

> The digitalisation of job matching services in Kosovo

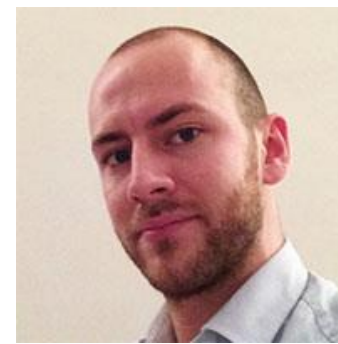
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THE DIGITALISATION OF JOB MATCHING SERVICES IN KOSOVO

INFORMATION ABOUT EYE PROJECT

30 NOVEMBER 2023



AGENDA

- History of EYE
- Who we are?
- Kosovo context information
- Why JMS in Kosovo?
- A hierarchy of objectives for systemic change
- Prioritizing opportunities in the JMS market system

01 History of EYE

**Inception
Phase**



2012

EYE I



2013-2016

EYE II



2016-2020

EYE III



2020-2024

02

Who we are?

1

Enhancing Youth Employment (EYE)

SDC project implemented by Helvetas Swiss Intercooperation and MDA

2

Since 2013

It aims to increase the employability of young women and men in a socially inclusive and sustainable way

3

Works on:

- Vocational skills development (non-formal training)
- Job intermediation services
 - ✓ Career guidance for VET school students
 - ✓ **Private and public job intermediation services**

03

Kosovo context information

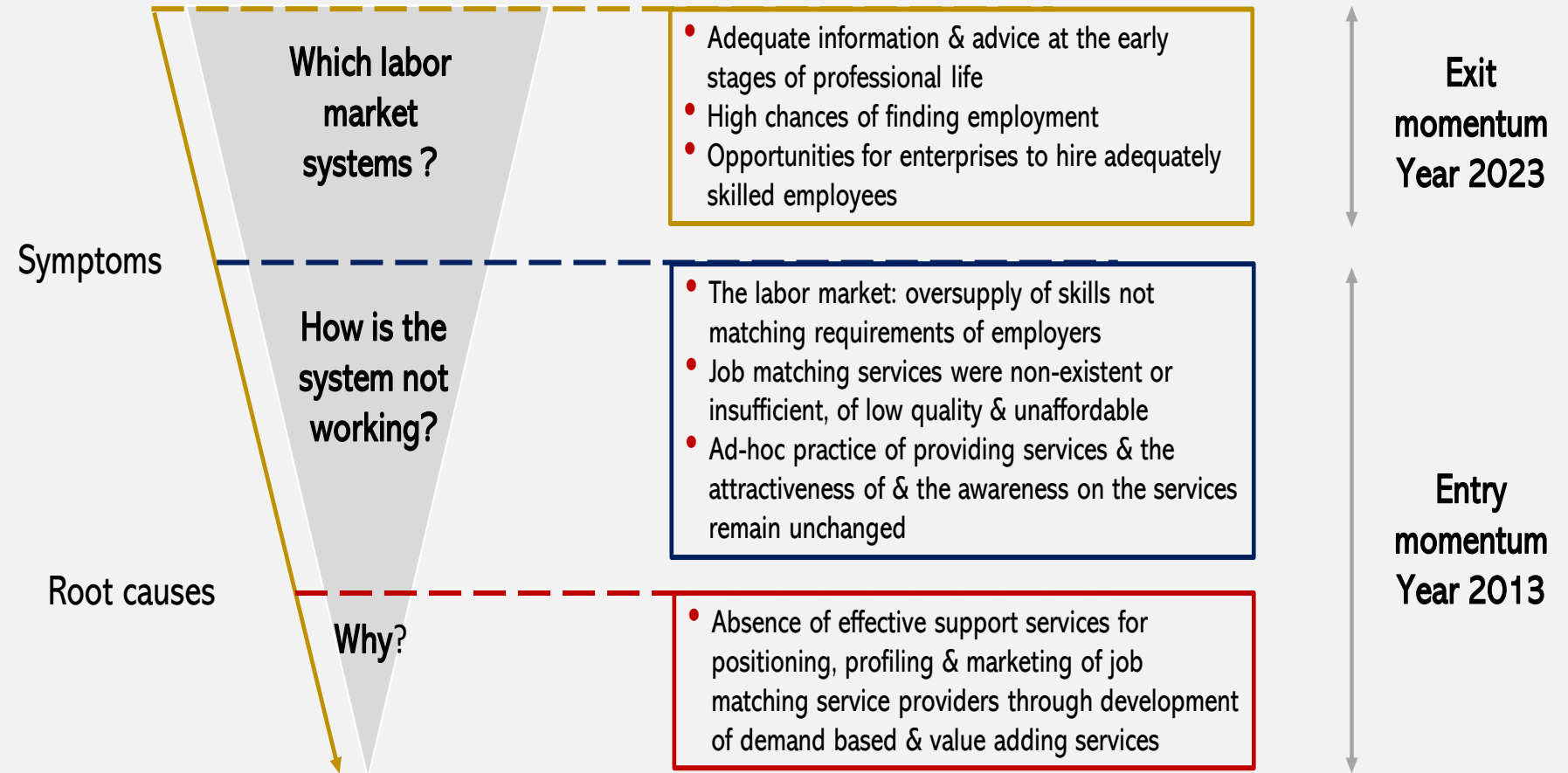
- Total area: 10,000 km²
- Newest country in Europe
 - ✓ Declared independence in 2008
- Total population: approximately 1.9 million
- 41% of the population is under the age of 25
- Sectors with growth potential:
 - ✓ ICT
 - ✓ Food processing industry
 - ✓ Energy (with a focus on green energy)
- Unemployment rate is at around 20% now but it was 30% when the project started in 2013
- Young people (15-24) are nearly twice more likely to be unemployed and it was 32%



04

Why JMS in Kosovo?

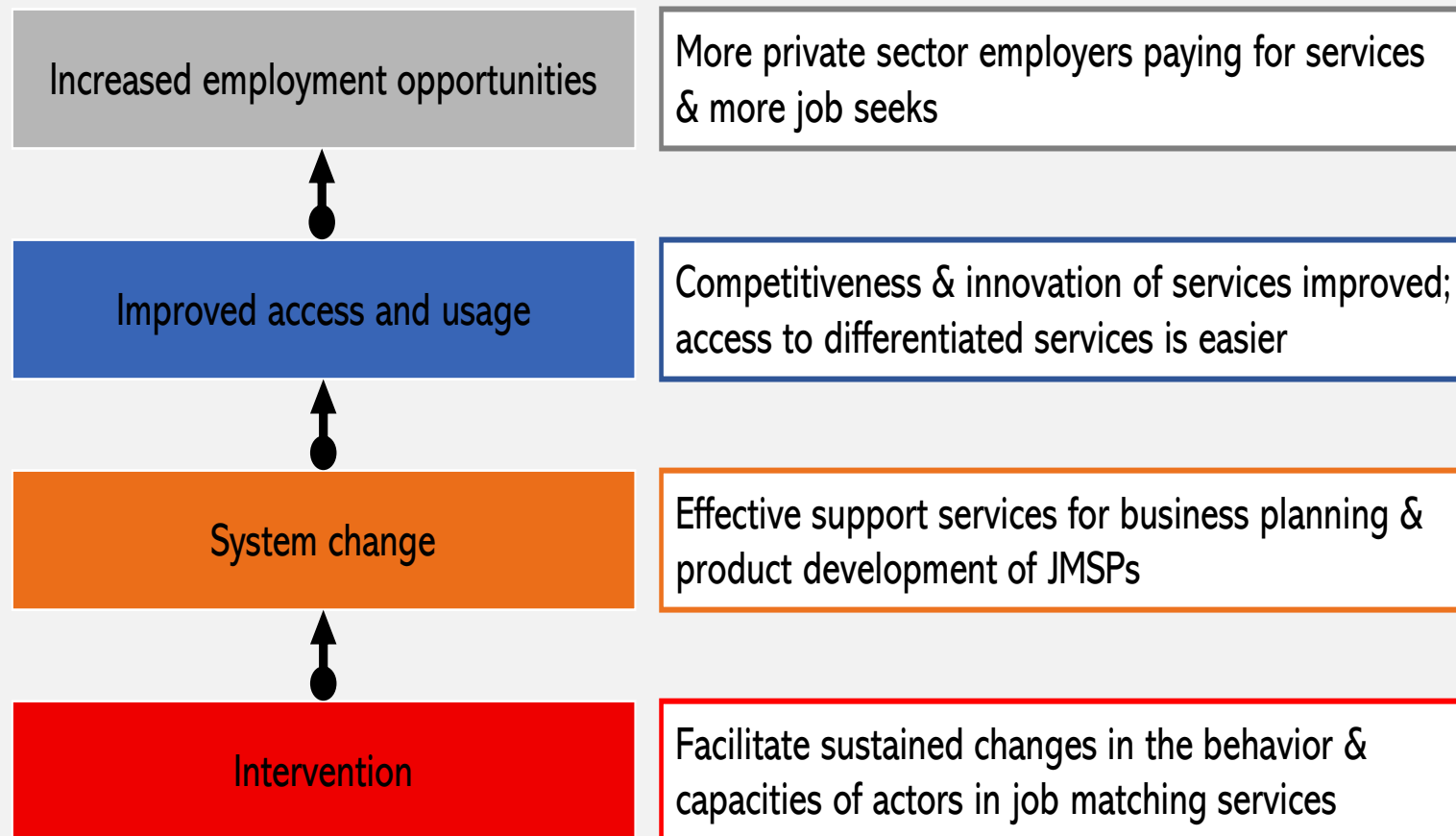
Symptoms and root causes



05

A hierarchy of objectives for systemic change

Impact logic of the job matching services



06

Prioritizing opportunities in the JMS market system

The opportunities and the key driver(s) for change

Market partners	Driver	Restrains	Intervention	Harmonisation
Private Job Matching Firms operate on a commercially sustainable basis	Increased profits strong momentum for web based providers	Job matching market is still too small for companies to be profitable	Develop the market through marketing and new value-added services	No other projects

THE DIGITALISATION OF JOB MATCHING SERVICES IN KOSOVO

THE INTERVENTION IN CONTEXT

30 NOVEMBER 2023

01

Aims of this presentation

- 1 Give an overview of the intervention based on new case study
- 2 Highlight successes and interesting/unique aspects
- 3 Put the work into context:

1. Rough Guide



To access the guide:
<https://beamexchange.org/rough-guide>

2. MSD4E Landscape Assessment

Intervention name	Access	Quality	Job creation	Theme	C
Skills development with industry leaders	Yes	Yes	Yes	Skills	OE
Private job intermediation	Yes	Yes	Yes	Job matching	OE
Career guidance	Yes	Yes	Yes	Career guidance	OE
Job design through the supply chain	Yes	Yes	Yes	Policy/regulation	OE
Occupational profiles in the corporate sector	Yes	Yes	Yes	Policy/regulation	OE
Designating capacity in hazardous occupation	Yes	Yes	Yes	Policy/regulation	OE
Incentives for job quality in healthy	Yes	Yes	Yes	Policy/regulation	OE
Regional Research and Education Center	Yes	Yes	Yes	Job matching	Yes
Youth Placement Program	Yes	Yes	Yes	Job matching	OE
Technical sector system	Yes	Yes	Yes	Job matching	OE
Entrepreneurship ecosystem development	Yes	Yes	Yes	Job creation	OE
Hardware/Software distribution promotion	Yes	Yes	Yes	Job creation	OE
Private training providers	Yes	Yes	Yes	Skills	OE
Private sector training	Yes	Yes	Yes	Skills	OE
Developing private sector management markets	Yes	Yes	Yes	Job creation	OE
Developing accounting services to small firms	Yes	Yes	Yes	Job creation	OE
Recruiting & introducing on-adapted training centres	Yes	Yes	Yes	Skills	OE
Developing with vocational development systems	Yes	Yes	Yes	Skills	OE
Workplace training opportunities	Yes	Yes	Yes	Skills	OE
TED provider management model	Yes	Yes	Yes	Skills	OE
Coating equipment opportunities with a digital connection platform	Yes	Yes	Yes	Skills	OE
Enhancing content availability through PMP platform services	Yes	Yes	Yes	Skills	OE
Consumer goods distribution	Yes	Yes	Yes	Job creation	OE
Enhancing social norms relating to youth employment	Yes	Yes	Yes	Social norms	OE
Health empowerment	Yes	Yes	Yes	Job creation	OE
Micro-entrepreneur	Yes	Yes	Yes	Job creation	OE
Technical skill training and Training Employees	Yes	Yes	Yes	Job matching and OE	OE
Empowering women in commercial maize production	Yes	Yes	Yes	Social norms	OE
Upgrading of women's economic and social roles in the coffee sector	Yes	Yes	Yes	Social norms	OE
Supporting Creative Sector Sub-sectors to provide decent working conditions and to enhance labour productivity	Yes	Yes	Yes	VC management	OE
Mining training centres to competency-based training	Yes	Yes	Yes	Skills	OE
Continuous monitoring and transfer services	Yes	Yes	Yes	Job matching	OE
Enhancing Promotion	Yes	Yes	Yes	Job matching	OE
Non-formal education provision	Yes	Yes	Yes	Skills	OE
Job design through	Yes	Yes	Yes	Skills	OE
Introducing improved Vocational & Pedagogical Skills for Effective Employability (IAPSEE)	Yes	Yes	Yes	Skills	OE
Workforce development through skills training centre	Yes	Yes	Yes	Skills	OE
Innovative job matching (YL, Jordan, Mercy Corps)	Yes	Yes	Yes	Job matching	OE
Social Business Incubator (PMP) (YL, Jordan, Mercy Corps)	Yes	Yes	Yes	Job matching	OE
Supporting investment in labour-intensive sectors (YL, Jordan, Mercy Corps)	Yes	Yes	Yes	Job matching	OE
Tourism product development	Yes	Yes	Yes	Job creation	OE
Self-employment through financing	Yes	Yes	Yes	Job creation, skills OE	OE
Vibrant service sector for better economic opportunities	Yes	Yes	Yes	Job creation, skills OE	OE
Enhancing economic opportunities through non-formal skills development	Yes	Yes	Yes	Skills	OE
Competitiveness and sustainability in the textile and apparel sector	Yes	Yes	Yes	Job matching	Yes
So health	Yes	Yes	Yes	Job creation	OE
Digital Financial Service for Business Opportunities for MSMEs	Yes	Yes	Yes	Job creation	OE
Promoting fruit and vegetable market development	Yes	Yes	Yes	Job creation	OE
Career guidance for young people	Yes	Yes	Yes	Career guidance	OE
Developing the market for information security services	Yes	Yes	Yes	Job creation	OE



swisscontact

If you'd like to submit an intervention:
<https://forms.gle/Pubfo3PMNkXnTizv5>

3. MSD4E COP



A new community of practice shines a light on the unique challenges of applying MSD to employment objectives.

Collective knowledge is a public good. It helps us all to deliver work that is higher-quality, better connected and more impactful. This is particularly true when applying MSD to newer areas, such as for employment-related purposes (job creation, labour market intermediation, and skills development).

Interventions in this space span a wide range of sectors, employment types, and target groups and practitioners are hungry for examples to draw upon. And yet, like most of us mere mortals, they struggle with information overload, limited bandwidth for reading and organisational incentives that encourage thought leadership more than *thought followership*.



If you're working in MSD4E and interested in joining the COP:
<http://eepurl.com/iyzbVU>

02

Context and top-line results

1

Context

- Labour force participation for young women
- Job matching norms
- Aims: improve young people's access to work and support a changing economy

2

Top line results

EYE partners
account for
70-80% of all
job vacancies

34 providers
on the market
(up from 0 in
2016)

Job postings
up from 1,200
to 42,000
(2012-2022)

~45% of users
are women
and ~99% of
employers are
SMEs

03

Three phases of intervention

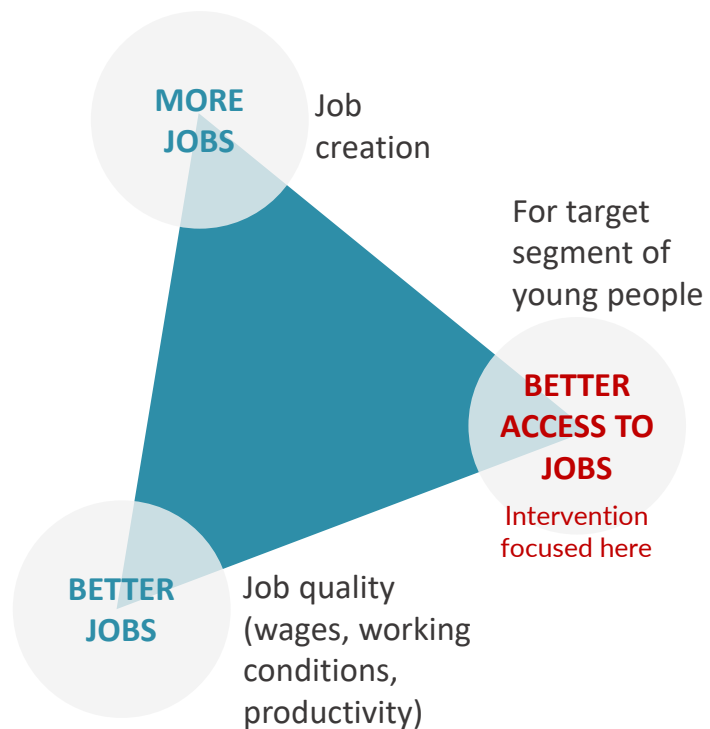
In context

- A 10-year timeframe
- Evolving strategy

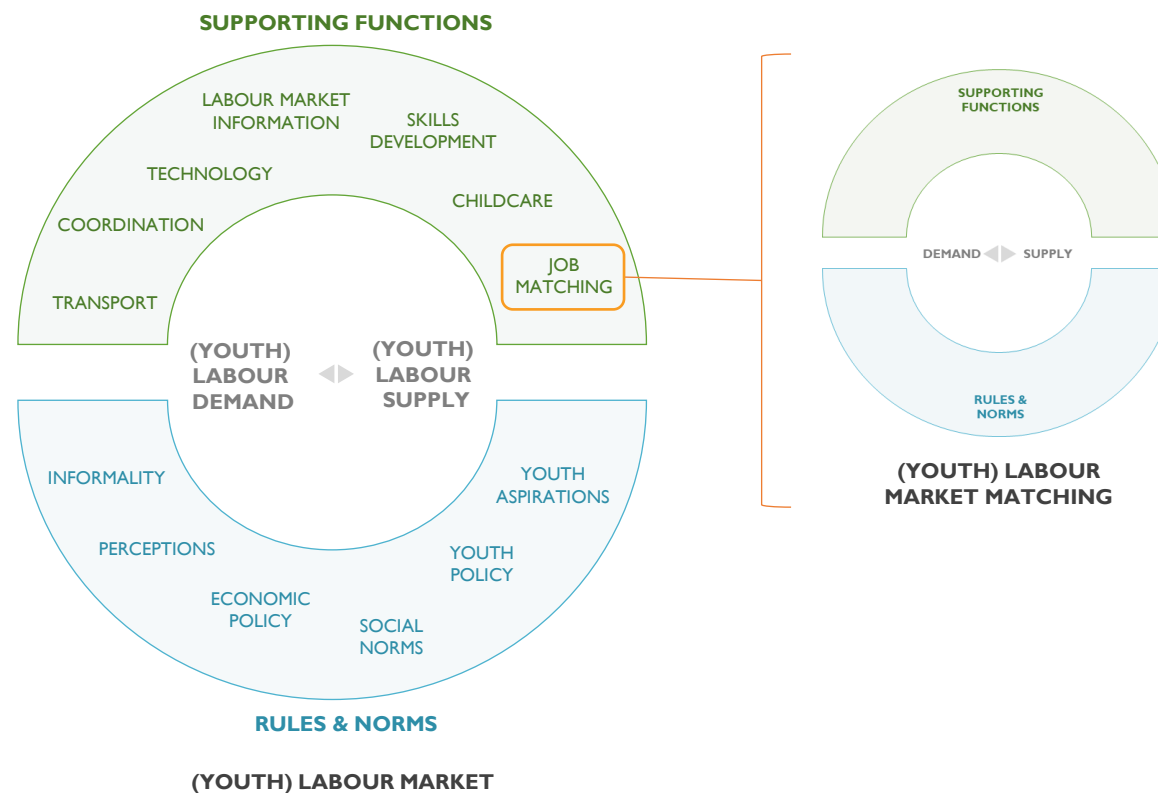


04 The intervention in context

1 Clear employment objectives



2 Holistic view of the youth labour market system



05

Identifying the opportunity

In context

- The value of cross-functional analysis
- Getting the timing right

1

Relevance to the target group

- High youth unemployment
- High level of mobile phone use and digital literacy

2

Opportunities in the market

- Combining market systems analysis and labour market analysis
- Deficient public services and emerging private players
- Could migration increase demand for job matching?

3

Feasibility for intervention

- Job matching startups were willing but lacked know-how and finance
- Precedent from similar contexts

06

Building partnerships

In context

- Open door but rigorous requirements for longer-term support
- Active partnership management

1

An open door...

- Keeping track of market dynamics
- Tried not to pick winners
- Supported 10 partners in total

2

... but rigorous requirements for ongoing support

- Focus on high-quality models
- Formal due diligence combined with getting to know management teams
- Longer-term partnerships with two providers

Building long-term partnerships

- COVID-19 impacted recruitment
- EYE provided temporary support to partners
- Helped these businesses to 'weather the storm' and deepened the partnership

07

Tactics

In context

- Building ownership
- Flexible intervention 'toolbox' and partnerships
- Focus on young women

1

Building traction

- Exposure visit to Bosnia & Herzegovina



Lessons

- Exposure visit carefully curated

2

Financial support

- Lack of startup finance
- EYE decided to provide this directly
- Calculated risk
- Services now self-sustaining

- Small bets, phased support, exit strategies

3

Focus on young women

- Focus on young women seeking work
- Encouraged and challenged partners
- Grants against targets for women using the services

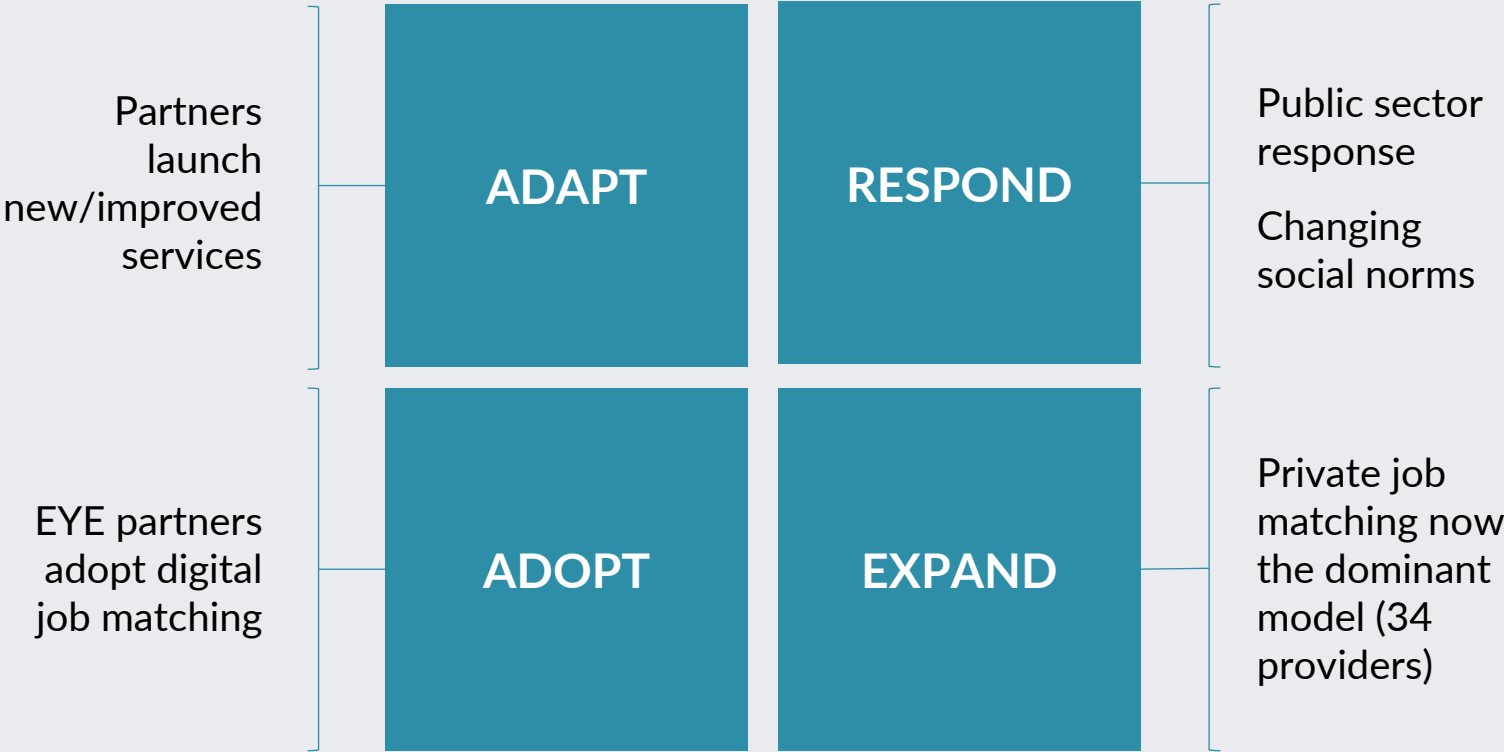
- Only measured increase in women using the sites

08

The picture today

In context

- Systemic change possible with small number of lead providers
- Social norms



09

The future

1

Opportunities for the future

- Integrating AI
- Direct recruitment and HR services
- Exploring additional supporting functions and rules
- Investing in data collection and analysis
- Youth guarantee scheme

2

Remaining challenges

- Limited uptake for job matching services for seasonal labour
- Labour force participation still low for women
- Young people's aspirations