

# Facilitating inclusive labour market systems for youth employment

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A webinar delivered by BEAM Exchange  
in collaboration with Helvetas Swiss Intercooperation



# Speakers



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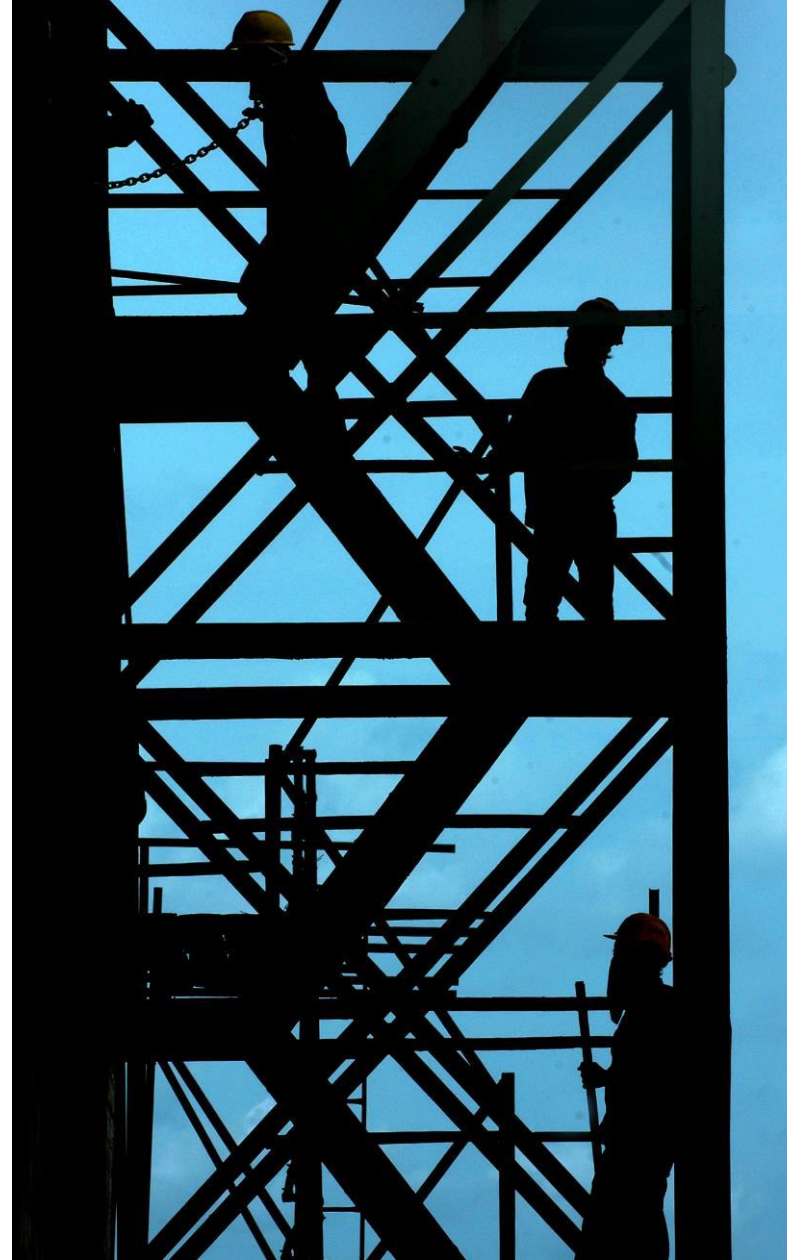


**Jon Burns**  
Springfield  
Centre

# Facilitating labour markets for inclusive youth employment



International  
Labour  
Organization





40%

over

73m

37%

OF THE WORLD'S ACTIVE YOUTH  
ARE EITHER UNEMPLOYED OR  
WORKING BUT POOR

YOUNG PEOPLE ARE  
LOOKING FOR A JOB

OF THE WORLD'S UNEMPLOYED ARE  
BETWEEN THE AGES OF 15 AND 24

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## Emerging impacts in using a systemic approach to enhance youth employment

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***Zenebe Uraguchi***  
HELVETAS Swiss Intercooperation

# Youth unemployment

- ❑ >73 million youth worldwide looking for work (ILO)

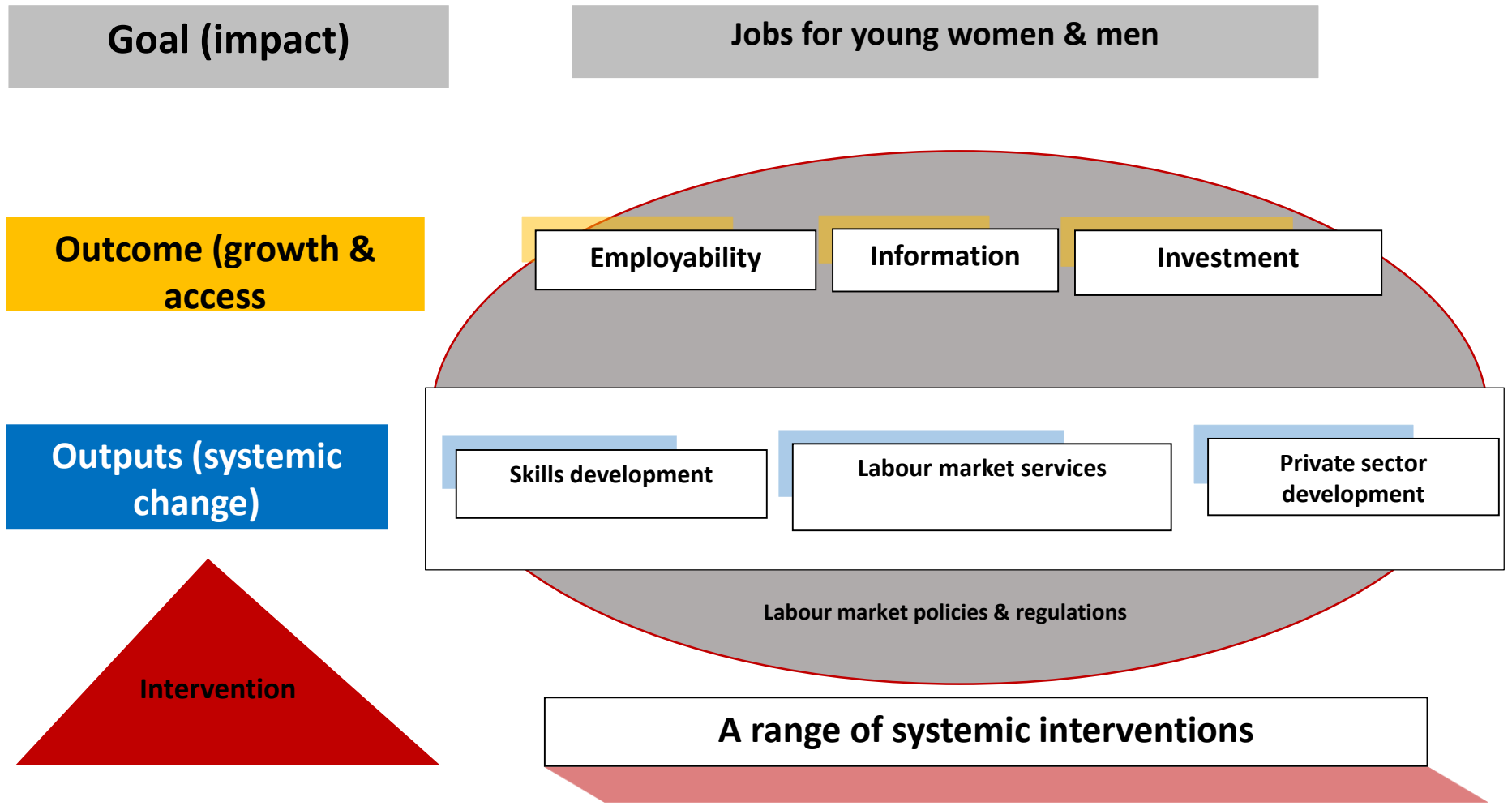
- ❑ Solutions → do not work or have a limited impact

## WHY?

- ❑ Projects → becoming part of the labour markets system

- ❑ Long-term unemployment → long-lasting impacts, putting social cohesion at threat

# Key takeaway 1: Understanding labour markets system



## Key takeaway 2: applying a systemic approach/MSD

- ❑ Applying a systemic approach to the labour markets system works
- ❑ The two cases:
  - a) RisiAlbania in media
  - b) EYE Kosovo in job matching services
- ❑ Projects → designed interventions to shift the behaviour and practices of players





# Inspiring and influencing young jobseekers in Albania through sustainable mass media



Gavin Anderson  
Independent Consultant

Ermira Shyti  
Intervention Manager - Labour  
Market Services

RisiAlbania project

# Why is this interesting?



- **Sustainable:** Few development projects attempt to work with the mass media in a sustainable way: most buy/sponsor airtime or space and provide content.
- Applying sustainable media development to a **new sector- youth employment**
- **Different approach with apparently sustainable results:** low technical inputs from projects, bidding, sponsoring airtime
- **Impact:** Understanding impact through a media focused intervention.

# The Risi Albania Project



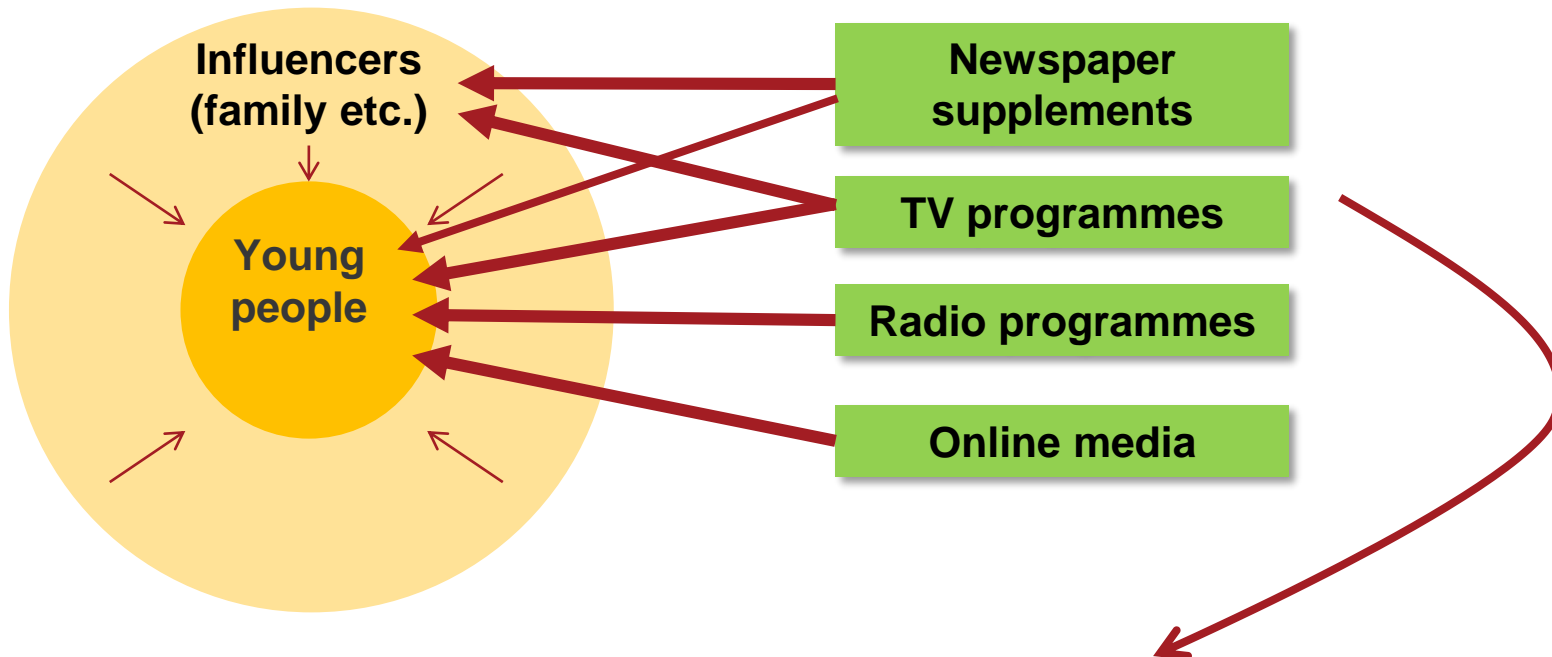
- **Established in 2013, supported by SDC** (Swiss Agency for development and Cooperation)
- **Aim:** To address youth unemployment in Albania.
- **Implemented** by Helvetas Swiss Intercooperation and Partners Albania.
- **2 pillars:** 1) Job creation through growth in specific sectors;  
2) Improved labour market information and intermediation services.



## Mass media intervention

Broadcast (TV, radio), Print (newspapers) and online

# The Media: what and why?



- Little (no) coverage of employment issues
  - Focused on politics and 'black news'

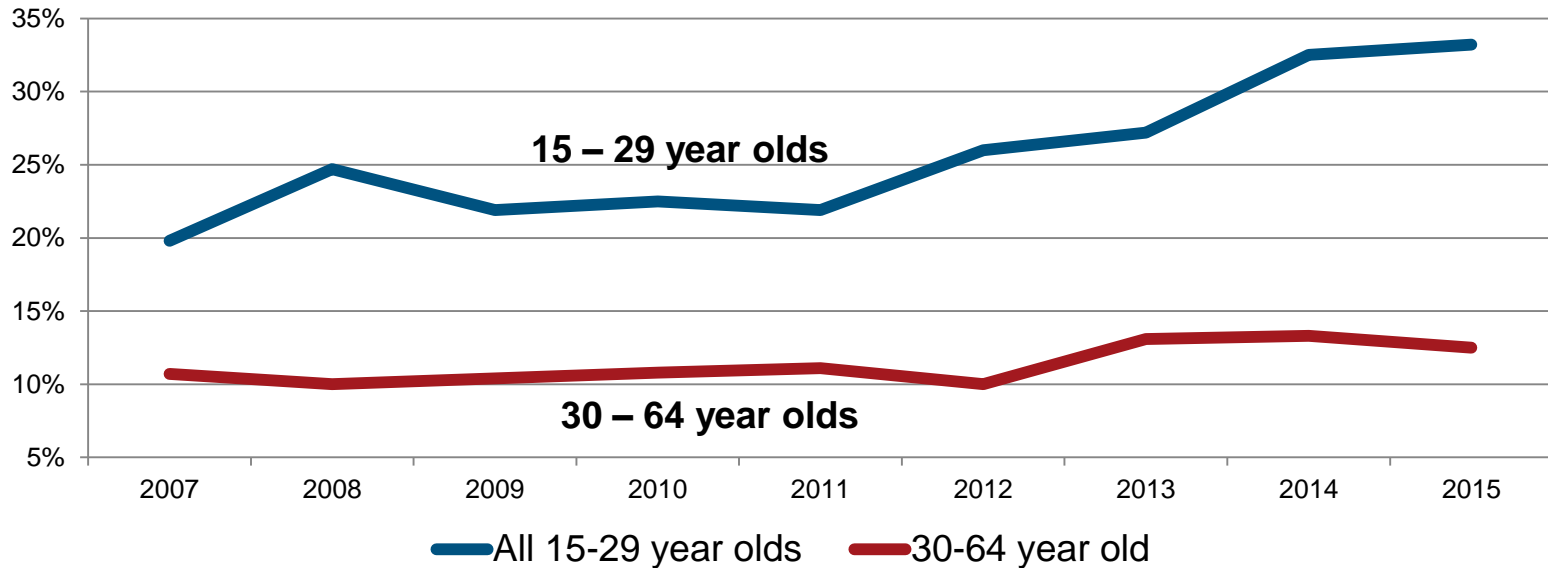
Why?

- Employment not perceived as being: attractive (audience) or profitable (advertising)

# Youth unemployment: One in three!



**Unemployment rates in Albania by age** (Source: INSTAT 2015)



Officially, 17.3% unemployment overall but 33 % youth unemployment (+ 2% for women compared to men).

→ Fuels migration (e.g. 66'000 asylum seekers in 2015).

→ National priority for government.

# The intervention approach



**Stage 1: Initial Media sector research and baseline data collection**



**Stage 2: Awareness raising and call for proposals**



**Stage 3: Proposal development**

4 media houses chosen



**Stage 4: Support to a pilot season (season 1)**



**Stage 5: Awareness raising for season 2**

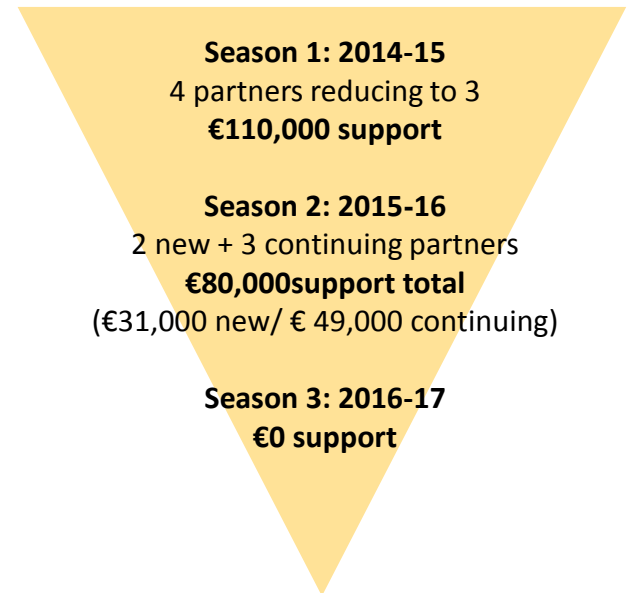
2 additional media houses  
+ 1 online platform

Ongoing, but significantly diminishing,  
support to 3 existing media

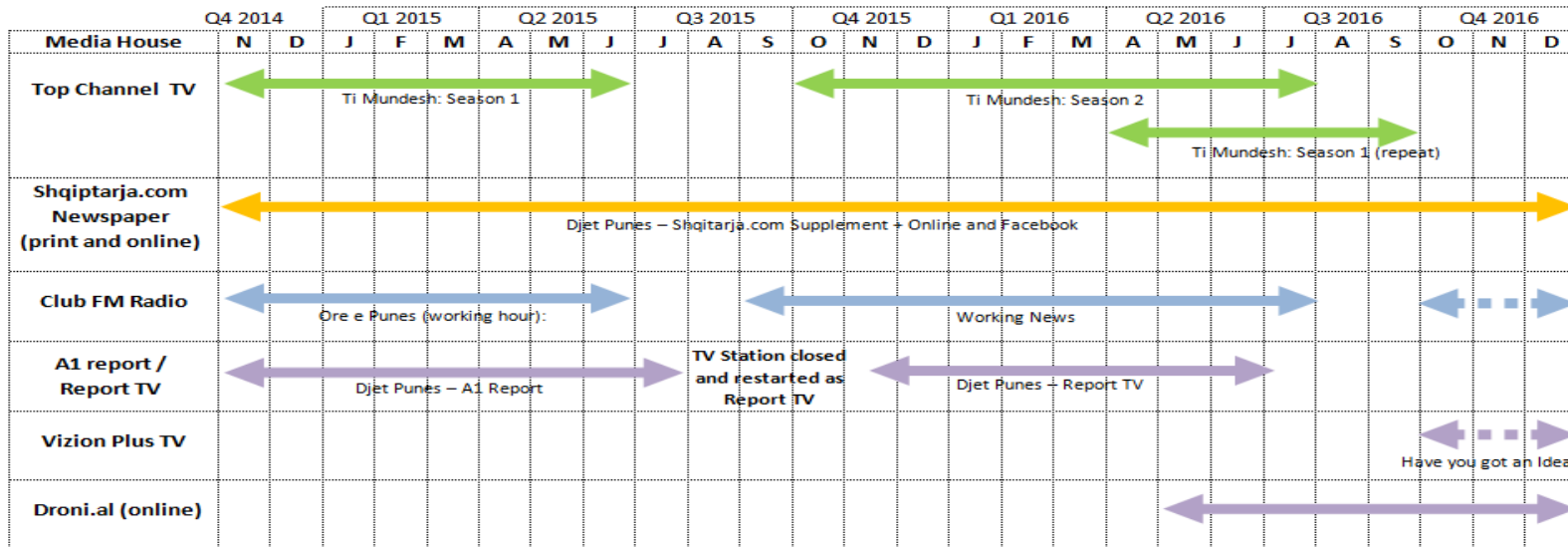


**Stage 1: Second round of support to media products**

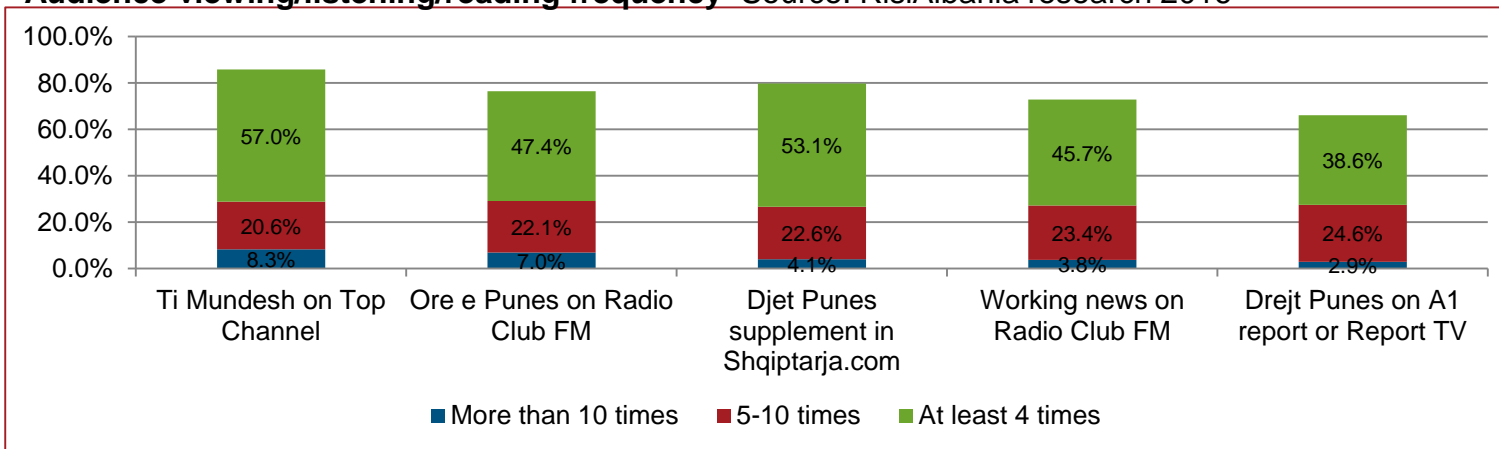
- Technical support
- Co-investment
- Audience monitoring and feedback



# The Results: Media products



**Audience viewing/listening/reading frequency** Source: RisiAlbania research 2016



# The Results: Media products



6 products with project support



6 products without project support



12 media products on employment

3 TV  
1 radio  
1 newspapers  
1 online portal

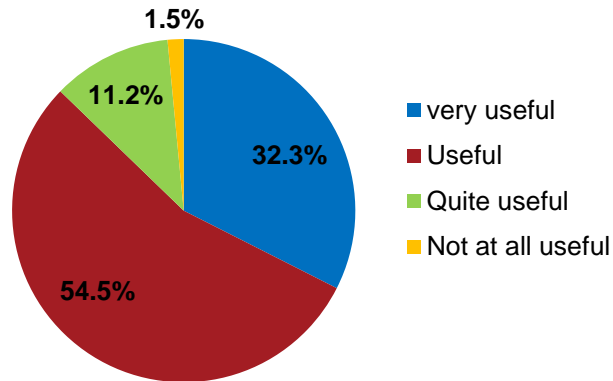
4 TV  
2 online portal



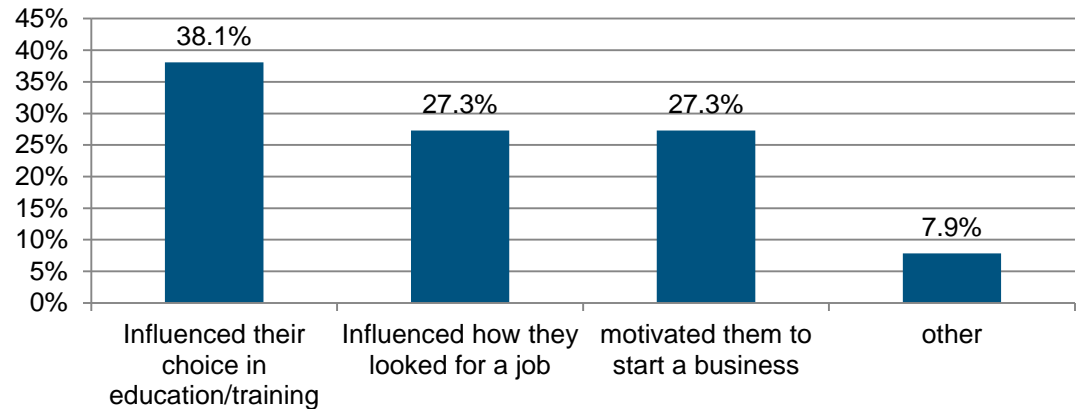
# Results: Impact



## Audience perception of value of programme/supplement



## How the media products impacted on behaviour



## Changing perceptions - changing behaviour

- 71% of the audience of these media products changed their understanding and perceptions of employment.
- 32% of all audience actually changed their behaviour: (51,000 people for the Ti Mundesh TV Programme alone)
  - Training for employment: Taking up training to enter new areas of employment where there is clear labour demand;
  - Training for self employment: Taking up training to start a business often in new trades;
  - Self Employment – starting a new business often in new sectors that had not been considered before;
  - Employment in sectors not considered before: Changing perceptions around employment considered low value/ low prestige;
  - Service level change: Influence on the delivery of employment related training and service provision.

- **Need/benefit for technical support:** relatively low level of technical support provided because Albanian industry is developed and sophisticated. But even in Albania technical support is important.
- **Additional marketing support could have been beneficial:** Not provided by the project but could have been beneficial to the media products.
- **Use and possible limitations of financial support/cost sharing:** This really worked in Albania, but does have the danger of making the media products donor reliant if not managed carefully.
- **The influence/importance of regional and international expertise:** the project used experienced media experts from Germany to help promote the concept. This worked very well.
- **Impact monitoring and impact tracking:** Monitoring and tracking impact was done retrospectively due to a belief that it would be difficult to measure impact at employment change level. In fact, media impact can be monitored and measured effectively and indicates a high level of impact that can be quantified and clearly attributed.

Experience from other projects is that if you 'pay' for media space and airtime then the resulting products are almost never sustained.

The products supported by RisiAlbania have strong signs of local ownership, investment and replication and therefore sustainability.

## Full Case Study:

<http://risialbania.al/index/wp-content/uploads/2016/12/RisiAlbania-Media-Case-Study.pdf>

# Enhancing Youth Employment in Kosovo Job Matching Services

**Webinar** – 23 February 2017

Dr Jon Burns

# EYE Project – JMS Intervention

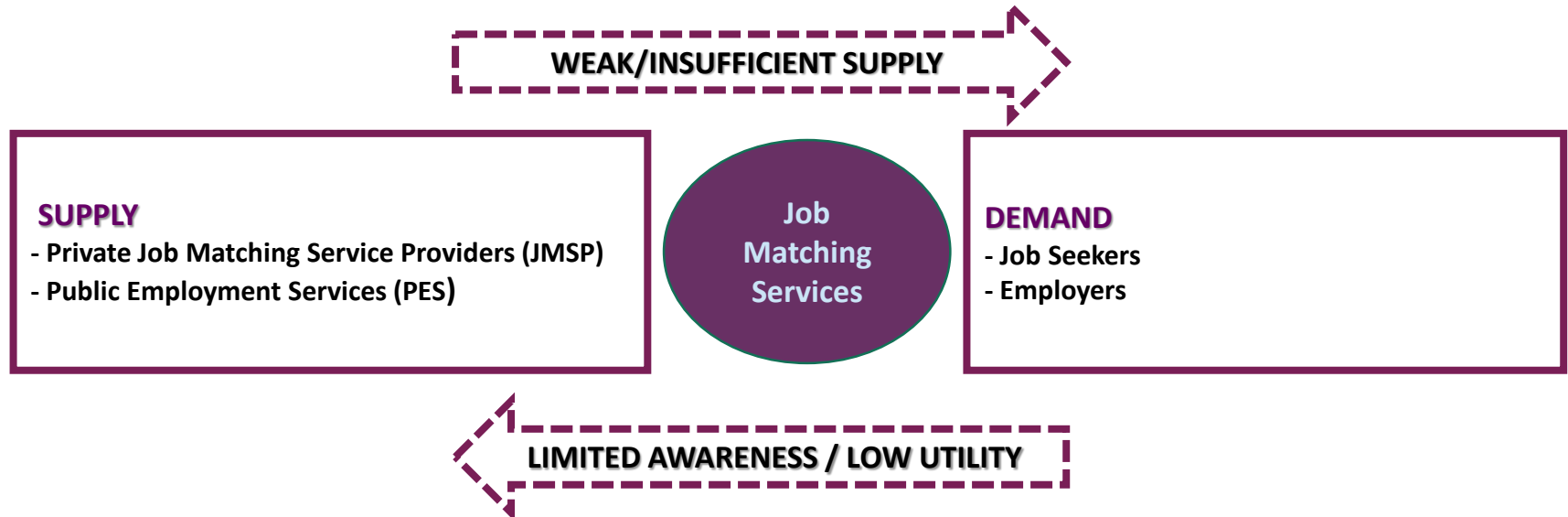
## PURPOSE

**Contribute to the employment opportunities for youth by better matching the supply and demand, through enhancing the market system around Job Matching Services**

# ANALYSIS

## Mapping the system

Employment twice as high as other sectors  
Limited supply of skills to address demand  
Relevant skills not identified  
Existing matching & search services not used



# ANALYSIS

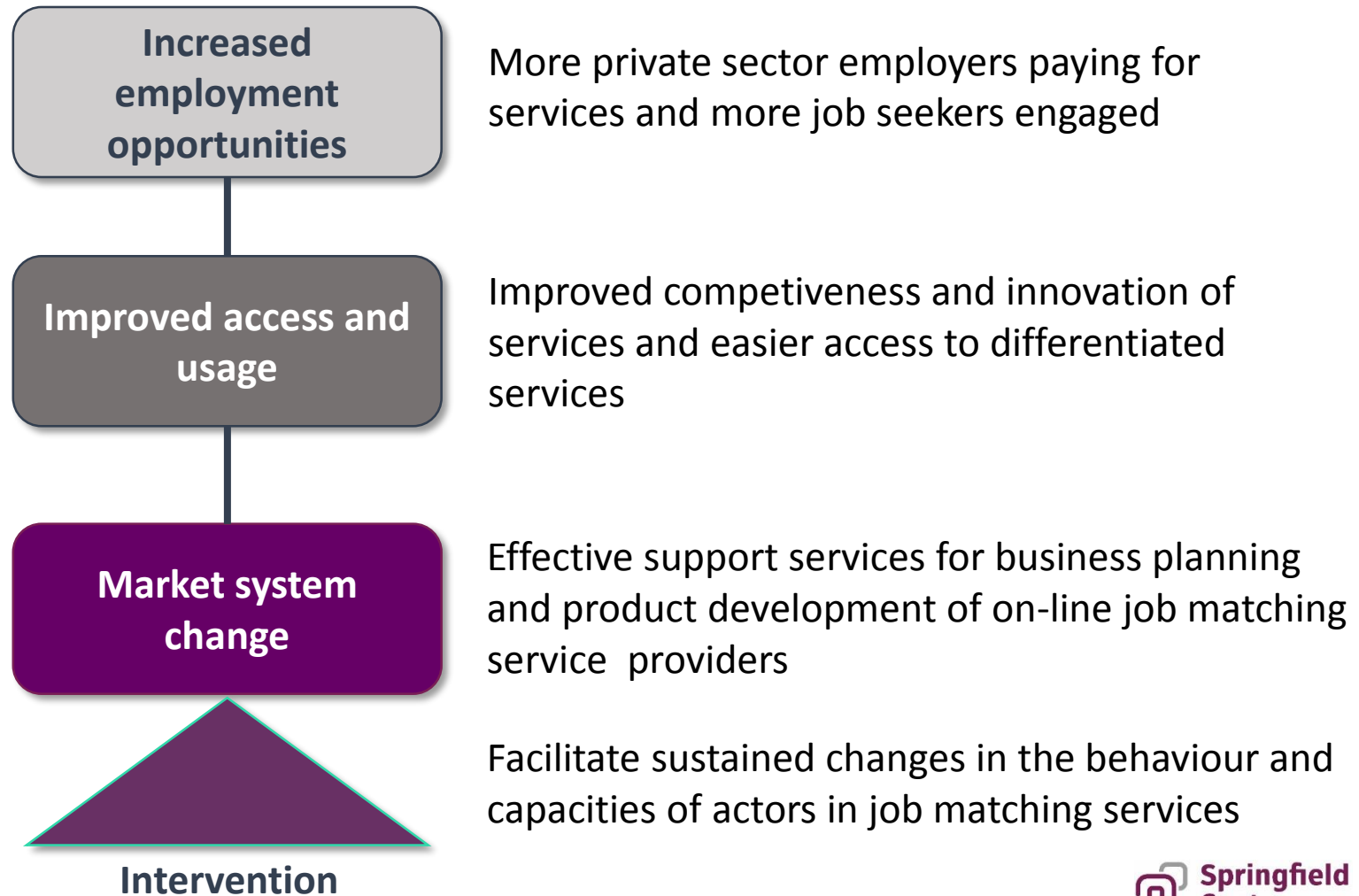
## Prioritising opportunities

### Key Drivers for change

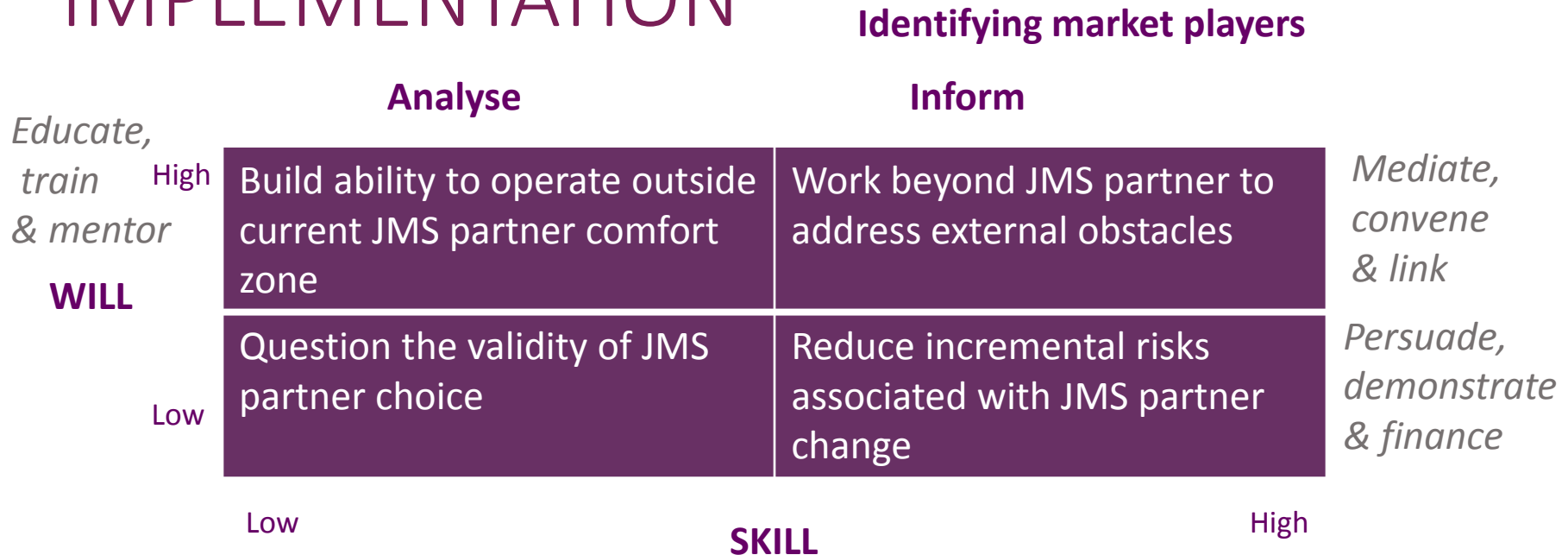
Market Partners	Driver	Restrains	Intervention	Harmonisation
Private Job Matching Firms operate on a commercially sustainable basis	Increased profits strong momentum for web based providers	Job matching market is still too small for companies to be profitable	Develop the market through marketing and new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

# Strategy

## Hierarchy of Objectives



# IMPLEMENTATION



## Stimulating performance improvement

### Intervention areas

- Support market system to stimulate changes in capacity & behaviour of job matching providers & users

### Engagement

- Two job portals.; one regional service provider,
- Considered the ambition, attitude, validity and enterprise of the potential job matching service providers

### Right sized support

- Development of business plans / Co-financing to mitigate risks in introduction of innovative services
- Monitoring & knowledge management system / Overall consistency of action to strategy



# RESULTS

*Partners invest and undertake improvements in changes adopted*

## ADAPT

Players training job seekers on, paid for, courses  
Innovating channels for service delivery

*Partners uptake and experiment; they demonstrate ownership*

## ADOPT

New business models  
Eight service lines  
Charging for services

## RESPOND

Licensing regulations from Min Lab.  
PES passing on services to private sector  
MEST virtual platform  
Regional players contract JMSPs for international work

*Non-competing market players adjust their own practices in response to changes*

## EXPAND

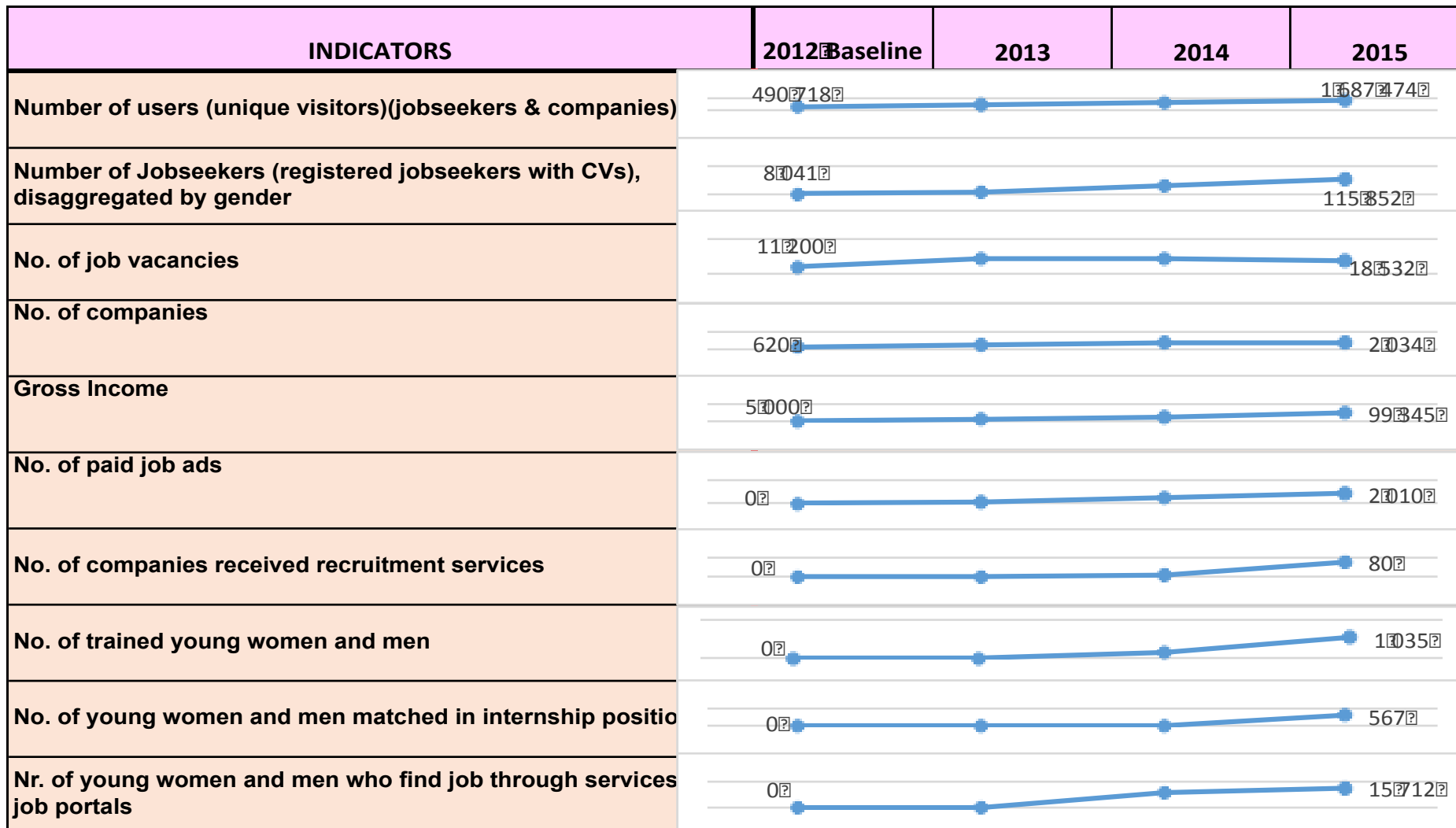
Seven new market entrants copying basic services  
190,000 new job seekers started using services  
4,430 new private employers started paying for some services

*Mainstreaming, where similar or competing players copy early adopters and add diversity / increase choice*

*Piloting phase*

*Crowding-in phase*

# RESULTS



# LESSONS

## Understanding a rapidly changing market system

- Iterative, adaptive and more frequent market diagnosis; new information reflected in intervention indicators.
- Extra, front loaded, investment in knowledge transfer and understanding by staff
- Core team competencies to include: management and organisation (motivation, direction, planning and reporting); analysis and diagnosis; facilitation); and monitoring and measuring skills and expertise

## Integrating M&E

- Initial coaching and guidelines on the relevance of monitoring and use of monitoring data
- Monitoring information to reflect wider project enabling full benefits of synergies in design
- M&E system not assessing direct impact – limiting optimal aggregation & plausible attribution
- Project monitoring should target both partners and wider market changes

## Communications and knowledge sharing

- Intervening in interconnecting/intersecting markets = synergy (contribution & attribution)
- Market partners become repositories of quality market information, so an alignment between market information and project information is vital to project adaptation to market changes

## Role clarity

- Early engagement with JMS co-facilitators will avoid early problems linked to sustainability, platform technology, service development and awareness of demand
- Critical success factors on implementation are facilitation, relationship management, knowledge transfer and development and signposting of networks.

## Phasing out

- Reflect on whether enough has been done to ensure confidence that the system is sufficiently robust to cope with external threats; the supporting systems can find their own solutions; further intervention risks distortion or displacement; and the presence of the project is blocking change or is likely to create perverse incentive for autonomous change

# Q&A



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Webinar video and presentation will be available at [beamexchange.org](http://beamexchange.org)