. The project should continue active facilitation, especially with regard to effective private sector participation.
- 3) The effectiveness of the Industrial Boards (are curricula now in line with market needs; are students taught in accordance with the curricula; do they acquire more relevant skills?) should be assessed more thoroughly than through FGDs, to avoid promotion of a model whose efficacy is uncertain.

Dialogue between VET providers and the private sector

- 4) The project plans to develop a private sector-VET dialogue mechanism based on a study currently being carried out. A number of other projects are engaged in this area and are developing and testing different models. The project should ensure coordination and avoid competition with models that aim at systemic change.

Demand-driven training

- 5) The effectiveness of the training in terms of youth finding jobs is not known for most of the courses. The planned design and establishment of a tracer system is a positive step. The project should ensure this can be applied retroactively to courses already completed or do a simple tracer study (phone interviews) of a representative sample of graduates. Such a study will in any case be required for training providers who do not adopt the tracer system (making it compulsory would reduce scale).

Private Job Matching services

- 6) This intervention has achieved its main objectives and should be wound down. The project should keep monitoring developments in case there is a need for further support.
- 7) The planned Employment Tracking System should be developed with and for the partners, as part of the market system, not as a project function. The information it is expected to generate is important to the service providers and other players in the labour market system. "Handing over" to a market player at some unspecified time in the future is an implausible strategy that does not belong in an MSD project.

Career counselling and internships at HEPs

- 8) The project's MRM shows outreach increasing rapidly, but apart from students' "satisfaction" assessed in FGDs the effectiveness of the services is not known. This should be addressed through a survey (phone interviews) of a representative sample, at HEPs and in VET.

Investment in business opportunities that result in job creation

- 9) The project should keep a clear focus on developing the business services market system under both intervention areas covered by this outcome, rather than improving performance of sectoral market systems. This is not its mandate.

Media

- 10) The project should investigate the feasibility of including labour market journalism in degree-level journalism education. This would be an additional step towards systemic change.

Inclusion

- 11) Several studies have just been completed and their reports are being drafted (e.g. VET providers, Internet-enabled business services, wood processing). They do not cover Serb-majority municipalities and are therefore an inadequate basis for intervention design. The project needs to rectify this.
- 12) The availability of some project funds to refurbish two PES centres is a good opportunity to provide some support in the North. If PES agrees at least one centre should be refurbished there.

7.3 Recommendations Phase 2

The following recommendations are for consideration and further assessment, where necessary, by SDC and the implementing consortium.

Design structure

- 13) As we have seen in Chapter 2 EYE's overall design structure (goal and outcomes) is still relevant and can be maintained, with some changes in wording to better reflect the actual intervention areas. The goal should refer to more young women and men in jobs and making career choices in line with market demand (or a similar formulation) rather than increased employment opportunities, since only Outcome 3 aims at new employment opportunities. Goal indicators should be attributable to the project.

Target group

- 14) We have also seen that large numbers of unemployed youth fall outside the current target group although in practice some of the project interventions have affected them (e.g. at PES). The economic and social (cohesion) reasons for addressing the needs of those with less education and the semi-skilled are strong. After four years of experience and developing a number of innovations that have been or are being taken up by market players EYE is in a good position to include this group: those with no more than class 1 to 9 education and drop-outs from the VET and Higher Education systems. While in terms of the goal of having more young women and men in employment the age group can remain the same. In terms of the interventions younger

children should also be included (in demand-driven training, career development, media; see the recommendations below).

Sectoral approach and analysis

- 15) Phase 1 has demonstrated that a sectoral approach was appropriate to some of the interventions (under Outcomes 1 and 3) but also that it was important for the project to be able to move beyond sectors selected in the project document. Phase 2 should continue focussing on sectors that have strong potential to generate jobs for young women and men, where this is relevant to the interventions. There is no need for the project document to specify the sectors. Rather, the project should be driven by developments in the market and opportunities as they arise, based on ongoing analysis and monitoring.
- 16) Market systems analysis should be continued as the appropriate basis for final sector selection and the design of interventions.
- 17) The project has started building local capacity for conducting market systems analysis. Phase 2 should expand and continue this. It will not only contribute to the project itself but to the effectiveness of private sector development in general, as researchers and consultants adopt new ways of thinking.

Dialogue

- 18) The work on developing dialogue between the private sector and education providers in order to improve curricula has already had some results and shows promise. However, full sustainability and scale at HEPs has not yet been achieved, and work with VET providers still has to start. Given the potential for sustainability and scale, this intervention should continue, with a mix of public providers (for scale) and private institutions (where early results are more likely). The potential for either synergy or competition with other efforts to improve curricula is great¹⁹, and those formulating the proposal for Phase 2 will need to assess ongoing assistance in some depth.
- 19) Dialogue benefits from data on specific skills gaps. Phase 2 should develop skills gaps analysis as a market function, even though it is likely to be dependent on donor funding. There are several potential entry points: education providers, since they need to submit a labour market analysis before the Kosovo Accreditation Agency approves new curricula; the new Employment Agency, which will include a unit for labour market analysis; and the MLSW, which has for several years sponsored a Labour Market Demand Study. There are likely to be more candidates.
- 20) Improved curricula will probably not be effective without trainers/teachers trained to use them. The project should consider how the results of dialogue at the provider level can influence teacher (re)training, including by involving private training providers. The potential scale of impact of better trained teachers is large.

Market-driven training

- 21) While good results have been achieved, including new courses that are likely to remain, the scale of outreach of a market-driven training has remained small. As skills gaps are still significant Phase 2 should include strategies to scaling up this intervention. Possibilities could be:

¹⁹ See for instance the Request for a Stand-by Arrangement, IMF, July 2015, which states that all curricula in pre-university education are being upgraded (page 43).

- a. Working with a much larger number of education providers, reached through country-wide competitive tenders.
 - b. Opening the tenders up to a broad range of sectors. Tender requirements could include an analysis of relevant labour market needs and a simple skills gap analysis.
 - c. Going beyond current/established providers, including NGOs, establishment of enterprise-based training centres and innovative schemes for on-the-job combined with classroom training.
 - d. Internet-based training, where necessary in combination with classroom teaching.
 - e. Working through one or more co-facilitators, preferably institutions rather than individuals.
- 22) In line with the recommendation to expand the target group to less-educated youth, courses should include non-formal, short-term training. A number of programmes operate in this area, mostly under the active labour market measures heading, but there does not seem to have been an effort to achieve more systemic change. An EYE intervention would develop models for this.
- 23) None of the above can be undertaken without a better understanding of the training provision market system, private and public, as already recommended by the mid-term review. This should be the first step for this intervention in Phase 2. Developing a “vision of the improved market system” and interventions to achieve it the second.

Job matching services

- 24) The goal of the private job matching services intervention has been achieved. There is no need for Phase 2 to include more support. However, to be able to ensure it would be possible for the project to offer assistance if required, the services should continue to be monitored as part of a business development services component (see below).
- 25) A better functioning PES (or Employment Agency hopefully) is important especially for the less educated (job portals target the more educated). In Phase 2 the project should monitor the results of the innovations it has introduced and provide additional support if necessary and in close consultation with other donors. In addition, related to the market-driven skills provision it should aim at enhancing the Agency’s role in skills provision for the unemployed. Strengthened relations and dialogue between PES and the private sector and with (private and public) training providers could be one of the systemic changes aimed at.

Career counselling and internships

- 26) Progress has been made at both the higher education and vocational training level, with promising signs of systemic change and large potential outreach. Interventions in this area should therefore continue. In VET the new Municipality Career Development Centre model should be promoted in further municipalities if after one year the current pilots prove successful. In HE current collaboration with public universities should continue given the high potential outreach, and work with private universities should be expanded. The project should consider how students in private VET (e.g. IT training) can gain access to counselling and internships.

Career guidance in a broader sense

27) People develop attitudes and make education choices that affect their employability and career at a much earlier age than when they are already in HE or VET. Career counselling at that level often comes too late, as youth are already engaged in fields of study for which there is little demand in the labour market. They have been guided by convention, their parents and peers. Young people recognise this: the FGDs held for the project with students recommended “advice on choosing professions before enrolling high-school”²⁰. The project should include career guidance at secondary as well as primary level in its intervention areas. Options for facilitating systemic change to be considered could include:

- a. Improving career guidance teaching. This is currently a topic within the “life and work field”, but experience within pilot schools indicates that teachers are unable to teach it and other subjects are often taught in the allocated time. Intervening in teacher training and development and use of online material to support career guidance teaching in schools are two possibilities to be considered.
- b. Developing linkages between schools and the private sector, enabling children to gain first-hand knowledge of the world of work from visits to enterprises and entrepreneurs speaking at schools.
- c. Linking schools to existing sources of career guidance, e.g. the Municipality Centres, and developing appropriate services.

Job creation

28) While systemic change in this area still has to be achieved, the proper focus of the interventions, improving performance of the business services market, is important for development of the private sector and therefore for youth employment. Also, this is where EYE interacts directly with the private sector. Its activities here are important for its credibility with the private sector, which again is crucial to enable the project to engage enterprises and their organisations in the other interventions. The project should therefore maintain this intervention area. It should:

- a. Reconceptualise the two current outputs as one, with the clear and explicit objective to remove systemic constraints in the business service market and with a plausible strategy for achieving this. There is no clear rationale for separate interventions for lead firms and young growing companies and in practice the project has already let go of that distinction.
- b. Conduct an analysis of the business service market system.
- c. Maintain a broad definition of business services (e.g. advertising is such a service just as much as HR consultancies) while continuing to promote human capital related services.
- d. Gradually include additional sectors with employment growth potential.
- e. Include private job matching services as a business service rather than maintaining it as a separate intervention area.

Media

29) The media intervention shows great promise for sustainability and scale of outreach. Phase 2 should include it as a fully-fledged intervention area, probably best placed under the transition from school to employment theme. In addition to widening the intervention to other media (online, print), it should broaden the target audience to younger children and their parents. This

²⁰ IQ Consulting, Focus Group Discussions for the Measurement of Success of EYE Project, 2015, page 13

could include development of TV shows, interactive portals and on-line games for different age groups²¹.

Opportunity Fund

- 30) The Fund has been useful in Phase 1 and should be maintained. In line with the recommendations above it should have a greater focus on opportunities that benefit the less skilled. The Fund should also be promoted in Kosovo's smaller towns.

Inclusion

- 31) The project's analysis of market systems provides insufficient basis for gender mainstreaming. The Phase 2 document should commit to using gender analysis systematically as well as to interventions that address the systemic constraints identified. This commitment should be reflected by targets in the logframe.
- 32) The political and institutional context in Serb-majority municipalities in the South is such that an MSD approach has become feasible, as demonstrated by the PPSE project. In the North, further normalisation over the Phase 2 period seems likely. The project should fully integrate these areas in its nation-wide interventions such as promoting dialogue between the education system and the private sector, market-driven training, career counselling and media, as well as use of the Opportunity Fund. More localised opportunities (e.g. related to a specific sector) should be also be explored. Serb-majority municipalities and institutions should be systematically included in all studies. Targets should be set in the logframe and a budget allocated.
- 33) This cannot be achieved with a focal point for minorities who has the demanding, full-time role of MRM manager. Phase 2 should include:
- a. A full-time staff member responsible for the work in Serb-majority areas.
 - b. Establishment of a presence in one of these areas (a small project office or through a co-facilitator).
 - c. Use of one or more co-facilitators, preferably an institution such as an NGO.

While it is unlikely that an ethnic-Serb staff member, or a co-facilitator, can be identified with significant relevant experience, MSD expertise can be built, as EYE itself exemplifies.

- 34) With regard to the RAE minority the project should consider possible entry points on the basis of the National Strategy for RAE youth employment it helped develop.

²¹ In English there are many portals aim to assist primary and secondary school students and their parents to make informed study and career choices. For instance <http://careerplanning.about.com/od/exploringoccupations/a/exploration.htm>

Annex 1 – Terms of Reference, objectives and main questions

3. Purpose and Objectives of the review

In order to assess the achievements of the current project phase but also support SDC and the consortium HIS and MDA in preparing the 2nd phase of the project, the external review is planned for the first quarter of 2016, this time frame will allow for adequate planning of the new phase based on the findings and recommendations of a review.

More specifically, the objective of the review is 1) to assess the relevance of the project's approaches in the given development/transition context, including selection of the sectors and target groups, 2) the appropriateness of the implementation set-up, 3) to assess the likelihood of significant scale, employment and income generation of the project interventions and 4) to provide recommendations on the 3 dimensions mentioned above for the following phase.

The following guiding questions will be addressed by the review team:

1) Relevance of the project's approaches in the given development/transition context, including selection of the sectors and target groups?

- a) To what extent is the EYE project in line with the Kosovo national policies and strategies for economic growth and employment promotion?
- b) How is the EYE project positioned in the donor landscape in Kosovo, how appropriate are its intervention strategies and approaches given a very dense donor presence in Kosovo in general? Does EYE have enough space to leverage the change it aims to?
- c) Is working in the specific sectors (currently agribusiness, construction, ICT) appropriate for the nature of the EYE project, or shall EYE focus on the Labor market system and be more open and opportunistic to the different sectors? In the view of future; is it better not to have specific sectors but to be where the trends show to be more positive, especially in terms of skills development?
- d) Several country assessments done by multilateral organisations²² identify skills mismatch as one of the factors that hinder economic development? Can EYE project do more in order to decrease this skill gap?
- e) Is the target group of EYE project appropriate? EYE currently targets the group of youngsters leaving the VET schools and University. What about those that have no skills, the long term unemployed, can EYE expand its interventions for e.g to adult learning?
- f) Within the main target group - Kosovo youth, who are the EYE project beneficiaries, are the project interventions socially inclusive? Were the specific needs for marginalised groups (non-majority communities, women etc.) been addressed and in which way?

2) The appropriateness of the implementation set-up

- a) Is the management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) adequate for achieving the set objectives?

²² IMF-SBA 2015

- b) To what extent is the existing organizational arrangement (international and local partner) been utilized? What is the main value added from this composition?
- c) Who are the main market players that the project is currently working with? How does the project engage with them?
- d) How are the transversal themes mainstreamed by the project team in the project intervention (gender, governance)? How does the “pro poor” or “pro excluded” dimension translate into the analysis and from there into corresponding intervention strategies, *see also above under (1, f)*.

3) Assessment of the likelihood of significant scale, employment and income generation of the project interventions

- a) To which extent has the program contributed to achieving goals as set in the Credit Proposal and, Project Document?
- b) What are the main project interventions that have shown potential to scale up and replicate, what shall project carry on, strengthen in the next phase and what shall be redesigned/ reoriented or even dropped?
- c) What are the main systemic changes the project is currently tackling or have achieved already?
- d) Till now the results in terms of job generation have been modest, where shall project focus more in order to further boost employment and income generation?
- e) What are the potential strategies and approaches to be applied by the project, are there any new/potential entry points that could be explored in the following phase?
- f) What is the role of the opportunity fund-OF in relation to establishing sustainable partnerships, how far has the OF contributed in achieving the existing results in terms of employment? Would the project be in the position to support the same pilots without having the OF? What about in the future do we need OF and why?

4) What are the recommendations with regard to findings under main questions 1-3?

Based on the review of the project and findings, the consultant shall present **recommendations for the future/ next phase of the project.**

Annex 2 – Review programme

22 nd of February, 2016 – Monday		
09:00 – 12:00	Briefing SCO-K	PE, ALI, SB
12:00 – 13:00	Joint Lunch	
13:00 – 16:00	Briefing with EYE project management and discussion; current state of project implementation (incl. follow up of mid –term review), outlook phase	HC, AG,DD

23 rd of February, 2016 – Tuesday		
09:00 – 12:00	Presentation and discussion on Outcome 1 – Skills supply current state and outlook	<i>MR, LSH, AG, MN</i>
12:00 – 13:00	Lunch	
13:00 – 16:00	Presentation and discussion on Outcome 2 – Matching – current state and outlook	VRR, VR, MN, AG

24 th of February, 2016 - Wednesday		
9:00 – 11:00	Meeting Besnik Loxha, Office for Academic Development at Univesity of Prishtina - Regarding the industrial boards and Career Development Centre (output 1.1 and 2.3) Adress: Fakulteti Filozofik (044 118 242)	Translator needed Confirmed VRR
11:00 – 12:00	Meet Vildane Kelmendi at Cactus Education, Private Education Providers of 5 th Level degree in ICT (output 1.3 and OF) Adress: Cactus ne lagjen aktash (044 650 677)	Confirmed DS
12:00 – 13:00	Lunch	
16:00 – 17:00	Meeting Yllka Gerdovci, UNDP Address: Lagjja Arberia, zyret e UNDP (049 785 896)	Confirmed LSH

25 th of February, 2016 – Thursday		
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9:00 – 12:00	Presentation and discussion on Outcome 3 – Private Sector Development – current state and outlook	<i>AB, RF, MN, AG</i>
12:00 – 13:00	Lunch	
13:00 – 14:00	Meeting Astrit Panxha – coordinator of OPAK association (output 3.2) Address: Te ambasada e Shqiperise ne pejton, 045 665 656)	Confirmed AB
14:00 – 15:00	Meeting Arben Avdiu at Arizona Partners - young growing company Address: (Lagjja Kalabria, te Europrinty, 045 609 001)	Confirmed AB
15:30 – 17:00	Meeting Bersant Disha and Driton Hapciu, RECURA – agribusiness advisory service Address: Perballe Furra Lumi, aktash (049 160 049)	Confirmed AB

26th of February, 2016 – Friday

9:00 – 10:00	Presentation and discussion of Opportunity Fund and media	<i>DS, MN, AG</i>
10:00 -12:00	FIT Project Graduation Ceremony	<i>DS, LSH</i>
12:00 – 14:00	Meeting and lunch with Driton Dalipi, MDA – consortium partner Address: Zyret e MDA ne Pejton (044 402 225)	DD Confirmed AB
14:00 – 15:00	Discussion on gender and minorities	<i>AB, MN, AG</i>
15:00 – 17:00	Free agenda	

27th of February, 2016 – Saturday

9:00 – 12:00	MRM review	<i>MN</i>
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29th of February, 2016 – Monday – field visits to North

09:00 – 10:00	Meeting Prishtina Career Counselling Centre Address: Lagjja Arberia, Objekti Komuna e re (044 108 321)	Confirmed MB
11:30 – 12:30	Meeting Business Center Zvecan in North Mitrovica	Confirmed MN
12:30 – 13:30	Lunch	
14:00 – 15:00	Meeting Charlene Miller and Arjeta Mehmeti - IBCM Career Centre in Mitrovica	Confirmed VRR

1st of March, 2016 – Tuesday		
09:30 – 11:00	Travel to Ferizaj to meet Rolleo – women owned business for traditional sweets	Translator needed
11:00 – 12:00	Meet RAE community – beneficiaries of NGO CREATE – In Ferizaj	Translator needed Confirmed MN
12:30 – 13:30	Lunch with Tina at Tiffany	
15:00 – 16:00	Meet Iliriana Gashi, Director at Women for Women International Address: Lagjja Arberia (044 398 846)	Confirmed VRR
16:30 – 17:30	Meet Christine Marie Shepherd, World Bank project (Women in Online Work project) Address: Zyret e Bankes Boterore ne Fushe Kosove (049 123 588)	Confirmed LSH

2nd of March, 2016 - Wednesday		
08:30 – 10:00	Meeting Almir Kovacevic, ALLED Project ("Aligning Education with Labour Market Needs" – EU funded Address: perball FAMA kolegji, 0 45 700 787	Confirmed MB
10:30 – 12:00	Meeting Emilly Cullom, Project manager - YEPIK (Youth Employment Promotion in Kosovo) – GIZ project Address: Aktash, afer furra Lumi (044 678 797)	Confirmed MB
12:00 – 13:00	Lunch	
13:00 – 14:00	Meeting Sigrid Meijer and Fisnik Recica, PPSE – SCO-K project Address: Bregu i diellit, zyret e Swiss Contact, afer qendres tregtare, 044 161 260)	Confirmed AB
15:00 – 16:00	Meeting Liza Marku, EMPOWER – USAID funded project Address: Pejton te zyret e SIGAL, 044 611 356	Confirmed AB
16:00 – 17:00	Carl Hammerdorfer, Chief of Party - Transformational Leadership Programme (World Learning) – a USAID funded project working partially on internships with UP Address: perball kolegjit FAMA (045 200 330)	Confirmed VRR

3 rd of March, 2016 - Thursday

09:00 – 12:00	Visit of two VET school (Agriculture school Abdyl Frasher and one in construction-former VES supported school)	ALI, SB, MR Confirmed MB Translator needed
12:00 – 14:00	Lunch with Alejtin Berisha, UNIVERSUM College regarding Career Centre and Digital Marketing Institute (output 2.3 and 1.3)	Confirmed VRR Place TBD
15:00 – 16:00	Meeting Kreshnik Lleshi, CEED (044 169 426)	AB confirmed
16:00 – 17:00	Time to prepare for debriefing	

4 th of March, 2016 - Friday		
09:00 – 12:00	Discussion of findings	All EYE, DD
12:00 – 13:00	Lunch	All EYE, DD
13:00 – 15:00	Continue discussion of findings	All EYE, DD
15:00 – 17:00	Debriefing SCO-K	PE, SB, All

PE – Patrick Ettienne, ALI – Arjeta Lleshi, SB – Stefan Butscher, HC-Heini Conrad, DD – Driton Dalipi, AG-Argjentina Grazhdani, , MR – Majlinda Rizvanolli, VRR – Valbona Rraci, VR – Visar Rexha, MN-Muamer Niksic, AB – Albina Berisha, DS – Dren Selimi, RF – Rina Fetahaj