

## Swisscontact

Project: Coaching for employment and entrepreneurship – C4EE

### - COACHING FOR EMPLOYMENT APPROACH

Coaching for employment - C4E aims at skills development and labour market facilitation of young unemployed job seekers in Albania. The project aims at increasing the local integration and employability chances of youth including those from marginalised groups through personal and professional innovative capacity building methodologies and action.

To contribute to the development of the target groups, the project works to solve important constraints such as lack of life and professional skills among youth, lack of knowledge and orientation about labour market opportunities, lack of access and proper services for these categories at various levels, and weak cooperation among state and private sector stakeholders in employment.

C4E approach offers well designed services and methods to increase the capacities and access for labour market insertion of the job seekers through provision of coaching for employment processes, capacity building activities and implementation of coaching cycles with public, civil society and private stakeholders in Albania. A well-defined pre-assessment of participants before the coaching cycle and segmentation of the approach helps to design tailored individual services.

Coaching for Employment is an innovative concept for labour market insertion of vulnerable groups. Coaches employed by NES, civil society partner organizations or private sector identify potential unemployed participants from communities and organize them in groups of about 15 participants. The groups usually meet twice per week for half a day. During the coaching cycle, coaches organize and facilitate group processes and activities, they facilitate the creation of individual development plans with the individual participants and facilitate their implementation.

The individual development plan is the key instrument of the coaching cycle approach, and it answers the two key questions:

- a) How would I like to earn my living in 1-2 years from now?, and
- b) What do I need to get there?

The coaches accompany the beneficiaries on their respective path into employment or self-employment. On this path beneficiaries might do short and/or long internship periods in private companies, they might attend vocational courses, they might fill gaps in general education, they might implement community projects, they might acquire life skills, they might develop business plans, etc. The coaching cycle has a duration of about 10 months, and the groups usually meet twice per week for half a day. Some participants may get faster integrated supported by their skills and professional background. The coaches will be trained

to assess their skills prior to entering the coaching cycles and decide at what stage they will be part of the process.

Visually the coaching cycle looks like this:



As mentioned above, the coaches are employed or contracted by Public Employment Services, civil society partner organizations or private sector, not by Swisscontact directly. Partners are already working with youth and vulnerable groups including returned migrants, minorities and disabled people. The coaching cycle for employment represents for the partners a new, innovative, effective methodology and working approach, providing them with adequate instruments.

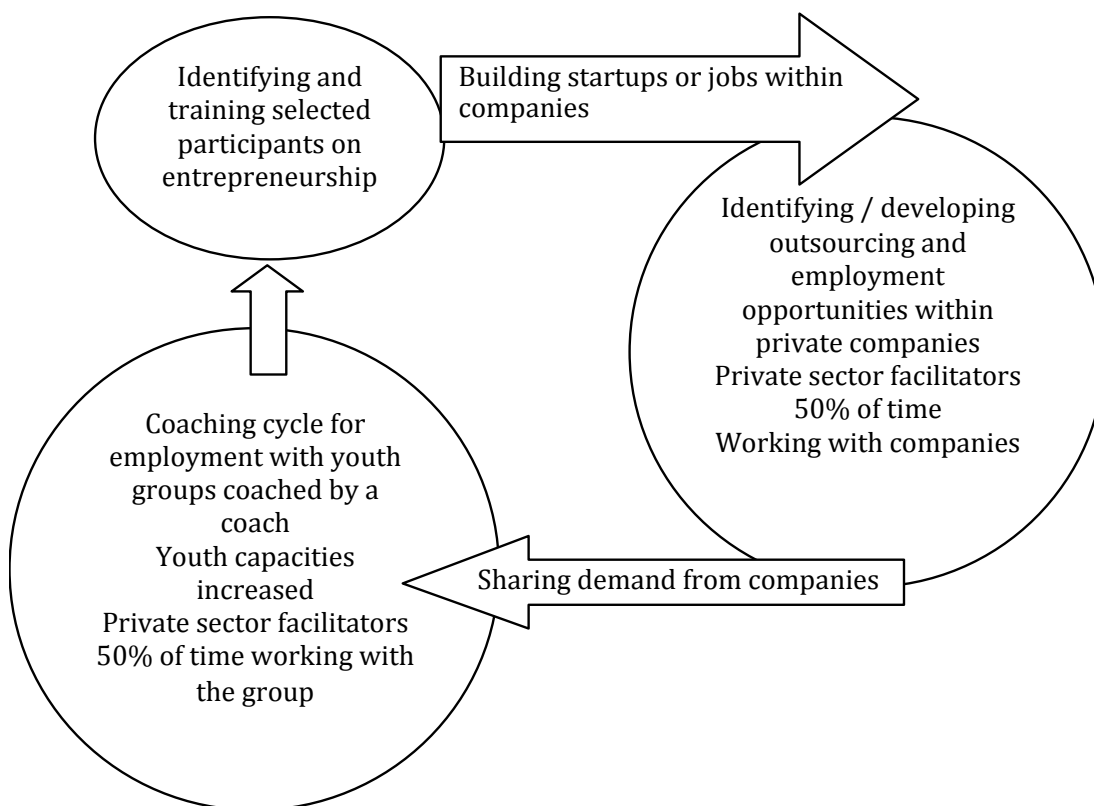
The coaching cycle for employment, respectively the path of participants into the world of work, can be visualized as per the below graph. Coaches accompany participants on this path, and they organize and/or facilitate the different stations on this path.

#### **- C4E PRIVATE SECTOR APPROACH**

This approach of the joint initiative builds on the C4E experience in facilitation of linkages with private sector companies to create jobs and internship opportunities and in supporting design and establishment of social entrepreneurship initiatives. This will be realized through the outsourcing concept of secondary services or direct hiring processes, where well established private companies will be promoted to create outsourcing services from young entrepreneurs coming from the joint initiative (Startups within existing companies)

Accordingly, the initiative has established a team of private sector facilitators. These facilitators will receive on-the-job training, coaching and mentoring on necessary entrepreneurship facilitation skills, including idea generation, business modeling, business

planning and facilitation and development of business linkages. They will use the C4EE project methodology and transfer the knowledge to the participants of the coaching cycle who opt for self-employment.



#### - PILOT PHASE IN KOSOVO

Since 2017 Swisscontact is piloting C4E approach in Kosovo with the public employment services. The objective is to cover 7 regional labour offices with capacity building (training of coaches) and support for the implementation of the coaching cycles based on C4E methodology. A training is going on since September 2017 in cooperation with University of Lucerne and 15 coaching cycle groups are being organized in 7 regions by the EARK trained personnel. 650 young unemployed job seekers, mainly from marginalized groups, are foreseen to be involved in these processes until December 2020 aiming at 60 % success in labour market integration.

Considering that C4E in Kosovo is a pilot intervention for Swisscontact, the private sector intervention is not present yet although it has shown to be successful in Albania. The project is exploring additional opportunities to complete the other components of the approach: private sector and civil society engagement.