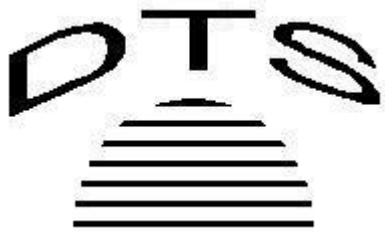


Evaluation of Active Labour Market Programme for Youth in Kosovo

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Table of Contents

ACKNOWLEDGEMENTS	3
LIST OF ACRONYMS AND ABBREVIATIONS	4
LIST OF TABLES.....	5
EXECUTIVE SUMMARY	6
CHAPTER I: INTRODUCTION.....	9
SECTION 1: LABOUR MARKET PROGRAMMES.....	9
SECTION 2: MAGNITUDE OF YOUTH UNEMPLOYMENT IN KOSOVO.....	11
SECTION 3: KOSOVO YOUTH EMPLOYMENT ACTION PLAN (2007-2010)	13
SECTION 4: REVIEW OF LITERATURE	15
SECTION 5: ACTIVE LABOUR MARKET PROGRAMME FOR YOUTH IN KOSOVO	17
SECTION 6: EVALUATION OBJECTIVE, KEY ISSUES AND METHODOLOGY	19
CHAPTER II: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	22
SECTION 1: IMPACT OF THE PROGRAMME	22
SECTION 2: COST BENEFIT AND EFFICIENCY	38
SECTION 3: RELEVANCE	46
SECTION 4: RECOMMENDATIONS.....	50
REFERENCES	52
ANNEX 1: LIST OF PERSONS CONTACTED	54
ANNEX 2: RIINVEST SURVEY REPORT	55

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Seetharam Mukkavilli

List of acronyms and abbreviations

ALMP	Active Labour Market Programme
GDP	Gross Domestic Product
GOK	Government of Kosovo
HDI	Human Development Index
IEP	Individual Employment Plan
ILO	International Labour Organisation
LFS	Labour Force Survey
MEO	Municipal Employment Office
MLSW	Ministry of Labour and Social Welfare
OECD	Organisation for Economic Cooperation and Development
OJT	On the Job Training
PES	Public Employment Service
RAE	Roma, Ashkali and Egyptians
REC	Regional Employment Centre
SOK	Statistical Office of Kosovo
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation

List of Tables

- | | |
|---|--|
| 1 | Unemployment Ratios in Kosovo |
| 2 | Monthly Salary of the Employed Respondents |
| 3 | Occupational Composition of the Employed Youth |
| 4 | Occupational composition and gender among employed beneficiaries |
| 5 | Age and education among the beneficiaries |
| 6 | Employment by Gender |
| 7 | Educational Profile of the Beneficiaries and Non-beneficiaries |
| 8 | Project Planned and Actual Direct and Indirect Costs for 2007 |
| 9 | Project Costs per Beneficiary per Scheme in 2007 |

List of Figures

1. Current Employment Status of Beneficiaries and Non-beneficiaries

List of Boxes

1. Labour Status Definitions Used in Labour Force Survey 2006 in Kosovo for those aged 15 years and above

Executive summary

The overall objective of the evaluation is to make an assessment of the impact of the project on employment covering only 2007 project activities, calculate cost benefit analysis, assess the relevance of the project and propose options with recommendations as to next phase of the project and post project period. The methodology for the evaluation included a field survey combined with desk review and key informant interviews. Unemployment hurts the youth more as they constitute a sizeable proportion of the population in Kosovo. The ratio of youth (aged 16-24) unemployment to the overall unemployment rate is 1.68. Exacerbating the problem, nearly 52 per cent of the unemployed possess only primary education or less than secondary school diminishing their employment prospects. Among the unemployed youth (15-24 years), 98 per cent do not have any prior work experience.

The ALMP for youth project in Kosovo seeks to: i. Strengthen the capacity of labour market institutions to provide individualized services to clients and to sequence active labour market measures, and ii. Provide direct assistance to registered young jobseekers through On-the-Job training (OJT), Pre-Employment training, Employment Subsidies and Internship Schemes by partnering with enterprises that require additional workforce. The UNDP project is managed by a project team in Pristina that works closely with the Ministry of Labour and Social Welfare(MLSW), Government of Kosovo. The MLSW through its representatives at the national, regional and municipal levels is actively involved in the project. As the state is the primary duty bearer in respecting the rights of its young citizens, this is a merit of the project.

The project provided an opportunity to the Government of Kosovo to tailor the active labour market programs for the youth for the first time in the country. It familiarised the public machinery with the schemes and their operational

requirements. The field survey conducted as part of the evaluation found that the beneficiaries had a significantly higher rate of employment than the non-beneficiaries (control group). At the time of the survey, 46 per cent of the beneficiaries and 20 per cent of the control group were employed. Among those employed, three-fourths had full time employment. The beneficiaries earned an average monthly salary of 175 Euros as against 193 Euros among the control group. The average age of the beneficiaries was 24 years, confirming the focus on young job-seekers. The project provided equal opportunities for men and women. While the project records show that a majority of the beneficiaries are educated up to the primary level, a majority of the surveyed beneficiaries are educated up to the secondary level.

The UNDP project assisted 1481 job seekers entering the labour market in 2007 out of a national total of 10,920 young job seekers, reaching 13.56 per cent of the young job seekers entering the labour market each year in Kosovo. The project appears to generate a positive benefit that is over 1.42 times of the costs. While the project incurred an indirect cost per beneficiary of 184.33 Eur, the counterpart's (MLSW) indirect cost per beneficiary was 92.9 Eur. It represents a counterpart contribution of 50.4 per cent of the project's indirect project cost showing significant partner contribution that increases the return on investment of the Norwegian government's contribution for the ALMP for Youth project. The counterpart's indirect cost represents about one-fifth of the total annual cost of a Regional Employment Centre(in Pristina) as the ALMP project beneficiaries constituted about 20 per cent of the total placements made by it in 2007.

Based on the evaluation, a number of recommendations are made for the future. The project may be missing eligible job seekers with low levels of educational endowment who do not register with the Public Employment Service (PES) as many youth do not register with it. This is an important issue to be looked in to for the next phase on how to maximise the reach of the project by going where the young job seekers are, besides job brokering through the PES. Due to financial

restructuring in the Government of Kosovo and consequential loss of jobs in the MLSW, the research function suffered. This adversely affects the important function of matching the supply (young job seekers) with the demand (enterprises looking for workers). This dimension of investing in 'research' needs to be looked into in the next phase of the UNDP project. For the future, the project management needs to: i. Align better the content of the training, the choice of trainer enterprises and the educational criteria for selection of beneficiaries, ii. Undertake random audits in a rigorous manner to ensure that efficiencies in the project support are maximised, iii. Inform the MLSW in general and the PES counsellors in particulars about the rationale for selection criteria, and iv. Introduce disincentives in the programming that would work in favour of those with low education (often a strong correlate of poverty).

It is recommended that the project explore ways and means of bringing in youth organisations, disabled persons organisations, employer associations and women's organisations in the ambit of project governance to make it more inclusive, participatory and user-driven. From a management point of view, the current service delivery model for the project needs to be revamped to utilise the in-house UNDP team expertise for 'higher-order' functions such as market research, innovative programming, documentation of lessons, best practices, etc. This would be possible if existing functions such as processing of individual applications from youth, inspection of the payments for trainers and trainees, engagement in selection of the enterprises, etc. are gradually delegated to the implementing partners. Further, in order to empower the youth and their organisations, the project could borrow lessons from the UNESCO's work in South Asia on 'Youth-led Peer Monitoring and Evaluation'¹ and entrust the monitoring and evaluation functions to carefully selected youth-led organisations in Kosovo.

¹ Seetharam Mukkavilli, Jacqueline Groth and Deidre De Bruyn. Assessing Youth Empowerment through Peer-group Monitoring and Evaluation – Lessons Learnt and Perspectives for Replication. Policy Paper Poverty Series No.09.1(E), UNESCO, Paris, 2007

Chapter I: Introduction

The evaluation seeks to ascertain the impact of the Active Labour Market Programme (ALMP) for Youth in Kosovo. The reference period for the evaluation is one year (2007). The methodology for the evaluation included a survey combined with desk review and key informant interviews. The evaluation report is divided into two chapters. The first chapter introduces the basic concepts relevant for the theme of the evaluation, the problem of youth unemployment and the country context in Kosovo. It also offers a brief review of literature followed by an explanation of the methodology used and its limitations. The second chapter presents the findings, conclusions and the recommendations relating to the key evaluation questions of impact, relevance and efficiency as specified in the terms of reference. The annexes to the report include the list of persons contacted for the evaluation and the survey report prepared by the RIINVEST.

Material in the present chapter is organised in to six sections. The first covers the concept of labour market policies and programmes. The second section outlines the problem of youth unemployment in Kosovo. The third section shares salient points from the Kosovo Youth Employment Action Plan (2007-2010), an important policy framework for the youth in Kosovo. Review of the literature constitutes the fourth section while the fifth section describes the UNDP project on Active Labour Market Program for Youth in Kosovo. The sixth and final section is about the objective, scope and methodology of the evaluation.

Section 1: Labour Market Programmes

Labour market policies and programmes aim to assist jobless persons. The services include finding new employment opportunities and providing income support. Labour market programmes are broadly classified as passive and

active. As a rule, income support and measures to reduce the labour supply are understood as passive policies, while programmes directly stimulating job creation, promoting employment or improving the employability of jobseekers are classed as active. Examples of passive programmes are unemployment benefits and unemployment assistance. Concept of active labour policy refers to measures in order to improve the functioning of the labour market that is directed towards the unemployed. Active labour market policy comprises of three basic subcategories (Calmfors, 1994): “i) job broking with the purpose of making the matching process between vacancies and job seekers more efficient; ii) labour market training in order to upgrade and adapt the skills of job applicants; and iii) direct job creation, which may take the form of either public-sector employment or subsidisation of private-sector work.”

Explaining about active labour market programmes (ALMP), Betcherman et. al (2004:3) note that ALMPs are “used to reduce the risk of unemployment and to increase the earnings capacity of workers. Particular interventions include employment services, training, public works, wage and employment subsidies, and self-employment assistance. These programs are implemented to enhance labour supply (e.g., training); increase labour demand (e.g., public works, subsidies); and improve the functioning of the labour market (e.g., employment services). ALMPs are often targeted to the long-term unemployed, workers in poor families, and particular groups with labour market disadvantages. These programs have important social, as well as economic, objectives.”

Labour market programmes target vulnerable groups such as youth, persons with disabilities, demobilized military personnel and older workers. Young people below 25 years of age are seriously hit by unemployment, their rates being at least twice the national average because of lack of experience and weaker discipline. On average they are better educated than older workers but employers often complain of the high additional costs of adjusting the formal education and training of young people to the skill requirements of actual jobs.

National education and training systems are also to blame for mismatches between the course curricula and the requirements of the labour market, as well as for the inadequate skills of young people. School dropouts and unskilled youth find it even harder to get a job. For all these reasons employers prefer experienced workers and often males. Workers with disabilities have serious difficulties in the labour market. Employers assume that disabled workers would be less productive than able-bodied people, that they would need expensive adjustments to the workplace and that they would often be absent. Ethnic minorities also face serious unemployment problems due to lack of skills, prejudice, etc. Women face difficulties due to social attitudes. In many transition countries of Central and Eastern Europe (O'Leary 2001), special youth programmes are mainly directed towards vocational training, often combined with subsidized employment to improve their employability and prevent social marginalization.

Section 2: Magnitude of Youth Unemployment in Kosovo

According to the World Bank (2005), the percentage of the population living below the poverty line in Kosovo was 37 percent. Poverty mainly affects children, women headed households, ethnic minorities, unemployed persons and precarious job holders (mainly in the informal economy). Joblessness and low educational attainment are the most important determinants of poverty in Kosovo as 80 per cent of the extreme poor have primary education or less, while as many as 15.6 per cent of the extreme poor are unemployed. the Human Development Index (HDI) of Kosovo is 0.734. Unemployment among the youth is twice that of the adults in Kosovo.

The usual sources of employment data in Kosovo are the administrative data from the Employment Offices and the annual Labour Force Survey data from Statistical Office of Kosovo (SOK). The latter provides more reliable data. Kosovo's employment rate of 28.5 in 2005 lagged that of OECD countries (65.5),

15 European Union countries (65.2), Bulgaria (58) and Croatia (55). The structural composition of employment in Kosovo for 2006 show that service sector accounts for a lion's share of 60 per cent followed by agriculture at 21.4 per cent and industry at 12.4 per cent.

Box 1: Labour Status Definitions used in Labour Force Survey 2006 in Kosovo for those aged 15 years and above

Employed are those who during the reference week:

- did any work for pay or profit, or
- were not working but had jobs from which they are temporarily absent.

Family workers were included.

Unemployed are those who:

- had no employment during the reference week, and
- had actively sought employment during the previous four weeks, and
- were available to start work within the next two weeks.

Persons who already had found a job which was to start later are also classified as unemployed.

Inactive are all those not classified as either employed or unemployed.

Youth unemployment refers to the unemployment of persons aged 15–24.

Source: Statistical Office Kosovo (2007). Labour Force Survey 2006

It is estimated that 44.9 per cent of the labour force (15-64 years) is unemployed in 2006 which is slightly higher than the corresponding figure for 2005. This increase is attributed to increasing numbers of people actively looking for work and not due to shrinkage of employment opportunities (Koro 2008). The trends in unemployment during 2003-2006 are presented in Table 1.

Table 1: Unemployment Rates in Kosovo (2003-2006)

	2003		2004		2005		2006	
	All	Women	All	Women	All	Women	All	Women
Unemployment rates	49.7	71.9	39.7	60.7	41.4	60.5	44.9	61.6

Source: Levent Koro, 2008

Notes: Based on SOK LFS data for 2003 to 2006.

Analysing the unemployment rates further in Kosovo, it is seen that it hurts the youth more as they constitute a sizeable proportion of the population. The ratio of youth (aged 16-24) unemployment to the overall unemployment rate is 1.68. Exacerbating the problem, nearly 52 per cent of the unemployed possess only primary education or less than secondary school diminishing their employment prospects. Among the unemployed youth (15-24 years), 98 per cent do not have any prior work experience.

Section 3: Kosovo Youth Employment Action Plan (2007-2010)

Labour market information refers to information concerning the size and composition of the labour market. The major sources of information comprise establishment data, household data, particularly, labour force sample surveys, and data from employment and labour market services. Establishment data usually provide information on employment size, recruitments and layoffs, quits for all reasons, employment by sector and occupation, wages, labour costs and work hours. Special labour force surveys collect more detailed information on employment. According to the Kosovo Youth Employment Action Plan (ILO, 2006:45), the major determinants of youth unemployment in Kosovo are: i. Fragile macroeconomic framework, ii. Lower enrolment rates along with poor quality of education outcomes as well as insufficient adult education

opportunities, iii. Predominance of micro-enterprises and low enterprise productivity, iv. High percentage of long term unemployed, v. Lack of an adequate institutional framework to deal with youth unemployment, and vi. Limited involvement of the social partners. According to the Plan, the youth labour market data indicate:

“Educational attainment is increasing but this fails to translate into higher employment rates. Young people increasingly remain in education believing that this will increase their employment prospects. Conversely, employers are using tertiary education degrees as a screening tool;

Youth engagement in the informal economy and discouragement are higher than neighbouring countries. Youth long-term unemployment is pervasive and consistently higher for ethnic minorities;

Young entrepreneurs have limited access to business information, advisory services, property rights and credit facilities.”

In response to these issues, the Action Plan identified areas for further strengthening to improve labour market policies. These include: i. Completion of the reform of the Public Employment Service (PES), ii. Development of a coherent Labour Market Information System, iii. Organisation of the Labour Inspectorate and training of its staff, iv. Decentralisation of tasks and responsibilities to local authorities and v. Development of a well-defined and reliable performance measurement system to monitor impact.

The lessons from pilot programmes show that ALMP has differential effects for different target groups: the impact of employment subsidies on youth is lower than that of labour market training whereas for job seekers with physical disabilities the employment subsidies combined with skills training works best. Drawing on these lessons, the Kosovo Youth Employment Action Plan

recommends: i. Increasing the role of ALMP measures especially targeting the youth facing social exclusion, ii. Involvement of employers' and workers' organisations in ALMPs to improve job prospects for youth, and iii. A judicious package of services that address both demand (public-works and self employment) and supply (training, career guidance, and other job-search assistance) aspects.

Section 4: Review of Literature

Puerto (2007) examined the evaluation evidence collected by the 'Youth Employment Inventory', a World Bank initiative that compiles world-wide interventions designed to integrate youth into the labour market. This meta-analytical framework combines information on program impact, program characteristics, and country context. It is based on available documentation of current and past programs and includes evidence from 289 interventions from 84 countries in all regions of the world. Empirical results from a sample of 172 evaluated studies indicate that 'program success is not determined by the type of intervention but rather by the program's targeting strategies toward disadvantaged youth, the country level of development, and the flexibility of the labour market regulations.' The author recommends that targeting the economically disadvantaged youth positively impacts their employment prospects.

Betcherman et al. (2004) in a review of evaluations of ALMPs, found that youth employment programs, especially those related to training, had negative impacts on labour market outcomes stressing the importance of early and sustained interventions to reduce school drop-out rates and improve educational attainment. Underlining the significance of country context, the same study noted that developing economies reported positive impacts when training is offered as part of a comprehensive package unlike in their developed counterparts. Delving

into different types of ALMP schemes, the authors found that ‘employment services’ such as counselling, placement assistance, job matching, labour exchanges, and other related services generally have positive impacts on the post-program employment and earnings of participants. The review found that ‘wage/employment subsidies’ most often do not have a positive impact and have substantial ‘deadweight²’ and ‘substitution³’ costs.

Notwithstanding the adverse impacts of ALMPs, the study concludes that “Despite the mixed evaluation picture, governments have little choice but to use active programming as one instrument in their response to the economic and social problems associated with unemployment and poverty in the labour force. They should be realistic about what ALMPs can achieve and allocate resources on the basis of cost-effectiveness.” Calderon-Madrid(2006) in a study found that a failure to distinguish between finding a “sustained” job versus finding “a job” can lead to misleading conclusions about a program’s effectiveness.

Based on a sample of evaluation studies of ALMP implemented in Europe and the United States before 1994, Heckman et al. (1999) found a non-clear pattern of success across categories of intervention and very moderate and rather disappointing outcomes, especially for youth. When drawing methodological lessons based on evaluation methods used in these studies, the authors suggest there is not an optimal method of choice for conducting program evaluations, i.e. experimental and non-experimental methods as well as others may be equally convenient to measure labour market impacts so long as the quality of the underlying data is ensured.

² The deadweight loss is defined as the hiring from the target group that would have occurred also in the absence of the programme (Calmfors, 1994).

³ The Substitution effect is defined as the extent to which jobs created for a certain category of workers simply replace jobs for other categories, because relative wage costs are changed (Calmfors, 1994).

Elaborating the concepts relevant to evaluation of labour market programs, O'Leary et. Al(2001) defines gross impact as the difference between program participants and non-participants on an outcome of interest. Net impacts compare mean outcomes of a representative sample of program participants and an appropriate sample of persons not receiving services. Classically designed experiments are ideal for net impact assessment though this is a rarity in ALMP which often use quasi-experimental methods. However they caution that gross impacts are of little use in understanding program effectiveness, and can easily misguide program management and policy decisions. Further, net impacts are meaningful only in situations where great care was exercised in forming the comparison group with scientific matching on parameters of interest.

Section 5: Active Labour Market Programme for Youth In Kosovo

The ALMP for youth project in Kosovo seeks to: i. Strengthen the capacity of labour market institutions to provide individualized services to clients and to sequence active labour market measures, and ii. Provide direct assistance to registered young jobseekers through On-the-Job training (OJT), Pre-Employment training, Employment Subsidies and Internship Schemes by partnering with enterprises that require additional workforce. The first component of strengthening the capacity of the Public Employment Service was entrusted to the ILO Sub regional Office for Central and Eastern Europe. The second component was implemented by the labour market institutions with the UNDP project team overseeing the operations. In 2007, the project assisted, through the Ministry of Labour and Social Welfare (MLSW), Government of Kosovo(GOK), 1481 young job seekers about half of whom were women. Nearly three-fourths of the beneficiaries were supported through On-the-Job training support. In 2007, the project also provided 3-month long vocational training for 22 jobseekers for through Don Bosko(a private provider). The project also supported 21 disabled

jobseekers who received on the job training for one month at the Department of Labour and Employment of the Ministry of Labour and Social Welfare. The 12-month UNDP project was sponsored by the Norwegian government and it covers all the seven regions in Kosovo.

Besides direct support for the youth, the project seeks to strengthen labour market institutions to respond to the needs of job seekers. As part of it, the Project strengthened the capacity of the Public Employment Service (PES) counsellors at RECs and MEOs through orientation and refresher training programmes and development of resource materials. The training enables the employment counsellors to: i. Conduct effective individual counselling sessions; ii. Develop appropriate individual employment (action) plans (IEPs); iii. Sequence and grade the intensity of services to be provided to the individual client, and iv. Monitor and evaluate individual progress.

The project was implemented by the UNDP in collaboration with the Ministry of Labour and Social Welfare, Government of Kosovo. The project team consisted of a project manager, project associates and other staff who primarily looked after the planning, monitoring and evaluation functions.

The project established eligibility criteria to favour those with low education and no work experience. The exception to this is the Internship Scheme which targets fresh university graduates. The eligibility criteria for direct assistance includes: i. Coverage of the age cohort of 15-29 years, ii. A minimum waiting period of 6 months after registration at an employment centre, iii. Education up to lower secondary level, iv. First-time job seekers without any work experience, v. Preference for households getting social assistance, vi. At least half of the beneficiaries being women, and g. Preference for private enterprises as partners in the schemes.

The Project lifted some pre-conditions for minority job seekers such as being registered at least 6 months before becoming eligible, age limit from 15 to 35 years instead of 15-29. Based on the Ministry of Labour and Social Welfare data, out of the total number of 334,047 registered jobseekers, 30,029 or just fewer than 9 per cent are from the ethnic minorities in Kosovo. By the end of December 2007 the UNDP project facilitated training/employment of 215 or 15.1 per cent of minorities. Majority of the beneficiaries are from the RAE community with 50 per cent, followed by Bosnians with 23 per cent, Serbs 16 per cent and Turkish community 11 per cent.

Section 6: Evaluation objective, key issues and methodology

The overall objective of the evaluation is to make an assessment on the gross and net impact of the project on employment through quasi-experimental analysis technique covering only 2007 Project activities, calculate cost benefit analysis, assess the relevance of the project and propose options with recommendations as to next phase of the project and post project period. The key issues for the evaluation encompass impact, cost-benefit, relevance and efficiency:

Impact

Assess gross impact of the programme on employment;

Assess net impact of the programme on employment ;

Assess gross and net impacts of different schemes of the programme,

Assess the impact of the programme on different economic sub-sectors,

Assess the impact of the programme on gender;

Assess institutional impact on structures and capacities of Regional and Municipal Employment Offices developed,

Cost benefit Analysis

Calculate in money terms the direct and indirect costs and benefits of a programme;

As much as possible take unmeasured effects into consideration and explain how these impacts occur.

Efficiency

Assess average cost of employment/per schemes, and compare with other best experiences.

Assess Support cost per participant and

Assess whether the limited resources of the budget, have been efficiently used to meet the results and contribute to the project objectives;

Relevance

Review Project design with labour market conditions,

Relevant to Youth Employment Action Plan and Ministry of Labour and Social Welfare strategy on unemployment alleviation.

Review whether the project concept has influenced national level policy making;

Critically appraise the cooperation; coordination and efficiencies achieved through the close cooperation with Regional and Municipal Employment Centres.

Take into account the opinion of the agents concerned by the programme: beneficiaries, Regional/Municipal Employment Offices, MLSW and Employers;

Methodology

Evaluation of the UNDP project on ALMP for Youth is based on desk review of the project and related documentation, survey of beneficiaries and control group, and key informant interviews. The survey was carried out by RIINVEST of Kosovo to identify the gross and net impacts.

The survey sample included 314 beneficiaries of the different schemes offered through the project and 85 non-beneficiaries (control group). A copy of the survey report is annexed to the evaluation report for ready reference. The survey encountered a few challenges: i. Inability of the respondents to recall the name of the scheme in which they participated and ii. Some of the control group respondents mentioned that they also got training.

Key informant interviews were held with three officials of the Ministry of Labour and Social Welfare at the central and regional levels besides the members of the UNDP project team and an official from the ILO in Kosovo involved in the PES counsellor training component of the project. A meeting was also held with the team leader and select field investigators of the field survey from RIINVEST. All the meetings were arranged and facilitated by the UNDP project team.

Chapter II: Findings, conclusions and recommendations

This chapter presents the findings, conclusions and recommendations of the evaluation. There are four sections in the chapter covering the key evaluation questions of impact, cost-benefit, relevance and efficiency besides the recommendations. Within each section, the discussion is centred on the issues identified in the terms of reference. The discussion largely relies on the findings of the field survey, complemented by key informant interviews and desk review.

Section 1: Impact of the programme

Institutional Impact on structures and capacities of the Regional and Municipal Employment Offices

The project provided an opportunity to the Government of Kosovo to tailor the active labour market programs for youth for the first time in the country. It familiarised the public machinery with the schemes and their operational requirements. In terms of policy influence of the project, probably due to the UNDP project, the national employment plan of Kosovo positively refers to the role of ALMPs. A senior central level official of the MLSW mentioned that the government wishes to pursue ALMPs targeting vulnerable groups such as the youth, the women, the long term unemployed and the persons with disabilities. This is a valuable contribution to shaping the thinking on the national labour policy in Kosovo. Though the Government of Kosovo realises the significance of the ALMPs, due to budgetary constraints, it appears the possibility of the government continuing the ALMPs for youth on its own is slim endangering the sustainability of the UNDP project.

Capacity building

The capacity building component of the project aimed at strengthening the institutions involved, namely the Regional Employment Centres(REC) and the Municipal Employment Offices(MEO). Through the project support, the ILO team in Kosovo trained nearly all the employment counsellors working with the Ministry of Labour and Social Welfare. The ILO's support was informed by its engagement with the Government of Kosovo in two important events: a. Study on Youth's School to Work Transition, and b. Preparation of Kosovo Youth Employment Action Plan. Engagement of the ILO as a strategic partner appears to have been a positive significant step in the UNDP project. It brought specialist skills as well as the relationship building with the MLSW (traditional partner of the ILO)for accomplishing the outcomes of the UNDP project.

The ILO offered orientation and refresher training for all the counsellors using the training of trainers' route. The training was reinforced by development of Guidelines for Training of Trainers. As part of this pilot, the ILO rolled out the Individual Employment Plans across the country to assist the job seekers. The funding from the UNDP project was complemented with other funding by the ILO to cover all the counsellors in Kosovo thereby increasing the reach of the project. The training aimed at helping job seekers on how to look for job, job search techniques, targeting the right companies, etc. The training helped the counsellors to prepare IEPs and offer counselling and guidance services for job seekers registered with the employment offices. In case of those young job seekers unable to secure a job within a time limit, the active labour market schemes of the UNDP project came in handy.

In terms of the results, barring turnover and other attrition, the UNDP project led to creation of a pool of trained personnel at all the employment offices in Kosovo in the seven regions. However they need periodic refresher training. Using their abilities, for the first time in Kosovo, the IEPs were rolled out across the country.

This was preceded by development of a standard set of documentation (formats, forms and instructions/guidance) for the employment offices. Consultation with the staff at the employment offices confirmed this benefit though there are challenges on the ground. The challenges include shortage of staff given the time involved in systematic IEP roll-out, lack of office supplies, limited fund for business travel for the counsellors, etc. In an interesting aside, discussions at Mitrovica REC showed that though the Serb minority in the city did not participate in the OJT scheme of the project, all PES counsellors from the Serbian side of the city participated in the IEP training conducted by the ILO.

Notwithstanding the positive institutional impact outlined earlier, there are challenges. The biggest challenge lies in the ability of the PES to attract all job seekers to register with it. It appears that there are a large number of job seekers who do not register at the first instance with the employment offices due to their poor placement record. According to a key informant interviewed for this evaluation, the actual number of job seekers could be three times more than the number enrolled with the employment offices. Many people do not register as they get no benefit from the exchanges and just one per cent of the registered job seekers get the chance for vocational training and hence their disinterest. This grim reality indicates that the project may be missing groups of eligible low educated job seekers who do not bother to register with the PES in Kosovo. This is an important issue to be looked in to for the next phase on how to maximise the reach of the project by going where the young job seekers are besides the REC/MEOs.

Further, it appears that many do not bother to inform the employment offices once they get a job affecting the accuracy of the administrative data on employment. This may change in the long run as the effective and widespread roll out of IEPs could serve as an incentive for job seekers to gain value from registration/contact with the employment offices. The MLSW could scale up the

pilot on IEP to assist the job seekers and generate greater demand for the services of its employment offices.

Discussions with officials of the MLSW showed that during 2007, in Pristina REC, 232 young job seekers were supported and placed as part of the UNDP project's schemes. Significantly, this number constituted as much as 20 per cent of the total placements for the year at the REC. It seems in the past the employment offices mainly confined themselves to registration of the job seekers. The UNDP project led to RECs having a new mechanism for the applications and other formats. This gave them knowledge about IEP documentation. The preparation of the UNDP project Operational Manual could help embed active labour programmes in these institutions.

Project Management

The UNDP project is managed by a project team in Pristina that works closely with the MLSW. The MLSW through its representatives at the national, regional and municipal levels is actively involved in the project. As the state is the primary duty bearer in respecting the rights of its young citizens, this is strength of the project. Further this also increases the chance of sustaining the benefits.

Besides the planning, monitoring and evaluation functions, the UNDP project team is actively engaged in implementation in relation to scrutinising the applications for assistance, field counselling, inspections, and follow-up of the enterprises and the trained youth. It also monitors the payments to enterprises and the youth besides managing the project funds. The high degree of involvement at all stages is probably due to the nature of state in Kosovo as a post-conflict country. By usual standards, the role of the project office is intense given that all individual applications are reviewed at this office, approvals are provided and accountability ensured through audits at the level of both individual trainer organisations/enterprises as well as individual youth beneficiaries. It

appears this was supported by interns in the past. In the next phase, it needs to be reviewed if there could be a more strategic role for the Project Office. Similarly, it needs to examine if there is a way of increasing the ownership of the project among the key stakeholders through greater transfer of operational responsibilities in the best interest of sustainability. The freed-up time of the knowledgeable team could be utilised for increased documentation of the lessons learnt, guidance notes and best practices.

The project's operating manual provides for advisory committees at the national and regional levels. It is recommended that the project explore ways and means of bringing in youth organisations, disabled persons organisations, employer associations and women's organisations in the ambit of project governance to make it more inclusive, participatory and user-driven.

Impact of the Programme on Employment

It has not been possible to assess the impacts of the different schemes of the project as the beneficiaries interviewed during the survey were unaware of the name of scheme in which they took part. According to the RIINVEST, reasons may be: i. They do not have proper information on what training they are participating, ii. They are not interested so much regarding the scheme of the training as their interest is to participate in the training, and iii. They are not aware on the differences between the schemes. Thus the impacts are analysed in terms of current employment, monthly earnings, characteristics of the beneficiaries and control group (gender, ethnicity, age, location and education) and economic sub-sectors.

Employment and Earnings

The status of employment among the survey respondents reveals that beneficiaries had a significantly higher rate of employment than the non-

beneficiaries(control group). It suggests that the project had a positive impact on increasing the employment prospects of young job seekers. As most of the beneficiaries(4 out of 5) participated in On the Job training, this seems to have had a salutary effect on employment.

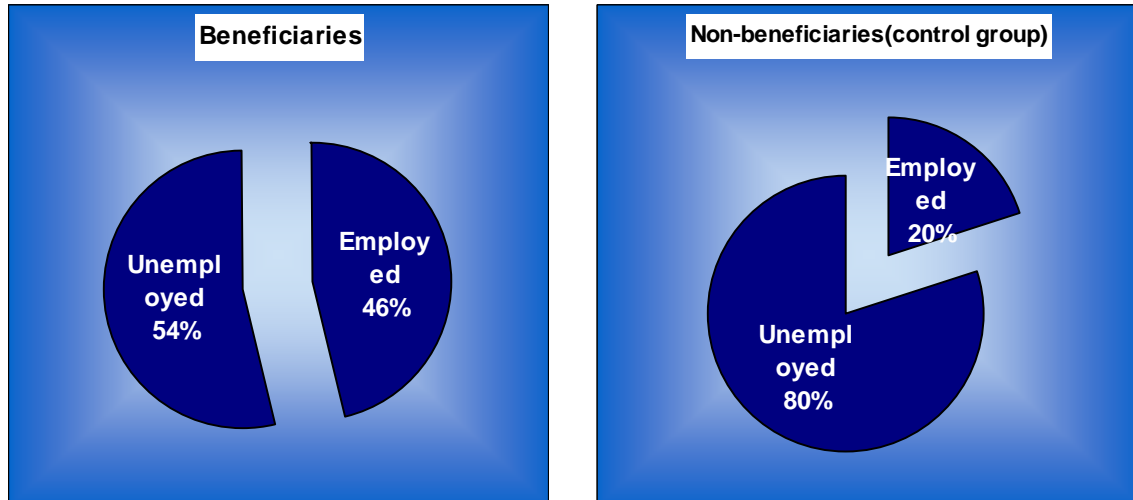


Fig.1: Current employment status of beneficiaries and non-beneficiaries

Among the employed, the percentage of those in full time employment is 88 followed by 12 percent in part-time employment for both the beneficiary and control groups.

In absolute terms, a majority of the beneficiaries (54 per cent) were unemployed at the time of the field survey. In order to understand this phenomenon in depth, it is vital to look at the time lag between the training and securing employment. Among the beneficiaries, 38 per cent secured employment immediately after the training. Among the rest of the employed, 8 per cent got jobs within two months of the training and the rest in six months.

The fact that 38 per cent of the beneficiaries gained employment suggests that they continued in the same enterprises where they were trained through OJT. This could also be used as a proxy for the effectiveness of the capacity building of the PES counsellors done through the project, using the ILO expertise. The possible factors for the success of OJT appear to be: i. Development of Individual Employment Plans for the beneficiaries, ii. Careful pre-selection of the enterprises, iii. Good matching of the candidates with the profession or area of training, and iv. Quality of the training.

When asked about the reasons for unemployment, a vast majority of the unemployed respondents stated that they are actively seeking work, ruling out the incidence of voluntary unemployment. In a small proportion of cases, due to health, full time education, etc., the individuals are not in employment. According to a key informant at the MLSW, Kosovo is facing demand recession in the hotel and restaurant industry due to the exodus of foreign workers.

While the project seems to have had significant net impact in terms of the share of the employed among the beneficiaries in comparison with the control group, the average monthly salary of the beneficiaries was slightly lower at 175 Euros as against the monthly average salary of the non-beneficiaries(control group) at 193 Euros(Table 2). It is difficult to generalise this finding as just 37 per cent of the beneficiaries responded to the question on their monthly salary.

Table 2: Monthly salary of the Employed Respondents

Monthly salary(Euro)	Beneficiaries (%)	Non-beneficiaries (%)
50 – 140	24	10
150 – 250	70	70
260 – 350	2.5	20
360 – 550	3.5	0
Total	100	100

The figures correspond to the estimated monthly salary of 200 Euros as projected in the Project Operating Manual in case of the wage subsidy scheme. The stipend of 100 Euros a month provided to the beneficiaries of the OJT scheme seems to be realistic in the face of the average monthly salaries in the country. However, for the future it needs to reckon the spiralling rate of inflation driven by price escalation in food and non-food commodities.

Economic Sub-sectors/Occupations

The Kosovo Youth Employment Plan advocates creation of decent work opportunities for the youth to mitigate poverty. The UNDP project too seeks to promote long-term employment in the formal sector.

The Table 3 presents the current employment sub-sectors of the employed beneficiaries, the non-beneficiaries(control group) and details of the sub-sectors in which the project beneficiaries were trained(project data). On a positive side, the choice of training 31 per cent of the beneficiaries in manufacturing is fully vindicated by the fact that 30 per cent of the beneficiary group are currently employed in this sub-sector of the economy (Table 3). But the data also point to some areas of mismatch between the sub-sectors in which training was provided by the project and the current employment profile of the beneficiaries. However, though 36 per cent of the total beneficiaries were trained in the trade sector, only 17 per cent of the beneficiaries are employed in this sector. Real estate and renting appears to be emerging as a strong source of employment in Kosovo. Though, only 4 per cent of the project beneficiaries were trained in this sub-sector, it absorbed as many as 23 per cent of the beneficiaries. This needs to be noted for the next phase of the project. Good market research could to some extent alleviate such distortions and direct the resources to sub-sectors in proportion to their employment prospects.

Table 3: Occupational Composition of the Employed Youth

Economic sub-sector	Beneficiaries (%)	Non-beneficiaries/ Control group (%)	Project Data ⁴
Agriculture, hunting and forestry	1	0	1
Mining and quarrying	0	0	0
Manufacturing	30	24	31
Construction	4	12	5
Trade	17	0	36
Hotels and restaurants	12	18	11
Transport	1	6	2
Real estate, renting and business activities	23	35	4
Public administration	1	6	1
Education	3	0	2
Health and social work	3	0	2
Other community, social and personal service activities	3	0	4
Total	100	100	100

Manufacturing accounts for the current employment of 30 per cent of the beneficiaries. The tertiary sector of the economy is the biggest source of employment for both the beneficiaries and the control group. Among the beneficiaries, 23 per cent work in real estate and renting, 12 per cent in hotels and restaurants and 17 per cent in retail or wholesale trade. These trends are also found among the control group as a large majority of them are employed in real estate and renting. It is interesting that manufacturing is overshadowed

⁴ Active Labour Market Programme for Youth, Annual Progress Report, January-December 2007,2008:13

heavily by the services as a provider of employment. Even within the services, the renting and real estate business seem to offer strong employment prospects in Kosovo. The share of agriculture is extremely low as far as occupational composition of the youth beneficiaries is concerned. Agriculture contributes an estimated 25 per cent to Kosovo's GDP, employs over one-half of the rural working population and provides 11 per cent of the value of total exports⁵.

Notwithstanding the low share of agriculture, the survey data showed that about 60 per cent of the beneficiaries are employed in rural areas and the rest in urban locations. The numbers are almost identical for the control group. The survey showed that candidates in rural areas experienced transport problems in availing project benefits. With rising fuel prices, this problem is likely to worsen in the future as transport costs are increasing. It appears that regardless of the location, trade and commerce sectors are absorbing a number of youth.

Officials of the RECs, during the key informant interviews, recommended investment in 'research' to improve the job prospects of the trained youth. They mentioned that due to financial restructuring in the Government of Kosovo and consequential loss of jobs in the MLSW, the research function suffered. Further, due to lack of funds for petrol at their offices, the PES counsellors are unable to contact the enterprises for placing the beneficiary youth. This adversely affects the important function of matching the supply(young job seekers) with the demand (enterprises looking for workers). Market research will help tailor the programmes in the direction of those skill-sets that are most likely to offer productive employment avenues. It can also identify the unique space in the job market for young persons with disabilities. Research could also inform the selection of vocations for training the youth and in addressing challenges of social exclusion encountered by the youth seeking work.

⁵ILO, Kosovo Youth Employment Action Plan(2007-2010), 2006:12

Table 4: Occupational composition and gender among employed beneficiaries

Economic Sub-sector	Females	Per cent	Males	Per cent	TOTAL	Per cent
Agriculture	2	3.13	0	0.00	2	1.38
Mining	0	0.00	0	0.00	0	0.00
Manufacturing	21	32.81	25	30.86	46	31.72
Construction	0	0.00	6	7.41	6	4.14
Wholesale and maintenance	12	18.75	17	20.99	29	20.00
Hotels and restaurants	2	3.13	15	18.52	17	11.72
Transport and communication	1	1.56	0	0.00	1	0.69
Business Activities	18	28.13	16	19.75	34	23.45
Public administration	0	0.00	0	0.00	0	0.00
Education	3	4.69	2	2.47	5	3.45
Health	5	7.81	0	0.00	5	3.45
TOTAL	64	100.00	81	100.00	145	100.00

The gender disaggregated data for employed beneficiaries shows that (Table 4) economic sub-sectors such as manufacturing and wholesale do not indicate significant differences in the participation of women and men. However, in case of business activities, participation of women is notably higher than men. In case of hotels and restaurants, the share of men is more. Signs of gender stereotyping are found in the health sub-sector which attracted only women. The share in public administration is nil for both men and women as the project only supported youth training at private enterprises.

Gender, Ethnicity and Age

The average age of the beneficiaries was 24 years confirming the focus on young job seekers. As shown in Table 5, about two-thirds of the beneficiaries are below 25 years of age.

Table 5: Age and Education among the beneficiaries

Level of education	Age group						TOTAL	Per cent
	<=25	Per cent	25-30	Per cent	>30	Per cent		
Four years of education	1	50.00	0	0.00	1	50.00	2	100
Primary Education	17	56.67	12	40.00	1	3.33	30	100
Less than primary education	1	33.33	2	66.67	0	0.00	3	100
Secondary school	57	74.03	19	24.68	1	1.30	77	100
Madrasa	3	33.33	4	44.44	2	22.22	9	100
University Education	16	66.67	0	0.00	8	33.33	24	100
TOTAL	95	65.52	37	25.52	13	8.97	145	100

Interestingly, more than 70 per cent of those with secondary education and two-thirds of those with university education are also below the age of 25 years. Those above thirty years of age are likely to be from the ethnic minorities in Kosovo as the project's operating manual provides age-related concessions for them to receive benefit of the project. Less than one-fourth of the total beneficiaries studied up to the primary level. Further, 43 per cent of those with primary education are above the age of 25 years indicating that these most likely to be drop-outs from the education system.

According to secondary data for Kosovo⁶, young women's inactivity rates are 5 per cent higher than young men. Reasons for inactive women and men show that men are mostly inactive due to poor health or disability(66 per cent) or because

⁶ Kosovo Youth Employment Action Plan, 2006:23

they could not find a job(18 per cent), while young women are inactive because of poor health or disability(32 per cent), child care of household responsibilities(21 per cent and 6 per cent), inability to find a job(12 per cent) or because they have inadequate educational attainment(10 per cent).The survey findings as well as the UNDP project records seem to attest to the pattern of equitable flow of the benefits of the project for both women and men(Table 6).

Table 6: Employment by Gender

Gender	Beneficiaries(%)	Non-beneficiaries(%)	Project Records
Male	56	71	51.5
Female	44	29	49.5

Thus the project provided equal opportunities for men and women as stated in the Project Operating Manual. Besides the gender composition, the beneficiaries were asked how they were treated at the training venue. A large majority of the respondents (82 per cent) felt that women and men were treated equally.

The UNDP project provided for affirmative selection criteria to encourage the participation of ethnic minorities. For example, in case of wage subsidies, the length of the period of wage subsidy was higher for minorities. Similarly, the project relaxed age requirements in favour of the minorities. Mirroring the demographic share of the ethnic minorities in the general population, 8 per cent of the beneficiaries are from the minority communities in Kosovo.

A key informant interview revealed that in Mitrovica area, despite the best efforts of the MLSW officials, none of the ethnic minority Serbians applied for the training provided through the UNDP project. Mitrovica city is divided in to two parts based on ethnicity with majority Albanian community and the minority Serbian community living separately. The picture for the Kosovo is different, as according to the project records, 15 per cent of the benefits flowed to the ethnic

minorities. In case of Mitrovica, according to the MLSW officials, the Serbs are unwilling to register their enterprises formally which is a pre-requisite for the UNDP project. It was not clear how a project targeting disadvantaged young job seekers can deal with structural challenges such as the compliance with the national laws on company registration, taxation, payment of social security benefits, etc.(all part of good governance).

Education

The UNDP project seeks to assist young job seekers who are disadvantaged by low levels of education. An analysis of the survey data shows the educational profile of the employed among the beneficiaries and the control group(Table 7). An additional column in the table shows the educational background of the beneficiaries as per the UNDP project records.

As shown by the Table 7, the retention rate for those educated to secondary level and above was as high as 70 per cent. Conversely, those with four years of education had the least amount of success in securing employment. Thus, among the beneficiaries, the trend shows that higher the level of education, the prospect of getting work is greater.

Table 7: Educational Profile of the Beneficiaries and Non-beneficiaries

Education	Beneficiaries (%)	Non-beneficiaries(%)	Beneficiaries(Project Records)
4 years of education	1	0	20.80
Primary	21	12	53.82
Less than Secondary	2	0	4.77
Secondary	53	71	14.47
Madrasahs	6	0	
University education	17	18	6.11
Total	100	100	100

The data shows significant variation between the universe and the sample. While the project records show that a majority of the beneficiaries are educated up to the primary level, a majority of the surveyed beneficiaries are educated up to the secondary level. This trend is also reflected among the non-beneficiaries (control group).

The project record data seem to corroborate the data from the administrative records of the MLSW. For example, the profile of the job seekers in Mitrovica region of Kosovo for April 2008 ⁷ shows that only 0.8 per cent of the enrolled had university education as a majority had education below the secondary level – a pattern also seen in the UNDP project records for the beneficiaries. The similarity among the project records and the REC records on hand and their dissimilarity with the field survey data is intriguing. This divergence merits analysis against the project criteria for benefit flow.

⁷ Government of Kosovo, Ministry of Labour and Social Welfare, Regional Employment Centre, Mitrovica, Press release no. 04/2008 dated 09/05/08 Mitrovica Municipalities Labor Market in April 2008

The Project Operating Manual lays down beneficiary selection criteria. With regards to education, it reads: "Priority will be granted to those young unemployed who have not completed compulsory education (e.g. less than lower secondary education)." The manual makes an exception to this requirement in the case of Internship scheme which is meant for fresh university graduates. However the share of internship scheme beneficiaries in the project is low for 2007.

The key informants were asked about the reason for selection of relatively more educated participants for training in ALMP for youth. The reasons were: i. Possible understating of the educational qualifications by applicants in order to receive benefit, ii. Lack of suitable active labour programs for more educated youth, and iii. Weak screening of the applicants. Delving deep into the poor targeting of the beneficiaries, one needs to analyse the rationale of the choice of delivery partner for the ALMP for youth project. The project needs to examine if the employment offices are the right places to mediate the implementation, if it seeks to benefit those suffering from educational disadvantage. There is also a mismatch in terms of the documentation requirements for beneficiaries and the project's eligibility criteria. Key informants felt that there is too much paper work involved in the schemes. It was not clear why the selection criterion was not followed at RECs and MEOs. Discussions with the field investigators who carried out the survey indicate that the beneficiaries might have understated their educational accomplishments to get into the training or were never properly told about the criteria for selection. A probable reason could be the universal pressure for target achievements in donor funded projects. Regardless of the reasons, for the future the project management needs to: i. Align better the content of the training, the choice of trainer enterprises and the educational criteria for selection of beneficiaries, ii. Undertake random audits in a rigorous manner to ensure that leakages in the project support are minimised, iii. Inform the MLSW in general and the PES counsellors in particular about the rationale for the selection criteria, and iv. Introduce disincentives in the programming that

would work in favour of those with low education (often a strong correlate of poverty). Thus targeting is an area of concern.

If the implementing agents were challenged by the need to complete the training targets, the related aspects such as duration of training, types of skills to be imparted, stipend for the trainees and trainers, preferred list of occupations, etc. need a thorough review. This could also help improve the employability of the beneficiaries as a majority of them were not employed at the time of the field survey.

Section 2: Cost benefit and Efficiency

Given the challenge of getting accurate data and monetising intangible costs and benefits, estimations regarding cost-benefit are fraught with methodological difficulties.

Macro-level Effects

According to Kosovo's demographic data, about 50 per cent or one million of the total population of 2 million are below the age of 25 years⁸. It is estimated of this one million, about 40,000 persons reach the working age each year in Kosovo. However not all of them provide supply for labour as some of them are inactive. According to the Kosovo Labour Force Survey, the work participation rate for young cohorts is 54.6 per cent. Using this ratio, it emerges that only 21,840 out of the 40,000 entering the working age supply labour. As per the Labour Force Survey, unemployment rate among youth in Kosovo is about 50 per cent. Applying this rate brings the total number of unemployed youth in Kosovo in 2007 to 10,920. During the year 2007, the UNDP project assisted 1,481 young job

⁸ REINVEST, Labour Market Study, Pristina 2003 confirmed by LFS (2003) and UNDP, Human Development Report. The Rise of the Citizen, Pristina, 2004. These estimates are being used as the last reliable census of the Kosovo population dates back to 1981.

seekers. Thus, the UNDP project assisted 1481 job seekers entering the labour market in 2007 out of a national total of 10,920 young job seekers, reaching 13.56 per cent of the young job seekers entering the labour market each year in Kosovo. Thus, using the data on youth cohorts entering the labour market per year⁹ against the number of project beneficiaries, the UNDP project appears to make a notable dent on macro-level youth unemployment in Kosovo.

Cost-benefit

As per the financial data from the project office, about one-fourth of the expenditure accounted for indirect costs, for the year 2007 (Table 8).

Table 8: Project Planned and Actual Direct and Indirect Costs for 2007

Item	Planned(\$)	%	Actual(\$)	%
Project Direct Costs	1,337,992	80.26	1,030,516	79.00
Project Indirect Costs	328,942	19.73	273,740	20.98
Total project cost for 2007	1,666,934	100	1,304,256	78.24

Source: UNDP Project, Kosovo

A break down of the project costs provided detailed information on the per capita costs per beneficiary for each scheme of the project (Table 9). The unit costs are apportioned according to the number of beneficiaries per scheme in 2007. The indirect cost per beneficiary which is uniform was worked out by dividing the gross indirect project costs with the total number of beneficiaries.

⁹ Based on the technical note prepared by Levent Koro that outlines the methodology for computation

Table 9: Project Costs per Beneficiary per Scheme in 2007(\$)

			Total/scheme	Indirect	Direct*	Total cost per
Total Indirect Cost to be apportioned			\$ 273,740	cost/unit	Cost/unit \$	beneficiary/ scheme
On the Job Training	1160	78%	214,408	\$ 184.83	\$ 614	\$ 798.75
Pre Employment	68	5%	12,569	\$ 184.83	\$ 273	\$ 457.69
Wage Subsidies	111	7%	20,517	\$ 184.83	\$ 819	\$ 1,003.39
Internship	107	7%	19,777	\$ 184.83	\$ 546	\$ 730.54
Vocational Training	20	1%	3,697	\$ 184.83	\$ 567	\$ 751.83
Public Works ¹⁰	15	1%	2,773	\$ 184.83	\$ 813	\$ 998.17
Total beneficiaries	1481	100%	273,740			\$ 789.56/ /578.74 Euros

*exchange rate used is average of 2007 - 0.733

Source: ALMP for Youth Project, Kosovo

The average per beneficiary cost for the project works out to 578.74 Euros.

Partner Costs

The computation of the indirect costs for staff time at the implementing partner, MLSW is based on key informant discussions with the REC team at Pristina. At this REC, the total number of beneficiaries placed for the last year worked out to about one-fifth of the total placement of the REC. This ratio is used for calculating

¹⁰ In 2007, the project implemented only one Public Works activity in Mitrovica region as a special case

the staff time of the MLSW. The transaction costs for the beneficiary and the trainer/employer are estimated using inputs from the consultations with the officials of the MLSW and the project team. The benefits(savings) for the social assistance program of the government use the ratio of population coverage. It is around eight per cent. It needs to be mentioned that these are mere estimates with several assumptions and thus prone to error as cost-benefit analysis is often fraught with methodological challenges.

MLSW staff time at REC per beneficiary (based on Pristina REC data¹¹)

Number of staff at Pristina Regional Employment Centre – 41

Number of beneficiaries for 2007 in Pristina REC – 232

Share of the UNDP project beneficiaries in total placement of the REC for 2007 – 20%

Salaries for the REC per year (188 Euro x 41 staff x 12 months x 20%) = 18,499 Eur

Operating costs of the REC for 2007 (15,228 Eur x 20%) = 3,045 Eur

Total estimated costs for MLSW staff time for UNDP project implementation in 2007(20 per cent of staff time & total costs) = 21,556 Eur

MLSW cost per UNDP project beneficiary = 21,556 Eur/ 232 beneficiaries = 92.9 Eur

Transaction cost per beneficiary for application for ALMP(3 trips to employment office/enterprise @ 5 Euro per visit, 2 person days of applicant time @ 175 Euro/20 days a month and incidental expenses @ 10 Euro) – 15 + 17.5 + 10 = 37.5 Euros

¹¹ Based on the key informant interview with the head of the Pristina Regional Employment Centre of the Ministry of Labour and Social Welfare in May 2008. The assumption of 20 per cent staff time for UNDP project implementation is based on the placement ratio of UNDP beneficiaries among the total placements of the REC for 2007. The average salary amount and the operating costs were provided by the project.

Employer/trainer transaction cost per beneficiary for ALMP(2 trips to Employment Office @ 5 Euro per visit, 1 person day of trainer time @ 10 and Incidentals @ 5 Euro) – $10+10+5 = 25$ Euros

Summary of the costs per beneficiary (in Euros)

Project's average cost per beneficiary – 578.74 Eur (from UNDP project data)

MLSW/REC cost per beneficiary – 92.9 Eur(as explained earlier)

Beneficiary's transaction costs – 37.5 Eur(as explained earlier)

Employer/trainer's transaction costs – 25 Eur (as explained earlier)

Total cost per beneficiary – $578.74 + 92.9 + 37.5 + 25 = 734.14$ Eur

Summary of benefit per beneficiary

Average age of the beneficiary – 24 years (survey finding)

Average monthly salary of the employed beneficiary – 175 Eur(survey finding)

Annual salary of the employed beneficiary – (175 Euros x 12) – 2100 Eur

Savings on social assistance payment¹² (using the 8 per cent coverage ratio for general population in Kosovo) – $2100 \text{ Euros} \times 0.08 = 168$ Eur

Job retention rate among beneficiaries – 46 per cent (survey finding)

Benefit per beneficiary = $2268 \text{ Euro} + 168 \text{ Eur} \times 46\% = 1043.28$ Eur

Cost-benefit ratio= Benefit/Costs = $1043.28/734.14 = 1.421$

Thus the project appears to generate a positive benefit that is just over 1.42 times of the costs incurred. This corresponds to the findings of ALMP evaluations in nine countries that also found the cost-benefit to be positive (Betcherman et al 2004:27).

¹² The savings are calculated using the 8 per cent average coverage of the population for social assistance in Kosovo. Accordingly 8 per cent of the total income is assumed to be the savings for the government on social assistance. Expenditure for social transfers equals 27 per cent of the public budget and is estimated to increase by 3 per cent per year during 2005-2008 as per Kosovo Youth Action Plan (page 5).

It is also important to note that while the project incurred an indirect cost per beneficiary of 184.33 Eur, the counterpart's (MLSW) indirect cost per beneficiary was 92.9 Eur. It represents a counterpart contribution of 50.4 per cent of the project's indirect cost showing significant partner contribution that increases the return on investment of the Norwegian government's contribution for the ALMP for Youth project.

Unmeasured Effects

As a post-conflict society in transition with a very high ratio of young population(it is estimated that those in the age group of 15-24 years constitute 20 per cent of the population¹³), preparing the youth for a smooth transition to the world of work is important. Experience in post-conflict countries show that the costs of violence are enormous for the nation building and the youth themselves. The UNDP project by addressing the most crucial barriers of entry into the world of work, for as much as 13.5 per cent of the youth cohort entering the work force in Kosovo, acts as a 'buffer' against the youth getting sucked into drug abuse, street violence, gang behaviour and other forms of person related and property related crime. This is an invaluable intangible benefit. As the UNDP project targets youth with low educational endowment looking for work for at least six months, it tends to prevent them moving into the social assistance. Research also shows that it is often difficult for the 'welfare' recipients to extricate themselves out of the dependency on State due to a variety of factors. Experience suggests that for youth, the first job is most crucial and the project tends to enable them transcend that significant barrier by partnering with the employers and the employment service providers. As the average age of a beneficiary in the UNDP project is 24 years(as per survey data), the benefit could extend to the whole work life of the beneficiary(say about 25 years after the training) helping them enjoy a reasonable quality of life. Potentially, the human

¹³ Kosovo Youth Employment Action Plan,2006: 7

resource investment in the project could extend to children, women and others in the family of the beneficiary both before marriage and after marriage.

Research shows that ALMPs providing wage subsidies run the risk of 'deadweight' and 'substitution' costs making such interventions unremunerative. However, in this project information on these effects was not available.

The UNDP project targets formal enterprises for ensuring that they are registered for both the tax purposes as well as the social security of the employees. The indirect benefit from the project in terms of the contribution to: i. The State exchequer, and ii. The employees' safety and other benefits could not be estimated. However this will be an indirect benefit as it helps create 'decent work' and tax contributions stimulate overall growth.

The project benefited the public employment service by increasing their placement records for 2007 to the order of about 20 per cent at the Pristina REC alone. Data for other RECs that were not visited is not known. At a time when a large majority of the job seekers(of all ages) do not even register with the PES(due to perceived inefficacy), the UNDP project seems to have boosted their visibility and attractiveness in Kosovo society. Further, the capacity building of the PES counsellors supported by the project and the experience gained by them in developing Individual Employment Plans(IEP) for the project beneficiaries holds out the promise of 'up scaling' for other job seekers and increasing the placement records of PES. The learning from the implementation of the ALMPs for Youth for the first time in Kosovo, for the MLSW from the top level to the bottom level MEOs, is an intangible benefit for all job seekers regardless of age. The project has special measures to help the ethnic minorities. This contributes to social inclusion.

In terms of the mix of the schemes(ALMPs) for youth, according to the Kosovo Youth Employment Action Plan(2006:37): "A comparative analysis between

enterprise- and VTC-based training shows that the former is more effective in achieving equity targets and integration into the labour market.” In view of this, the UNDP project’s support for the on the job training on a large scale appears to indicate efficient use of the resources.

Dar and Tzannatos (1999) concluded that youth training programs had the poorest track record, when compared with training programs for the long-term unemployed and those displaced through mass layoffs. OECD reviews have drawn a similar conclusion (Martin, 2000). They concluded that earlier interventions at the schooling stage are likely to be more effective than trying to remedy education failures through youth training.

Data show that youth training evaluations reveal low effectiveness of ALMPs for youth in developed countries whereas they show positive results in case of developing countries (Betcherman et al 2004). Britain’s ‘The New Deal for the Young Unemployed’ aims to help unemployed young people (between 18 and 24 years) and claiming jobseeker’s allowance for six months or more, to find work and to improve their longer-term employability. Evaluation shows that the job search assistance element of the New Deal is more cost effective than the other ALMP options as there is no subsidy involved (Betcherman et al 2004:28).

Godfrey(2003) recommends that youth employment policy should shift from “curative” to “preventative” interventions; i.e., shifting from dealing with the consequences to the causes. Evaluations of training programs by Fretwell et al. (1999) showed some positive impacts on youth for Hungary and Poland (on employment but not earnings), and the Czech Republic (earnings but not employment). The results for the evaluations of youth training programmes in developing countries such as Argentina, Chile, Peru and Uruguay are positive(Betcherman et al 2004:42). The UNDP project evaluation in Kosovo results correspond to the findings of Fretwell et al. (1999) as the ALMPs increased the employability of the programme participants but the monthly

earnings differences between the treatment and control group were small. However an evaluation of a large training programme for urban unemployed in Mexico showed neither employment nor earnings increases for the participants(Wodon and Minowa, 1999).

Section 3: Relevance

The design needs to invest in research to ‘customise’ the length of the training to the exact needs of the different vocations or trades with flexibility to change the models as per situational demands. In particular the design needs to assess the feasibility of the current programming strategy and content to reach out of school youth with low levels of educational endowments.

The design also needs to put in practice the principles of ‘inclusion’ and ‘participation’ by bringing on board the representatives of the different civil society and community based organisations especially those of the youth. The Project Operating Manual already provides for this but it seems to need further strengthening. This umbrella of engagement could also include the ILO’s traditional partners such as employers’ associations and workers’ associations besides the MLSW which is already on board.

From a management point of view, the current service delivery model for the project needs to be revamped to utilise the in-house UNDP team expertise for ‘higher-order’ functions such as market research, innovative programming, documentation of lessons and best practices, etc. This would be possible if existing functions such as processing of individual applications from youth, inspection of the payments for trainers and trainees, engagement in selection of the enterprises, etc. are gradually delegated to the implementing partners. Further, in order to empower the youth and their organisations, the project could borrow lessons from UNESCO’s work in South Asia on ‘Youth-led Peer

Monitoring and Evaluation'14 and entrust the monitoring and evaluation functions to carefully selected youth-led organisations in Kosovo.

The Youth Employment Action Plan(2007-2010) traces the poor performance of the youth labour market in Kosovo to: i.. Low overall labour demand, and ii. Low youth employability. In relation to labour market, the Action Plan identified the main youth unemployment determinants(2006:45) as:

Slow Increase in employment rates; increased incidence of informal economy; difficulties in enforcing labour protection legislation; low labour market participation rates of working age population(especially women); high percentage of long term unemployed; high incidence of discouragement; wage setting mechanism unlinked to labour productivity.

Inadequate financial and human resources to increase the scope and coverage of active labour market measures

Lack of an adequate institutional framework to deal with the youth employment challenge and limited involvement of the social partners in policy design, implementation, monitoring and evaluation.

The UNDP project's log frame refers to several of the above determinants. The active labour market programs promoted by the UNDP project are consistent with the draft Employment Promotion Law of Kosovo, which advocates use of ALMPs. According to the ILO¹⁵, the lessons from the ALMPs for youth showed their differential impacts for different categories of job seekers - the impact of

¹⁴ Seetharam Mukkavilli, Jacqueline Groth and Deidre De Bruyn. Assessing Youth Empowerment through Peer-group Monitoring and Evaluation – Lessons Learnt and Perspectives for Replication. Policy Paper Poverty Series No.09.1(E), UNESCO, Paris, 2007

¹⁵ ILO, Kosovo Youth Employment Action Plan, 2006:53

employment subsidies on youth is lower than that of labour market training. The Kosovo Youth Employment Action Plan – A mid-term policy framework(2007-2010) advocates policy options to promote youth transition to the labour market by up scaling the ALMPs targeting the youth(2006:53).

The Labour Force Survey in Kosovo(2006) identified youth as the most affected group due to very high rates of youth unemployment in Kosovo. The project targets this most needy group.

As a country in transition, Kosovo is gradually developing its policy and institutional mechanisms to address poverty and unemployment. According to a senior official of the MLSW interviewed for this evaluation, the UNDP project has been beneficial for the Government of Kosovo as it exposed them to active labour market programs for the first time in Kosovo. It also demonstrated the value of ALMPs for youth. Later on an official of the ILO connected with the UNDP project confirmed this while mentioning that the UNDP project experiences were translated in to the draft National Employment Law in Kosovo. The project learning was shared by the ILO official who is a member of the drafting committee for the employment law. The project seems to have had a positive role especially in highlighting the unique needs of the youth in Kosovo as the Government of Kosovo developed a national level Kosovo Youth Employment Action Plan in 2006.

In Kosovo, as part of the Ministry of Labour and Social Welfare, there are 7 Regional Employment Centres, 23 Municipal Employment Offices, 6 Sub-Offices and 8 Vocational Training Centres. The training centres offer training in 32 occupations. The UNDP project is implemented in all regions of Kosovo. The Ministry and the UNDP are equal partners in project implementation. Within the five schemes of the project, the government views On-the-Job Training as the most successful one(this scheme had the highest number of beneficiaries during 2007).

Consultations with a key informant from the government at the central level showed that the government did not experience any problems in coordination or communication with the UNDP in project implementation. However, though horizontal communications were smooth, there were challenges in vertical communications as the state machinery at the central level could not adequately respond to the needs of the RECs calling for greater involvement of people in decision making.

The fact that just a majority of the young job seekers are not attracted to register with the employment offices significantly undermines the 'reach' of the UNDP project. The low effectiveness of the MLSW institutions in promoting employment is also confirmed by an ILO study¹⁶ which observed:

The Kosovo public employment services(PES) have been providing since 2001 employment counselling, vocational guidance and placement services. The lack of effectiveness of the employment services in reaching out to young people is reflected in table 3.4. The data show that roughly 37 per cent of young job seekers never approached the employment service, while 10 per cent of those registered never received any assistance. In 2004 over 59 per cent of workers and 50 per cent of enterprises relied on informal channels for job brokering.

These limitations of the RECs and MEOs call for changes in the UNDP project design to explore ways and means of enhancing the reach of the project so that even the majority of those not registering with the public employment services are brought within its ambit.

¹⁶ ILO, School to Work Transition Survey as cited in Provisional Institutions of Self Government, Kosovo Youth Employment Action Plan,(2007-2010), ILO, October 2006:34-35

Section 4: Recommendations

This section presents a quick recap of the recommendations made earlier.

The project may be missing groups of eligible job seekers with low levels of educational endowment who do not register with the PES in Kosovo. This is an important issue to be looked in to for the next phase on how to maximise the reach of the project by going where the young job seekers are, besides the REC/MEOs.

Officials of the RECs, during the key informant interviews, recommended investment in 'research' to improve the job prospects of the trained youth. They mentioned that due to financial restructuring in the Government of Kosovo and consequential loss of jobs in the MLSW, the research function suffered. Further, due to lack of funds for petrol at their offices, the PES counsellors are unable to contact the enterprises for placing the beneficiary youth. This adversely affects the important function of matching the supply(young job seekers) with the demand (enterprises looking for workers).

For the future, the project management needs to: i. Align better the content of the training, the choice of trainer enterprises and the educational criteria for selection of beneficiaries, ii. Undertake random audits in a rigorous manner to ensure that efficiencies in the project support are maximised, iii. Inform the MLSW in general and the PES counsellors in particular, the rationale for the selection criteria, and iv. Introduce disincentives in the programming that would work in favour of those with low education (often a strong correlate of poverty).

The project design needs to put in practice the principles of ‘inclusion’ and ‘participation’. The project’s operating manual provides for advisory committees at the national and regional levels. It is recommended that the project explore ways and means of bringing in youth organisations, disabled persons organisations, employer associations and women’s organisations in the ambit of project governance to make it more inclusive, participatory and user-driven.

From a management point of view, the current service delivery model for the project needs to be revamped to utilise the in-house UNDP team expertise for ‘higher-order’ functions such as market research, innovative programming, documentation of lessons and best practices, etc. This would be possible if existing functions such as processing of individual applications from youth, inspection of the payments for trainers and trainees, engagement in selection of the enterprises, etc. are gradually delegated to the implementing partners. Further, in order to empower the youth and their organisations, the project could borrow lessons from UNESCO’s work in South Asia on ‘Youth-led Peer Monitoring and Evaluation’¹⁷ and entrust the monitoring and evaluation functions to carefully selected youth-led organisations in Kosovo.

¹⁷ Seetharam Mukkavilli, Jacqueline Groth and Deidre De Bruyn. Assessing Youth Empowerment through Peer-group Monitoring and Evaluation – Lessons Learnt and Perspectives for Replication. Policy Paper Poverty Series No.09.1(E), UNESCO, Paris, 2007

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Annex 1: List of persons contacted

The following individuals were contacted as part of the evaluation during the field visit to Kosovo (13-15 May, 2008)

Mr. Hafiz Leka, Director, Ministry of Labour and Social Welfare, Pristina

Mr. Z. Obertinca, Director, Regional Employment Centre, Pristina

Mr. R. Kelmendi, Director, Regional Employment Centre, Mitrovica

Staff of the ILO office, Pristina

Acting Project Manager and staff of the ALMP for Youth Project Team, Pristina

Mr. Levent Koro, Programme Specialist and Project Lead, UNDP, Pristina

Prof. Alban Zogaj and team, RIINVEST Institute, Pristina

Annex 2: RIINVEST survey report



**Impact of the Active Labour Market Programme
for Youth on Employment in Kosovo – Year 2007**

Report on the Survey conducted with beneficiaries of the ALMP in Kosovo

April, 2008

This report is prepared to be submitted to Active Labour Market Programme – UNDP. It is prepared by the Riinvest Institute.

Impact of the Active Labour Market Programme for Youth on Employment in Kosovo – Year 2007

Report on the Survey conducted with beneficiaries of the ALMP in Kosovo

Riinvest Institute – Prishtina

Disclaimer:

The author's views expressed in this report do not necessarily reflect the views of the United Nations Development Programme – Office in Kosovo.

TABLE OF CONTENTS

INTRODUCTION	58
BACKGROUND OF THE PROJECT.....	60
METHODOLOGY.....	62
ACTIVITIES THAT WERE CONDUCTED BY THE RIINVEST INSTITUTE	62
ENCODING, VERIFYING, AND SECURING DATA	63
SURVEY RESULTS.....	64
CONCLUSIONS AND RECOMMENDATIONS	77
APPENDIX 1 – THE QUESTIONNAIRE	79

INTRODUCTION

This report reviews the impact of Active Labour Market Programs for youth (ALMP) on employment in Kosovo for year 2007. The Active Labour Market Programs as employed in this report include the following schemes: On-the-Job Training (OJT); Pre-Employment Training; Employment Subsidy; Internship Scheme and Vocational Training Pilot Scheme. The report offers a summary of evolution of the program based on a survey conducted with beneficiaries of the program and a control group. The survey was conducted between 10th and 20th of April 2008 with 399 respondents from all training schemes. The number of respondents from each training scheme and the questionnaire used for the survey were selected in close cooperation with UNDP consultant. The aim of this report is to provide a short analysis of the effects of this UNDP-financed program and, based on this, draws recommendations on how to develop and enrich future labour market programs.

In recent decades, Active Labour Market Programs have been very widely implemented worldwide and the literature, which is vast, provides contradictory conclusions regarding these programs depending on country, time period and specific characteristics of programs under consideration. While proponents consider these training as necessary and highly beneficial, opponents generally dismiss these programs as misallocation of public money with high opportunity costs to other social programs and labour market efficiency as a whole (Dar & Tzannatos, 1999). Empirical evidence from various countries suggests that some of those programs proved to be very effective and valuable. However, external conditions need to be taken into account before designing Active Labour Market Programs, because programs that proved to be successful in one country are not necessarily useful elsewhere or programs that were successful in the past might prove to be ineffective later. Moreover, a careful scheming of such programs

is required by setting standards against which the accomplishment of the program will be evaluated later. If there is a lack of follow up of the program, the results might not be identified, which in turn might sidestep the optimality of such programs. In other words, due to the lack of information on the results of the program, successful programs might be abandoned while ineffective ones might continue to be carried on. Conclusively, a thorough analysis and evaluation of such programs is considered of great importance. Incidentally, this report endeavours to shed light on such program, capturing different aspects while enabling us to draw conclusions and suggestions for future ALMPs.

The remainder of the report is arranged as follows: section II defines briefly the background of the project, section III discusses the methodology used the report, while section IV presents a short analysis of the survey results. Finally, conclusions and recommendations are drawn in section V of this report.

BACKGROUND OF THE PROJECT

United Nations Development Programme (UNDP) through its Employment Generation Project assisted the Kosovo Government, especially the Ministry of Labour and Social Welfare (MLSW), in introducing the number of active labour market programmes. Prior to year 2007, UNDP programmes implemented mostly infrastructure projects. Whereas, in year 2007, the Employment Generation Project expanded its activities through the design of active employment measures and changed into the “Active Labour Market Programme for Youth”. Such new programme adopted a more result-oriented approach by focusing on the provision of individualised and targeted programmes aimed at increasing the employability of youth. The programme contained of job search, counselling, labour market training, employment subsidies, self employment and entrepreneurship development.

The Active Labour Market Programme was implemented over 12 months of the year 2007, in cooperation with Kosovo labour market institutions, especially the employment and training services within the Ministry of Labour and Social Welfare.

The main objective of the Active Labour Market Programme for Youth was to improve the employment status of unemployed youth by providing them with skills and work experience required by the labour market. Other aim of the project was to provide direct assistance to unemployed youth through a number of active measures, designed, implemented, monitored and evaluated.

The Active Labour Market Programme facilitated around 1,400 registered young jobseekers through four programme schemes: 1. on the job training, 2. pre-employment training, 3. employment subsidies and 4. internship schemes. As the majority of jobseekers are unskilled, the project targeted low skilled young jobseekers. The individual eligibility criteria for the project support have been designed around the determinants of labour market disadvantage in Kosovo, such as, **age group** (young people in the age group of 15 to 29 years), **length of unemployment** (registered as unemployed for at least six months), **educational attainment** (priority was granted to those who have not completed primary and secondary education), **gender** (the project

reserved 50% of the places to young women), **work experience** (the project primarily targeted first time jobseekers) and **household characteristics** (priority was granted to those belonging to households receiving social assistance).

The project partnered with a number of enterprises that required additional workforce. Eligibility criteria for the enterprises revolved around: **economic sector** (priority access was given to private manufacturing enterprises and agriculture enterprises, which were registered with the Business Registration Agency, with the tax administration and bank account) and **workforce composition** (the enterprise was required not to displace its employees or reduce their working hours and to put an experienced worker to supervise the individual beneficiaries).

METHODOLOGY

In order to collect and provide accurate quantitative and qualitative data regarding the beneficiaries of the *Active Labour Market Programme* (ALMP) and control group that will be used for the evaluation of the impacts of the programme, a synthesis of quantitative and qualitative methods was used by the project team.

Riinvest Institute has conducted a survey that included interviews with 399 beneficiaries of the *Active Labour Market Programme* project and the control group. The survey was conducted in all regions of Kosova and with all minority groups. Methodology of collecting the data was face-to-face interview, whereas the processing of the data was done in operative software, such as, SPSS.

Activities that were conducted by the Riinvest institute

In the initial phase of the project, Riinvest Institute in cooperation with the UNDP consultant and ALMP staff has designed the questionnaire and translated it into the Albanian and Serbian language. Riinvest team has designed readily understandable questions, in the native languages of Kosovo, and surveying strategies which minimize response bias and refusals. The questionnaire was designed in a way to capture impacts of the Active Labour Market Programme project on beneficiaries and the control group.

Riinvest team has trained all surveyors regarding the questionnaire and sample selection. As part of this training, surveyors received instructions on how to dress and present themselves to respondents, and detailed explanations of the questionnaire. The questionnaire was also tested prior to conducting the survey in the field.

Sample size was selected in coordination with the UNDP consultant and ALMP staff. The ALMP staff decided to interview 399 beneficiaries. The beneficiaries and control group were selected randomly. The team

Training Schemes	Population	Sample size at 95% confidence level and +/- 8% sample error
1. On the Job Training	1160	133
2. Pre-Employment Training	68	47
3. Employment Subsidies	111	64
4. Internship Scheme	87	55
5. Control Group	300	100
Total	1726	399

In the field, Riinvest Institute facilitators were responsible for controlling and monitoring the surveyors and the overall development of the survey. From Riinvest Institute offices, a verification process was also carried out by phone by the Project Manager.

Data collected by the survey was next encoded into SPSS. We have used this statistical tool to facilitate data checking and perform basic statistical analyses that we will present in the next section.

Riinvest Institute has employed the best students of Riinvest University and University of Prishtina as enumerators. *Most enumerators were female students and include all ethnic communities in Kosova.* By virtue of being at the university, these individuals tend to be intelligent and to have respect for research. As they are young, they tend to be unthreatening to respondents. The importance of the knowledge and control regarding enumerators cannot be overstressed. Without such control, there is a high potential for improperly completed, even falsified, questionnaires.

Encoding, verifying, and securing data

Data gathered by the survey, was encoded by experienced personnel using SPSS spreadsheets prepared with the data fields and pop-up tables indicating relevant codes. After entry, two individuals, one using the questionnaire and one the spreadsheet, read aloud to one another to confirm the correctness of the responses. Changes are made as appropriate. Next, the data is analyzed using SPSS to identify responses outside of expected ranges, including potential inconsistencies across variables. Changes are made as appropriate.

SURVEY RESULTS

In this section of the report we present detailed descriptive statistics of survey results. For simplicity purposes results are tabulated and follow the sequence of questions from survey questionnaire. Tables with black coloured font represent results of program beneficiaries whereas tables with red coloured font represent results of non beneficiaries i.e. control group members. Moreover, we have cross tabulated some results in order to get clearer picture on the impact of different factors.

<p>The average age of beneficiaries of the ALMP program is 24 years which is same as the average age of control group. These results make these two groups more comparable.</p>	<table><tr><td>Average age¹⁸</td><td>24</td></tr><tr><td>Average age¹⁹</td><td>24</td></tr></table>	Average age ¹⁸	24	Average age ¹⁹	24																	
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<p>The vast majority or 92% of program beneficiaries, as represented in the sample, are of Albanian nationality. Serbians are represented in the sample with 4.5% whereas Bosnian minority is represented with 0.6%. Turks are represented in the sample with 0.3% while RAE minorities are represented in the sample with 2.5%.</p>	<table><tr><td>Nationality:</td><td>Percentage</td><td>Number</td></tr><tr><td>Albanians</td><td>92.0%</td><td>289</td></tr><tr><td>Serbians</td><td>4.5%</td><td>14</td></tr><tr><td>Bosnians</td><td>0.6%</td><td>2</td></tr><tr><td>Turks</td><td>0.3%</td><td>1</td></tr><tr><td>RAE</td><td>2.5%</td><td>8</td></tr><tr><td>TOTAL</td><td>100%</td><td>314</td></tr></table>	Nationality:	Percentage	Number	Albanians	92.0%	289	Serbians	4.5%	14	Bosnians	0.6%	2	Turks	0.3%	1	RAE	2.5%	8	TOTAL	100%	314
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TOTAL	100%	314																				
<p>Gender distribution of the sample is pretty much balanced with male being represented in the sample with 54% whilst female are represented with 46%.</p>	<table><tr><td>Gender:</td><td>Percentage</td><td>Number</td></tr><tr><td>Male</td><td>54%</td><td>171</td></tr><tr><td>Female</td><td>46%</td><td>143</td></tr><tr><td>TOTAL</td><td>100%</td><td>314</td></tr></table>	Gender:	Percentage	Number	Male	54%	171	Female	46%	143	TOTAL	100%	314									
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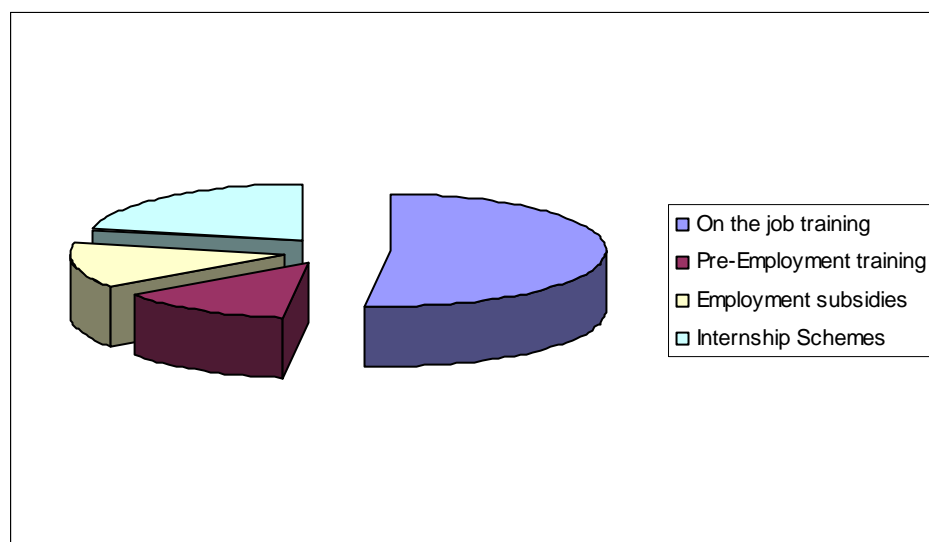
¹⁸ Beneficiaries

¹⁹ Control group

Next we present the education pattern of respondents. Just 1% of program beneficiaries have only four year of education whereas 18% of them have only primary education. Only 2% of respondents have less than secondary education whilst 54% of program beneficiaries have secondary education. Around 4% of program beneficiaries have finished secondary religious schools (Madrassas) whereas 22% of them have university education.	<table><tr><th>Education:</th><th>Percentage</th><th>Number</th></tr><tr><td>Four years of education</td><td>1%</td><td>3</td></tr><tr><td>Primary Education</td><td>18%</td><td>55</td></tr><tr><td>Less than secondary</td><td>2%</td><td>5</td></tr><tr><td>Secondary Education</td><td>54%</td><td>171</td></tr><tr><td>Madrassas</td><td>4%</td><td>12</td></tr><tr><td>University Education</td><td>22%</td><td>68</td></tr><tr><td>TOTAL</td><td>100%</td><td>314</td></tr></table>	Education:	Percentage	Number	Four years of education	1%	3	Primary Education	18%	55	Less than secondary	2%	5	Secondary Education	54%	171	Madrassas	4%	12	University Education	22%	68	TOTAL	100%	314
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The education pattern of control group is quite similar to the beneficiaries of ALMP program except of primary education where the difference in relative terms is 11%. Comparably only 1% of control group have only four years of education whereas 29% of them have finished only the primary education. None of the members of control group have less than secondary education whereas 52% of them have finished secondary education. None of them have finished Madrassas while 18% of them have university education.	<table><tr><th>Education:</th><th>Percentage</th><th>Number</th></tr><tr><td>Four years of education</td><td>1%</td><td>1</td></tr><tr><td>Primary Education</td><td>29%</td><td>25</td></tr><tr><td>Less than secondary</td><td>0%</td><td>0</td></tr><tr><td>Secondary Education</td><td>52%</td><td>44</td></tr><tr><td>Madrassas</td><td>0%</td><td>0</td></tr><tr><td>University Education</td><td>18%</td><td>15</td></tr><tr><td>TOTAL</td><td>100%</td><td>85</td></tr></table>	Education:	Percentage	Number	Four years of education	1%	1	Primary Education	29%	25	Less than secondary	0%	0	Secondary Education	52%	44	Madrassas	0%	0	University Education	18%	15	TOTAL	100%	85
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One of the eligibility criteria for project support have been built according to the household characteristics, where the priority was given to those jobseekers belonging to households receiving social assistance or household in which two or more adult members are registered as unemployed. On the other hand, according to the data gathered by the survey, only 7% of the beneficiaries has two or more adults registered as unemployed and receive assistance, whereas 44% are not in those two categories.	<table><tr><th>Your household:</th><th>Percentage</th><th>Number</th></tr><tr><td>Receive assistance</td><td>3%</td><td>9</td></tr><tr><td>Has two or more adults registered as unemployed</td><td>46%</td><td>145</td></tr><tr><td>Both</td><td>7%</td><td>23</td></tr><tr><td>None of the above</td><td>44%</td><td>137</td></tr><tr><td>TOTAL</td><td>100%</td><td>314</td></tr></table>	Your household:	Percentage	Number	Receive assistance	3%	9	Has two or more adults registered as unemployed	46%	145	Both	7%	23	None of the above	44%	137	TOTAL	100%	314						
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According to the survey data, around 66% of the beneficiaries live in urban areas, whereas 34% of them live in rural areas.	<table><tr><th>Location:</th><th>Percentage</th><th>Number</th></tr><tr><td>Rural</td><td>34%</td><td>108</td></tr><tr><td>Urban</td><td>66%</td><td>206</td></tr><tr><td>TOTAL</td><td>100%</td><td>314</td></tr></table>	Location:	Percentage	Number	Rural	34%	108	Urban	66%	206	TOTAL	100%	314												
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As for the members of control group, 55% of them live in urban areas whereas 45% of them live in rural areas.	<table><tr><th>Location:</th><th>Percentage</th><th>Number</th></tr><tr><td>Rural</td><td>45%</td><td>38</td></tr><tr><td>Urban</td><td>55%</td><td>47</td></tr><tr><td>TOTAL</td><td>100%</td><td>85</td></tr></table>	Location:	Percentage	Number	Rural	45%	38	Urban	55%	47	TOTAL	100%	85												
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TOTAL	100%	85																							

Previous ALMP reports show that the majority of the beneficiaries have been made On the Job Training scheme that is designed to provide in company training of jobseekers for a period 3 to 6 months. On the other hand, according to the survey 52% of the beneficiaries declared that they participated in On the Job Training Scheme, 22% in Internship Scheme, 13% in Pre-Employment Training and 13% in Employment Subsidies. According to the feedback from the field, we can conclude that beneficiaries are not fully aware regarding the scheme that they participated. Types of training schemes are graphically presented in the following figure.

What type of project scheme did you participate in?	Percentage	Number
On the job training	52%	164
Pre-Employment training	13%	40
Employment subsidies	13%	40
Internship Schemes	22%	70
TOTAL	100%	314



Around 15% of program beneficiaries have stated that they have started the training only one week after their application while 22% of them have started their training two weeks after they have applied for the program. Around 18% of beneficiaries have started their program three weeks after their application whereas 13% declared to have started the program after four weeks from application date. Around 31% of respondents stated that they have started the program after more than four weeks from the application date.

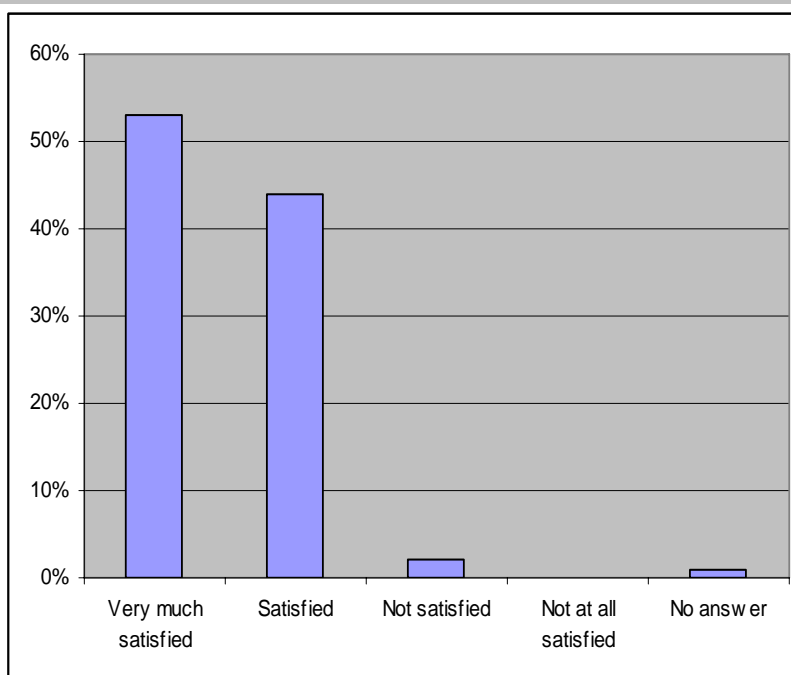
How long after the application did you start the training program?	Percentage	Number
One week	15%	48
Two weeks	22%	69
Three weeks	18%	58
Four weeks	13%	42
More than four weeks	31%	97
TOTAL	100%	314

Around 4% of beneficiaries declared that their program lasted one month whereas 9% of them stated that their program lasted for two months. Around 50% of beneficiaries declared that the program lasted for three months whilst 21% of beneficiaries stated that the program lasted four months. Other respondents, specifically, 3%, 7% and 6% declared that training lasted five months, six months or more than six months respectively.

How long was the training program?	Percentage	Number
One month	4%	14
Two months	9%	27
Three months	50%	157
Four months	21%	67
Five months	3%	9
Six months	7%	22
More than six months	6%	18
TOTAL	100%	314

In the question are you satisfied with the training provided to you by the employer or company, 53% of beneficiaries were very much satisfied, whereas 44% of them are satisfied. Only 2% of the beneficiaries are not satisfied with the training program. According to these figures, we can conclude that training programmes and the project in general was very much successful and the beneficiaries are satisfied with it. The perception of beneficiaries regarding the training is presented graphically in the following figure.

Are you satisfied with the training provided to you by Employer/Company?	Percentage	Number
Very much satisfied	53%	167
Satisfied	44%	137
Not satisfied	2%	7
Not at all satisfied	0%	0
No answer	1%	3
TOTAL	100%	314



<p>In the case of transportation problems, we would like to highlight that 14% of the beneficiaries declared that they had transportation problems from their house to the training facilities. In this case we also need to emphasize the costs of the transportation, especially from rural to urban areas.</p>	<table><tr><th>Did you have any problems with transportation?</th><th>Percentage</th><th>Number</th></tr><tr><td>Yes</td><td>14%</td><td>45</td></tr><tr><td>No</td><td>86%</td><td>269</td></tr><tr><td>TOTAL</td><td>100%</td><td>314</td></tr></table>	Did you have any problems with transportation?	Percentage	Number	Yes	14%	45	No	86%	269	TOTAL	100%	314									
Did you have any problems with transportation?	Percentage	Number																				
Yes	14%	45																				
No	86%	269																				
TOTAL	100%	314																				
<p>By cross tabulating transport problems with location we can confirm that majority of those who have transport problems in attending program are from rural areas.</p>	<table><tr><th>Transport problems:</th><th>Percentage</th><th>Number</th></tr><tr><td>Rural</td><td>67%</td><td>30</td></tr><tr><td>Urban</td><td>33%</td><td>15</td></tr><tr><td>TOTAL</td><td>100%</td><td>45</td></tr></table>	Transport problems:	Percentage	Number	Rural	67%	30	Urban	33%	15	TOTAL	100%	45									
Transport problems:	Percentage	Number																				
Rural	67%	30																				
Urban	33%	15																				
TOTAL	100%	45																				
<p>According to the survey, 50% of the beneficiaries have used the skills gained in the training, 25% of them used the skills very much, whereas around 16% of the beneficiaries have not used skills gained in the training at all. These figures also show that the programme could be considered successful as these figures show.</p>	<table><tr><th>Have you used the skills that you have gained in the training?</th><th>Percentage</th><th>Number</th></tr><tr><td>Yes, very much</td><td>25%</td><td>79</td></tr><tr><td>Yes</td><td>50%</td><td>158</td></tr><tr><td>No</td><td>16%</td><td>50</td></tr><tr><td>Not at all</td><td>4%</td><td>11</td></tr><tr><td>No answer</td><td>5%</td><td>16</td></tr><tr><td>TOTAL</td><td>100%</td><td>314</td></tr></table>	Have you used the skills that you have gained in the training?	Percentage	Number	Yes, very much	25%	79	Yes	50%	158	No	16%	50	Not at all	4%	11	No answer	5%	16	TOTAL	100%	314
Have you used the skills that you have gained in the training?	Percentage	Number																				
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No answer	5%	16																				
TOTAL	100%	314																				
<p>The perception of the vast majority of respondents (82%) was that there was gender equality in their training schemes or that female participants were treated better (2%). Only 1 % of the respondents declared that male participants were treated better than their female counterparts.</p>	<table><tr><th>Gender equality:</th><th>Percentage</th><th>Number</th></tr><tr><td>Female participants and male participants were treated equally</td><td>82%</td><td>257</td></tr><tr><td>Female participants were treated better</td><td>2%</td><td>6</td></tr><tr><td>Male participants were treated better</td><td>1%</td><td>4</td></tr><tr><td>Not applicable</td><td>15%</td><td>47</td></tr><tr><td>TOTAL</td><td>100%</td><td>314</td></tr></table>	Gender equality:	Percentage	Number	Female participants and male participants were treated equally	82%	257	Female participants were treated better	2%	6	Male participants were treated better	1%	4	Not applicable	15%	47	TOTAL	100%	314			
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TOTAL	100%	314																				

<p>Of all the respondents 38% of them were employed immediately after their participation in the ALMP schemes and another 11% were employed within a relatively short period - within three months. Other 2% of respondents were employed after six months. The remaining 50% of respondents were either unemployed or did not answer.</p>	How long after training you were employed?	Percentage	Number
	Immediately	38%	118
	After one month	4%	11
	After two months	4%	12
	After three months	3%	8
	After six months	2%	7
	Other	50%	158
	TOTAL	100%	314

<p>According to the data gathered by the survey, 46% of the beneficiaries are currently employed, while 54% are not currently employed.</p> <p>It is very important to mention that the percentage of current employment among the control group or non-beneficiaries of the project is much lower, or in precise figure 20% of non-beneficiaries are currently employed. This figure, once again shows the importance and impact of trainings in potential employment of the beneficiaries.</p>	Are you currently employed?	Percentage	Number
	Employed	46%	145
	Unemployed	54%	169
	TOTAL	100%	314

<p>Are you currently employed?</p>	Percentage	Number	
	Employed	20%	17
	Unemployed	80%	68
	TOTAL	100%	85

<p>By interacting the number of employed beneficiaries with gender we figure out that 56% of them are male whereas 44% female. This employment distribution is similar to the gender distribution within the sample suggesting an absence of gender discrimination.</p> <p>By interacting the number of employed non beneficiaries with gender we figure out that 71% of them are male whereas 29% female. This employment distribution is different from the one of beneficiaries which reinforces the opinion that ALMP has contributed in lowering the gender gap of employed participants.</p>	Employment by gender:	Percentage	Number
	Male	56%	81
	Female	44%	64
	TOTAL	100%	145

<p>Employment by gender:</p>	Percentage	Number	
	Male	71%	12
	Female	29%	5
	TOTAL	100%	17

When we have interacted employment of beneficiaries with their level of education, we figure out that the largest number of employed beneficiaries has secondary education whereas 17% of all employed beneficiaries have university education. The number of employed beneficiaries with primary education is 21% while only 1% of employed persons have only four years of education.	<table><tr><th>Employment by education:</th><th>Percentage</th><th>Number</th></tr><tr><td>Four years of education</td><td>1%</td><td>2</td></tr><tr><td>Primary Education</td><td>21%</td><td>30</td></tr><tr><td>Less than secondary</td><td>2%</td><td>3</td></tr><tr><td>Secondary Education</td><td>53%</td><td>77</td></tr><tr><td>Madrassas</td><td>6%</td><td>9</td></tr><tr><td>University Education</td><td>17%</td><td>24</td></tr><tr><td>TOTAL</td><td>100%</td><td>145</td></tr></table>	Employment by education:	Percentage	Number	Four years of education	1%	2	Primary Education	21%	30	Less than secondary	2%	3	Secondary Education	53%	77	Madrassas	6%	9	University Education	17%	24	TOTAL	100%	145
Employment by education:	Percentage	Number																							
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University Education	17%	24																							
TOTAL	100%	145																							
By interacting employment of beneficiaries with location we figure out that the larges number of employed beneficiaries is from urban areas.	<table><tr><th>Employment by location:</th><th>Percentage</th><th>Number</th></tr><tr><td>Rural</td><td>58%</td><td>84</td></tr><tr><td>Urban</td><td>42%</td><td>61</td></tr><tr><td>TOTAL</td><td>100%</td><td>145</td></tr></table>	Employment by location:	Percentage	Number	Rural	58%	84	Urban	42%	61	TOTAL	100%	145												
Employment by location:	Percentage	Number																							
Rural	58%	84																							
Urban	42%	61																							
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When we have interacted employment of non beneficiaries with their level of education, we figure out that the largest number of employed member of control group is from those that have finished secondary education. Other 17% of employed non beneficiaries have university education while remaining 12% have only primary education.	<table><tr><th>Employment by education:</th><th>Percentage</th><th>Number</th></tr><tr><td>Four years of education</td><td>0%</td><td>0</td></tr><tr><td>Primary Education</td><td>12%</td><td>2</td></tr><tr><td>Less than secondary</td><td>0%</td><td>0</td></tr><tr><td>Secondary Education</td><td>71%</td><td>12</td></tr><tr><td>Madrassas</td><td>0%</td><td>0</td></tr><tr><td>University Education</td><td>18%</td><td>3</td></tr><tr><td>TOTAL</td><td>100%</td><td>17</td></tr></table>	Employment by education:	Percentage	Number	Four years of education	0%	0	Primary Education	12%	2	Less than secondary	0%	0	Secondary Education	71%	12	Madrassas	0%	0	University Education	18%	3	TOTAL	100%	17
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By interacting employment of non beneficiaries with location we figure out that the number of employed persons from control group is similar between urban and rural areas.	<table><tr><th>Employment by location:</th><th>Percentage</th><th>Number</th></tr><tr><td>Rural</td><td>59%</td><td>10</td></tr><tr><td>Urban</td><td>41%</td><td>7</td></tr><tr><td>TOTAL</td><td>100%</td><td>17</td></tr></table>	Employment by location:	Percentage	Number	Rural	59%	10	Urban	41%	7	TOTAL	100%	17												
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According to the survey, beneficiaries who are currently employed are mostly employed as full time workers, while only 12% of them are working as part time workers.	<table><tr><th>Are you employed as part time or full time employee?</th><th>Percentage</th><th>Number</th></tr><tr><td>Full time</td><td>88%</td><td>127</td></tr><tr><td>Part time</td><td>12%</td><td>18</td></tr><tr><td>TOTAL</td><td>100%</td><td>145</td></tr></table>	Are you employed as part time or full time employee?	Percentage	Number	Full time	88%	127	Part time	12%	18	TOTAL	100%	145												
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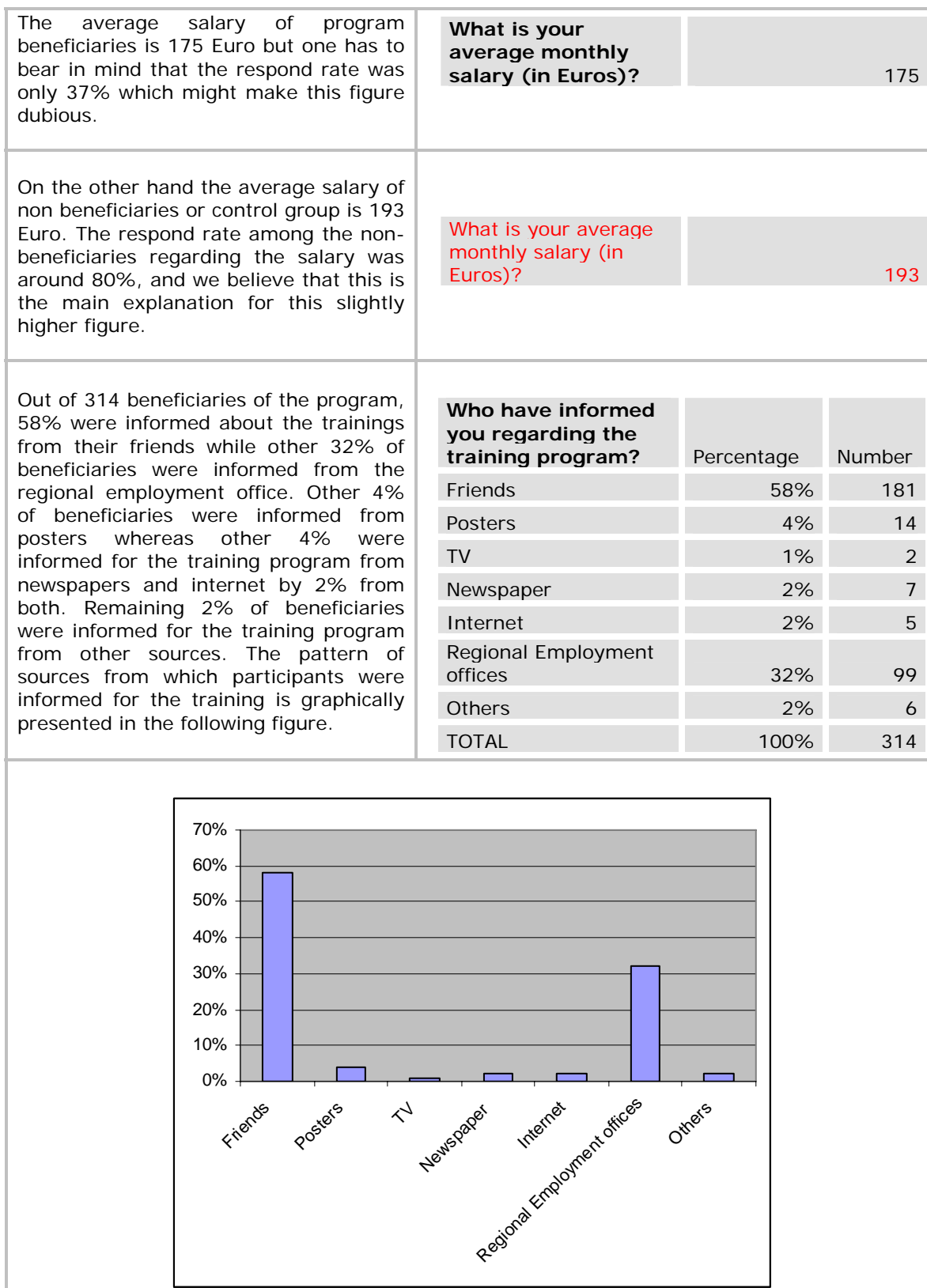
<p>We have almost identical figures for non-beneficiaries also.</p>	<table><tr><th>Are you employed as part time or full time employee?</th><th>Percentage</th><th>Number</th></tr><tr><td>Full time</td><td>88%</td><td>15</td></tr><tr><td>Part time</td><td>12%</td><td>2</td></tr><tr><td>TOTAL</td><td>100%</td><td>17</td></tr></table>	Are you employed as part time or full time employee?	Percentage	Number	Full time	88%	15	Part time	12%	2	TOTAL	100%	17												
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<p>The beneficiaries of the ALMP programme who are currently employed are mainly working as ordinary workers, sales persons and logistic workers (81% of respondents in total hold these positions). Whereas, on the other hand, 19% of the beneficiaries hold the position of staff supervisors (10% of the total) and managers.</p>	<table><tr><th>What is your position in the company/organization?</th><th>Percentage</th><th>Number</th></tr><tr><td>Manager of the company</td><td>4%</td><td>6</td></tr><tr><td>ordinary worker</td><td>58%</td><td>84</td></tr><tr><td>Staff supervisor</td><td>10%</td><td>15</td></tr><tr><td>Logistic worker</td><td>6%</td><td>9</td></tr><tr><td>Sales person</td><td>17%</td><td>25</td></tr><tr><td>Other</td><td>4%</td><td>6</td></tr><tr><td>TOTAL</td><td>100%</td><td>145</td></tr></table>	What is your position in the company/organization?	Percentage	Number	Manager of the company	4%	6	ordinary worker	58%	84	Staff supervisor	10%	15	Logistic worker	6%	9	Sales person	17%	25	Other	4%	6	TOTAL	100%	145
What is your position in the company/organization?	Percentage	Number																							
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TOTAL	100%	145																							
<p>If we compare figures to the non-beneficiaries of the programme who are currently employed, from the table we can see that 83% of them are working as ordinary workers, salespersons and logistic workers, while only 6% of them are in managing positions. In the case of non-beneficiaries, we have a considerable percentage of them holding other positions, which were not mentioned in the questionnaire.</p>	<table><tr><th>What is your position in the company/organization?</th><th>Percentage</th><th>Number</th></tr><tr><td>Manager of the company</td><td>6%</td><td>1</td></tr><tr><td>ordinary worker</td><td>71%</td><td>12</td></tr><tr><td>Staff supervisor</td><td>0%</td><td>0</td></tr><tr><td>Logistic worker</td><td>6%</td><td>1</td></tr><tr><td>Sales person</td><td>6%</td><td>1</td></tr><tr><td>Other</td><td>12%</td><td>2</td></tr><tr><td>TOTAL</td><td>100%</td><td>17</td></tr></table>	What is your position in the company/organization?	Percentage	Number	Manager of the company	6%	1	ordinary worker	71%	12	Staff supervisor	0%	0	Logistic worker	6%	1	Sales person	6%	1	Other	12%	2	TOTAL	100%	17
What is your position in the company/organization?	Percentage	Number																							
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TOTAL	100%	17																							
<p>From the group of beneficiaries who are not currently employed, 75% of them declared that they wanted a job but there were no vacancies. A portion of beneficiaries (6%) are not currently employed because they have been enrolled in full time schooling, while 10% of them had no answer on this question.</p>	<table><tr><th>If you are not currently employed, why are you not employed?</th><th>Percentage</th><th>Number</th></tr><tr><td>I wanted a job but there were no vacancies?</td><td>42%</td><td>131</td></tr><tr><td>I wanted a job but the wages offered were too low</td><td>2%</td><td>6</td></tr><tr><td>I could not look for a job because of health problems</td><td>0%</td><td>1</td></tr></table>	If you are not currently employed, why are you not employed?	Percentage	Number	I wanted a job but there were no vacancies?	42%	131	I wanted a job but the wages offered were too low	2%	6	I could not look for a job because of health problems	0%	1												
If you are not currently employed, why are you not employed?	Percentage	Number																							
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	<table><tr><td>I have been enrolled in school full-time</td><td>6%</td><td>18</td></tr><tr><td>I have applied but I was not hired</td><td>5%</td><td>15</td></tr><tr><td>Other reason</td><td>2%</td><td>5</td></tr><tr><td>No answer</td><td>44%</td><td>138</td></tr><tr><td>TOTAL</td><td>100%</td><td>314</td></tr></table>	I have been enrolled in school full-time	6%	18	I have applied but I was not hired	5%	15	Other reason	2%	5	No answer	44%	138	TOTAL	100%	314									
I have been enrolled in school full-time	6%	18																							
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<p>According to the data, we have similar figures for the non-beneficiaries. Around 85% of them declared that they wanted a job but there were no vacancies, while 4% of them were in the mean time were enrolled in full time schooling.</p>	<table><tr><td>If you are not currently employed, why are you not employed?</td><td>Percentage</td><td>Number</td></tr><tr><td>I wanted a job but there were no vacancies?</td><td>85%</td><td>58</td></tr><tr><td>I wanted a job but the wages offered were too low</td><td>3%</td><td>2</td></tr><tr><td>I could not look for a job because of health problems</td><td>0%</td><td>0</td></tr><tr><td>I have been enrolled in school full-time</td><td>4%</td><td>3</td></tr><tr><td>Other reason</td><td>1%</td><td>1</td></tr><tr><td>No answer</td><td>6%</td><td>4</td></tr><tr><td>TOTAL</td><td>100%</td><td>68</td></tr></table>	If you are not currently employed, why are you not employed?	Percentage	Number	I wanted a job but there were no vacancies?	85%	58	I wanted a job but the wages offered were too low	3%	2	I could not look for a job because of health problems	0%	0	I have been enrolled in school full-time	4%	3	Other reason	1%	1	No answer	6%	4	TOTAL	100%	68
If you are not currently employed, why are you not employed?	Percentage	Number																							
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TOTAL	100%	68																							
<p>From the total number of beneficiaries, almost 70% of them have been actively looking for job after completing the training, while 16% of them have not been actively looking for job.</p>	<table><tr><td>Have you been actively looking for job after completing the training?</td><td>Percentage</td><td>Number</td></tr><tr><td>Yes</td><td>67%</td><td>210</td></tr><tr><td>No</td><td>16%</td><td>50</td></tr><tr><td>No answer</td><td>17%</td><td>54</td></tr><tr><td>TOTAL</td><td>100%</td><td>314</td></tr></table>	Have you been actively looking for job after completing the training?	Percentage	Number	Yes	67%	210	No	16%	50	No answer	17%	54	TOTAL	100%	314									
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<p>On the other hand, from the total number of non-beneficiaries, almost 85% of them declared that they have been actively looking for job after completing the training programme, while only 6% of them have not been actively looking for job.</p>	<table><tr><td>Have you been actively looking for job?</td><td>Percentage</td><td>Number</td></tr><tr><td>Yes</td><td>84%</td><td>71</td></tr><tr><td>No</td><td>6%</td><td>5</td></tr><tr><td>No answer</td><td>11%</td><td>9</td></tr><tr><td>TOTAL</td><td>100%</td><td>85</td></tr></table>	Have you been actively looking for job?	Percentage	Number	Yes	84%	71	No	6%	5	No answer	11%	9	TOTAL	100%	85									
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No	6%	5																							
No answer	11%	9																							
TOTAL	100%	85																							

<p>The majority of the beneficiaries who are currently employed have stated that they are “very much satisfied” or “satisfied” with their current job (almost 95%); while only around 4% of them declared that they are not satisfied with their current job.</p> <p>In regard of non-beneficiaries, data from the survey show that around 98% of them are satisfied with their current jobs.</p>	<table><tr><th>Are you satisfied with your current job?</th><th>Percentage</th><th>Number</th></tr><tr><td>Very much satisfied</td><td>40%</td><td>58</td></tr><tr><td>Satisfied</td><td>54%</td><td>78</td></tr><tr><td>Not satisfied</td><td>3%</td><td>5</td></tr><tr><td>Not at all satisfied</td><td>1%</td><td>1</td></tr><tr><td>No answer</td><td>2%</td><td>3</td></tr><tr><td>TOTAL</td><td>100%</td><td>145</td></tr></table>	Are you satisfied with your current job?	Percentage	Number	Very much satisfied	40%	58	Satisfied	54%	78	Not satisfied	3%	5	Not at all satisfied	1%	1	No answer	2%	3	TOTAL	100%	145
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TOTAL	100%	145																				
<p>Over half of the total number of beneficiaries believes that they do need additional training.</p>	<table><tr><th>Do you need any additional training?</th><th>Percentage</th><th>Number</th></tr><tr><td>Yes</td><td>51%</td><td>161</td></tr><tr><td>No</td><td>46%</td><td>146</td></tr><tr><td>No answer</td><td>2%</td><td>7</td></tr><tr><td>TOTAL</td><td>100%</td><td>314</td></tr></table>	Do you need any additional training?	Percentage	Number	Yes	51%	161	No	46%	146	No answer	2%	7	TOTAL	100%	314						
Do you need any additional training?	Percentage	Number																				
Yes	51%	161																				
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TOTAL	100%	314																				
<p>Out of 161 beneficiaries who stated that need additional training, almost 20% of them declared that they need additional training to enable them to do their current job better, almost 10% of them need additional training to start their own business, whereas around 70% of them declared that they need additional training to find a better job.</p>	<table><tr><th>Why do you need this additional training?</th><th>Percentage</th><th>Number</th></tr><tr><td>To enable to do my current job better</td><td>19%</td><td>30</td></tr><tr><td>To find a better job</td><td>70%</td><td>112</td></tr><tr><td>To get a promotion in the existing company</td><td>2%</td><td>4</td></tr><tr><td>To start my own business</td><td>9%</td><td>14</td></tr><tr><td>No answer</td><td>1%</td><td>1</td></tr><tr><td>TOTAL</td><td>100%</td><td>161</td></tr></table>	Why do you need this additional training?	Percentage	Number	To enable to do my current job better	19%	30	To find a better job	70%	112	To get a promotion in the existing company	2%	4	To start my own business	9%	14	No answer	1%	1	TOTAL	100%	161
Why do you need this additional training?	Percentage	Number																				
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No answer	1%	1																				
TOTAL	100%	161																				

Out of 145 beneficiaries that are currently employed, 47% of them perceive skills that they have gained during the training as very valuable, 38% of them perceive skills as valuable, whereas only 10% of them perceive skills gained in the training as of little value.	<table><tr><th>In your current job, what is the value of the skills gained during the training?</th><th>Percentage</th><th>Number</th></tr><tr><td>Very valuable</td><td>47%</td><td>68</td></tr><tr><td>Valuable</td><td>38%</td><td>55</td></tr><tr><td>Of little value</td><td>10%</td><td>15</td></tr><tr><td>Worthless</td><td>2%</td><td>3</td></tr><tr><td>No answer</td><td>3%</td><td>4</td></tr><tr><td>TOTAL</td><td>100%</td><td>145</td></tr></table>	In your current job, what is the value of the skills gained during the training?	Percentage	Number	Very valuable	47%	68	Valuable	38%	55	Of little value	10%	15	Worthless	2%	3	No answer	3%	4	TOTAL	100%	145
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TOTAL	100%	145																				
Vast majority of the beneficiaries of the programme affirm that they would recommend the trainings to other people. This figure shows that the beneficiaries of the programme are contended with participating in trainings. While only 4% of them declared that they would not recommend trainings to other people or they have no opinion regarding this issue.	<table><tr><th>Would you recommend to anyone to attend this training?</th><th>Percentage</th><th>Number</th></tr><tr><td>Yes</td><td>96%</td><td>300</td></tr><tr><td>No</td><td>3%</td><td>10</td></tr><tr><td>No opinion</td><td>1%</td><td>4</td></tr><tr><td>TOTAL</td><td>100%</td><td>314</td></tr></table>	Would you recommend to anyone to attend this training?	Percentage	Number	Yes	96%	300	No	3%	10	No opinion	1%	4	TOTAL	100%	314						
Would you recommend to anyone to attend this training?	Percentage	Number																				
Yes	96%	300																				
No	3%	10																				
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TOTAL	100%	314																				
Out of 314 beneficiaries, half of them have received certificates at the end of the training, while 43% of them have not received any certificates. Majority of these certificates were issued by the Ministry of Labour and Social Welfare and the companies where the trainings were conducted. Other certificates, which are in smaller number, were issued by other organizations such as regional employment offices.	<table><tr><th>At the end of your training did you received any certificate?</th><th>Percentage</th><th>Number</th></tr><tr><td>Yes</td><td>51%</td><td>159</td></tr><tr><td>No</td><td>43%</td><td>136</td></tr><tr><td>No answer</td><td>6%</td><td>19</td></tr><tr><td>TOTAL</td><td>100%</td><td>314</td></tr></table>	At the end of your training did you received any certificate?	Percentage	Number	Yes	51%	159	No	43%	136	No answer	6%	19	TOTAL	100%	314						
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Yes	51%	159																				
No	43%	136																				
No answer	6%	19																				
TOTAL	100%	314																				

Of 145 employed beneficiaries, 1% of them work in the agriculture sector whereas 30% of them in manufacturing. Other 23% work in real estate, renting and business activity whilst 17% work in trade sector. Other 12% work in hotels and restaurants while 4% work in construction. Other 9% work in education, health sector and social services by 3% in each sector while remaining 2% work in transport and public administration by 1% in each sector.	In what economic sector are you employed?	Percentage	Number
	Agriculture, hunting and forestry	1%	2
	Mining and quarrying	0%	0
	Manufacturing	30%	44
	Construction	4%	6
	Trade	17%	25
	Hotels and restaurants	12%	17
	Transport	1%	1
	Real estate, renting and business activity	23%	34
	Public administration	1%	1
	Education	3%	5
	Health and social work	3%	5
	Other community, social and personal service activities	3%	5
	Total	100%	145
	Of 17 employed members of control group (non beneficiaries), 35% work in Real estate, renting and business activity while 24% work in manufacturing. Other 18% of them work in hotels and restaurants whilst 12% work in transport and public administration by 6% in each sector. Remaining 12% work in construction sector.	In what economic sector are you employed?	Percentage
Agriculture, hunting and forestry		0%	0
Mining and quarrying		0%	0
Manufacturing		24%	4
Construction		12%	2
Trade		0%	0
Hotels and restaurants		18%	3
Transport		6%	1
Real estate, renting and business activity		35%	6
Public administration		6%	1
Education		0%	0
Health and social work		0%	0
Other community, social and personal service activities		0%	0
Total		100%	17



CONCLUSIONS AND RECOMMENDATIONS

In this report we have presented the results and data gathered by the survey with 399 beneficiaries and non-beneficiaries (control group) of the Active Labour Market Programme. The survey and the report have managed to look on the most of important issues and impacts of the project on its beneficiaries.

According to the data gathered by the survey, we can conclude that the ALMP project for the previous year was very successful, where 97% of the beneficiaries were very much satisfied or satisfied with the trainings provided to them by the employer, whereas only 3% of them are not satisfied with the trainings or do not have any opinions regarding this issue. We would also like to mention that according to the survey, 75% of the beneficiaries have used or have used very much the skills gained in the trainings, while around 20% have not used or not at all used the skills they have gained.

A very important figure to emphasize here is the percentage of beneficiaries employed after the trainings, where 46% of the beneficiaries were employed after the training. If we compare this figure to the non-beneficiaries (where 20% of them were employed), we can conclude that the trainings had important impacts on potential employment. We can also conclude that the objective of the project on gender equality is reached, where 82% of the beneficiaries have declared that female participants and male participants were treated equally during the trainings. In the question, would you recommend to anyone to attend this training, around 95% of the beneficiaries declared that they would recommend this training to others, which figure once again, shows the success of the training programme.

One of our key recommendations is to strengthen the support on transportation, especially the transportation from rural areas to urban areas. This recommendation is derived as result of beneficiaries' complaints on transportation problems; almost 15% of the beneficiaries have declared that they had problems with transportation from their house to the training facilities. Another recommendation is to extend the training period, because according to the data gathered by the survey around 45% of the beneficiaries have declared that they would have extended the training period.

We would like to recommend strengthening the support regarding the issue of certificates, because we strongly believe that the certificates will enrich their CV's and will have impact on potential employment of the beneficiaries. In this regard, we also recommend that some incentive schemes should be designed so that all participants finish training programmes.

Limitation of the Report

There is a limitation that needs to be acknowledged and addressed regarding the present report. It concerns the non-beneficiaries of the project or control group and the reliability of data gathered by the control group. The team, during the survey in the field, came across some cases where non-beneficiaries declared that they have participated in the trainings. In this case, we would like to emphasize that in the recent time in Kosovo a number of trainings programmes have been organised from several NGOs and Donor organizations, and it could happened that non-beneficiaries (control group) are not fully aware in what training programme they have participated.

APPENDIX 1 – THE QUESTIONNAIRE

ALMP Survey Questionnaire

1. Name and Surname: _____

2. Age: _____

3. Nationality: _____

4. Gender:

- 1. Female
- 2. Male

5. Education:

- 1. Four years of education
- 2. Primary Education
- 3. Less than secondary
- 4. Secondary Education
- 5. Madrassas
- 6. University Education
- 7. None

6. Are you disabled?

- 1. Yes
- 2. No

7. Your Household:

- 1. Receive assistance
- 2. Has two or more adults registered as unemployed
- 3. None of the above

8. Location:

1. Rural
2. Urban
3. Specify _____

9. What type of project scheme did you participate in?

1. On-the-Job training
2. Pre-Employment training,
3. Employment Subsidies
4. Internship Schemes

10. How long after your application did you start the training program?

- Please specify: _____

11. When did your Training/Employment, financed by UNDP, started?

1. One year ago
2. Nine months ago
3. Six months ago
4. Three months ago
5. One month ago
6. Other

12. How long was the training program?

1. One month
2. Two months
3. Three months
4. Four months
5. Five months
6. Six months
7. Other

13. Are you satisfied with the training provided to you by Employer/Company?

1. Very much satisfied
2. Satisfied
3. Not satisfied
4. Not at all satisfied
5. N/A

14. Did you have any problems with the transportation from your house to the facilities where the training was organized?

1. Yes
2. No

15. Have you used the skills that you have gained in the trainings?

1. Yes, very much
2. Yes
3. No
4. Not at all
5. N/A

16. Over the training period:

1. Female participants and male participants were treated equally
2. Female participants were treated better
3. Male participants were treated better
4. N/A

17. How long after the training you were employed?

1. Immediately,
2. After one month,
3. After two months,
4. After three months,
5. After six months,
6. Other

18. Are you currently employed?

1. Yes
2. No

19. If yes, are you working part time or full time?

1. Part time
2. Full time

20. What is your position in the company/organization?

1. Manager of the company
2. Ordinary worker
3. Staff supervisor
4. Logistic worker
5. Sales person
6. Other

21. If you are not currently employed, why are you not employed?

1. I wanted a job, but there were no vacancies
2. I wanted a job, but the wages offered were too low
3. I could not look for a job, because of health problems
4. I have been enrolled in school full-time
5. Other reason, explain _____

22. Have you been actively looking for job after completing the training?

1. Yes
2. No

23. Are you satisfied with the current job?

1. Very much satisfied
2. Satisfied
3. Not satisfied
4. Not at all satisfied
5. N/A

24. Do you need any additional training?

1. Yes
2. No

25. If yes, what kind of training do you need?

Please specify: _____

26. Why do you need this additional training?

1. To enable to do my current job better
2. To find a better job
3. To get a promotion in the existing company
4. To start my own business
5. N/A

27. Since you have finished the training, what was your employment status in months?

1. Unemployed looking for a job _____ (how many months)
2. Unemployed not looking for a job _____ (how many months)
3. Employed _____ (how many months)
4. Do not remember

28. In your new (current) job, what is the value of the skills learned during the training by the Employer, financially supported by ALMP?

1. Extremely valuable
2. Very valuable
3. Valuable
4. of little value
5. Worthless

29. Would you recommend to anyone to attend this training?

1. Yes
2. No

30. At the end of your training did you received any certificate?

1. Yes
2. No

31. If yes, who issued the certificate for the completion of your training?

1. MLSW/WTC
2. Company
3. Other

32. What is your average monthly salary (in Euros)?

1. Monthly _____
2. N/A

33. In what economic sector are you employed?

1. Agriculture, hunting and forestry
2. Mining and quarrying
3. Manufacturing
4. Construction
5. Wholesale and retail trade; repair of motor vehicles, motorcycles and personal and household goods
6. Hotels and restaurants
7. Transport, storage and communication
8. Real estate, renting and business activities
9. Public administration and defiance; compulsory social security
10. Education
11. Health and social work
12. Other community, social and personal service activities

34. Who have informed you regarding the training program?

1. Friend
2. Posters
3. TV
4. Newspaper
5. Internet
6. Other _____

35. In your opinion, what changes would you have made to the training given to you?

1. I would have extended the training period
2. I would have reduced the training period
3. I would have designed it differently
4. I would not have changed anything