The GIZ YES Programme has been working in the field of employment promotion in Kosovo since 2017. Thereby the project cooperates closely with the Employment Agency of the Republic of Kosovo (EARK) and has undertaken an extensive evaluation of active labour market measures (ALMMs) in Kosovo that have been provided by the Employment Agency (EARK) in the period 2016-2017. The full report can be downloaded on the project website www.yesforkosovo.org. For each active labour market scheme, the project has come up with brief practitioner’s guides to pick up the core recommendations from the evaluation. The evaluation draws on a review of theory and international experiences, surveys of 227 subsidised employees 6+ months after completing the scheme and 87 participating enterprises, and semi-structured interviews with representatives of EARK at central and local level and Ministry of Labour and Social Welfare. Although the evaluation covered only measures implemented by EARK, the recommendations presented here apply to all public and non-public implementing organisations.

**WHO TO TARGET?**

**Interns**
- Long-term unemployed and disadvantaged job-seekers (such as people in receipt of social assistance, people with disabilities, women and minorities).
- In selecting participants, prioritise those who have not benefited from wage subsidies or other ALMMs in the past.

**Employers**
- Private companies.
- Aim for sustainable companies, i.e. those with a low risk of going out of business in the near future.
- If needed, target companies also in accordance with the profile/needs of the job-seekers (e.g. include companies in sectors that tend to employ more women, or those that can offer flexible work arrangements or access to individuals with disabilities).

**HOW DO PARTICIPANTS BENEFIT?**

**Trainees’ Benefits**
- Gain work experience
- Enhance self-confidence
- Enhance employability
- Potentially develop skills

**Employers’ Benefits**
- Secure access to labour at a lower cost for limited a period of time
- Gain new skills and ideas

**HOW TO PROMOTE SUSTAINABLE EMPLOYMENT?**

**Matching**
- Place candidates in accordance with their occupation/educational background, skills-set and/or professional interests.
- Conduct the matching externally, but encourage candidates to search for potential employers and include employers in the selection of candidates.
- Ensure that participant companies need additional long-term employees and are not merely using the scheme: (i) to hire cheap labour instead of regular employees; or (ii) to formalise and subsidise existing informal employees.
- Use a large and diverse pool of companies, and avoid using the same companies more than once (especially if they did not retain previous scheme participants as regular employees).
- Limit the number of subsidised employees per company (e.g. maximum 3).
WAGE SUBSIDY PROGRAMMES

DESIGN AND IMPLEMENTATION

- Develop a standard ALMM agreement or contract specifying the rights and obligations of the employee and the employer (and intermediating/supporting institution), which is agreed and signed by both parties.
- Introduce a probation period (e.g. 10 working days), within which period the employer or the employee can ask for replacement if they are not satisfied.
- Subsidise wages for alternating months, after the company has payed (e.g. months subsidise 2, 4, 6, etc. after employer pays 1, 3, 5, etc., respectively), to incentivise compliance.
- For companies affected by seasonality, ensure that the period of subsidised employment does not coincide with the months of peak activity.
- Enable also part-time or flexible work arrangements for particular candidates (e.g. women with caretaking responsibilities for children, people with disabilities, etc.) and employers with different workforce requirements.

SUPPORT AND MONITORING DURING THE WAGE SUBSIDY PROGRAMME

- Keep regular contact with the employee and the employer, encourage open communication and ensure confidentiality of information. In particular, aim to ensure:
  - Satisfactory attendance and work ethic by the employee;
  - Full implementation of the ALMM agreement/contract, including compensation and working hours;
  - Reasonable working conditions for the employees.

FOLLOW-UP, SUPPORT AND MONITORING AND EVALUATION AFTER THE WAGE SUBSIDY SCHEME

- Follow up with the employee and provide job search support if they were not hired as regular employees upon completion.
- This is particularly important for women participants who are more likely discouraged and withdraw from the labour market if they are unsuccessful at finding a job.
- Regularly assess client satisfaction (both of employers and employees, e.g. through surveys) and outcomes of the programme such as rate of retainment of employees and placement of employees into other jobs post completion (e.g. after 6 months).
- For larger and costlier programmes, conduct rigorous impact evaluations periodically.