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► A market systems analysis of the hotel, restaurant and café/catering (HoReCa) sector



- ▶ **A market systems analysis of the hotel, restaurant and café/catering (HoReCa) sector**

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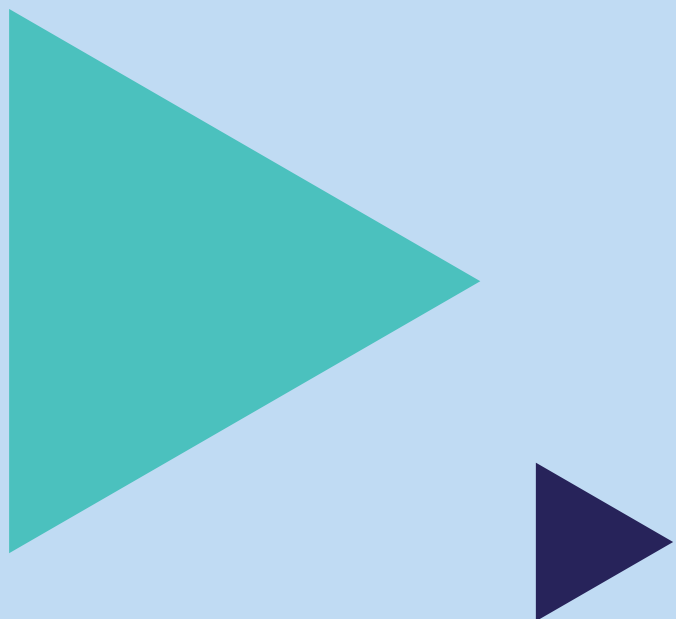
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This report is produced under the framework of the development cooperation project *HoReCa Kosovo**, *HO(SPITABLE)*, *RE(SILIENT)*, *CA(PABLE)* – *Support to the Labour Market Integration of Young People in the Hospitality Industry*, supported by the Government of Italy through the Italian Agency for Development Cooperation (AICS).

* All references to Kosovo should be understood to be in the context of United Nations Security Council resolution 1244 (1999).

Executive summary



► Executive summary

Kosovo's hotel, restaurant and catering (HoReCa) sector plays a vital role in Kosovo's economy, driven by both domestic consumption and a growing tourism industry. The number of visitors is increasing every year, while a growing middle class and the Kosovo diaspora continue to fuel demand for hospitality services. Despite its potential, however, the sector faces several challenges related to labour shortages, discrimination against minorities skill mismatches, fragmented supply chains and weak coordination between key market actors.

This market systems analysis (MSA) examines the HoReCa sector's structure, challenges and opportunities. It applies a market systems development (MSD) lens to understand the core transactions, supporting functions and regulatory environment that shape the sector's performance. Based on a variety of research methods, including stakeholder interviews and desk research, the study provides an overview of the sector's structure, highlighting the dependence of the hotel industry on tourism trends and the central role of restaurants and cafés in Kosovo's urban culture. The sector relies on both skilled and unskilled labour, but low retention rates create persistent challenges.

The analysis identifies key constraints in the market system. The HoReCa sector struggles with high turnover rates for low-skilled professions, low levels of labour mobility for mid-skilled professions, and a lack of career guidance, which deters young people from entering the industry. This goes hand in hand with low levels of product differentiation. Business services remain fragmented, limiting access to marketing, certification and supply chain management support. At the regulatory level, weak enforcement of safety standards hampers competitiveness.

Strengthening public and private career guidance services, promoting inclusive hiring practices and supporting circular migration and career pathways for low-skilled workers are identified as potential ways of addressing these challenges. Furthermore, enhancing business development services, fostering stronger linkages between training providers and enterprises, and promoting destination marketing can help to address market fragmentation. Finally, improving contracts, introducing certification schemes and supporting enterprises in complying with safety protocols can enhance sector credibility and competitiveness.

The HoReCa sector presents a significant opportunity for productive and inclusive employment creation and sustainable enterprise growth in Kosovo. This market systems analysis serves as a foundation for action, offering a roadmap to help build a more resilient and competitive sector.

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► Abbreviations

Abbreviation	Full expression
AICS	Italian Agency for Development Cooperation
AmCham	American Chamber of Commerce
BDS	Business development services
CVETAE	Council for Vocational Education and Training and Adult Education
DMO	Destination management organization
GDP	Gross domestic product
HoReCa	Hotels, restaurants, cafés/catering
ILO	International Labour Organization
KAS	Kosovo Agency of Statistics
KIESA	Kosovo Investment and Enterprise Support Agency
MESTI	Kosovo Ministry of Education, Science and Technology
MICE	Meetings, incentives, conferences, events
MFLT	Ministry of Finance, Labour and Transfers
MSA	Market systems analysis
MSD	Market System Development
MIET	Kosovo Ministry of Industry, Entrepreneurship and Trade
NQA	Qualifications Authority
OSH	Occupational safety and health
SME	Small and medium-sized enterprises
STED	Skills for Trade and Economic Diversification
TAK	Tax Administration of Kosovo
TVET	Technical and vocational education and training
VET	Vocational education and training

► Foreword

The Market System Analysis (MSA) of the HoReCa sector has been prepared by the International Labour Organization (ILO) within the framework of the project *HoReCa Kosovo (Hospitable, Resilient, Capable) – Support to the Labour Market Integration of Young People in the Hospitality Industry*, supported by the Government of Italy through the Italian Agency for Development Cooperation (AICS).

An MSA is an essential tool that provides a comprehensive understanding of how markets function, identifies systemic constraints, and highlights opportunities to foster inclusive and sustainable growth. By mapping the key actors, relationships, and enabling environment within the HoReCa sector, this report seeks to inform evidence-based policies and targeted interventions that can enhance competitiveness, generate decent work, and contribute to broader economic development in Kosovo.

The report was drafted by the Canopy Lab (**Clara García Parra**, **Dren Zatriqi**, and **Tim Sparkman**) under the technical supervision of **Rania Bikhazi**, Senior Specialist on Sustainable Enterprises, Productivity and Just Transition, **Alessandra Molz**, Employability and Skills Specialist, and **Blerim Murtezi**, Senior Programme Officer at the ILO Decent Work Technical Support Team and Country Office for Central and Eastern Europe (DWT/CO-Budapest), as well as **Steve Hartrich**, Project Manager, and **Lea Richard**, Technical Officer, Systemic Change Initiative from the Micro, Small, and Medium Enterprises Unit at ILO Headquarters. **Zana Sherifi** (Senior Programme Communication Assistant) and **Alba Kondirolli** (Project Support Assistant) provided administrative and editorial support.

The analysis was prepared in close consultation with institutional counterparts, social partners, private sector actors, and civil society organizations, whose contributions were instrumental in shaping the findings and recommendations.

We hope that this report will serve as a valuable resource for policymakers, development partners, and industry stakeholders, and that it will inspire concrete actions to strengthen the HoReCa sector, promote decent work, and advance sustainable economic development in Kosovo.

► Notes

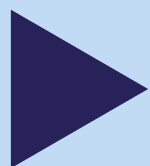
On confidentiality. All data collected through primary research have been anonymized so that individuals cannot be identified. Instead, we refer in generic terms to “respondents”.

On the limitations of the study. The study is built largely on the perceptions and opinions of key stakeholders in the sector. In addition, a limited number of stakeholders were interviewed because of resource constraints. Although information was triangulated from different sources wherever possible, it is acknowledged that not all opinions and perceptions could be cross-checked and validated.

About the views and opinions expressed. The views and opinions presented in this assessment are those of the authors and not those of the International Labour Organization.

PART 1.

Introduction



► 1. Introduction and context

Kosovo's hospitality sector is a vital engine of economic growth, driving both employment and business activity. In 2023, travel exports accounted for [19 per cent](#) of Gross domestic product (GDP), and projections suggest continued expansion in the years ahead. The industry directly employed 7 per cent of the workforce and 6 per cent of all employed women in 2023,¹ although the sector's impact extends far beyond its immediate workforce. With strong linkages to agriculture, construction and other supporting industries, the hospitality sector has a [significant job multiplier effect](#), amplifying economic benefits across Kosovo. Businesses in hotels, restaurants and cafés (HoReCa) account for 9 per cent of all registered enterprises,² the vast majority of which (93 per cent) are micro-businesses,³ with small businesses making up the remaining 6 per cent.⁴

The sector is facing a growing labour crisis, however. The Covid-19 pandemic triggered a global shift of hospitality workers to other sectors and many have not returned. In Kosovo, this challenge is compounded by high rates of emigration: by early 2024, 28 per cent of adults were contemplating [emigrating](#). Visa liberalization has further fuelled temporary labour migration; young workers seek short-term employment in EU countries before returning to Kosovo periodically. These shifts have intensified labour shortages, threatening the sector's ability to meet rising demand while maintaining service quality. If left unaddressed, these workforce gaps could undermine the sector's long-term sustainability and its potential to drive inclusive economic growth.

► 1.1. The project

The International Labour Organization (ILO) Decent Work Technical Support Team and Country Office for Central and Eastern Europe will deliver the €4 million project **“HoReCa KOSOVO – HO(SPITABLE) RE(SILIENT) CA(PABLE) – Support for the labour market integration of young people in the hospitality industry”**, funded by the Italian Agency for Development Cooperation (AICS) (henceforth “the project”) over three years. The project's overall objective is to contribute to the inclusion of women, minorities, persons with disabilities, and young people at risk of exclusion (the target group) into the HoReCa labour force and to reduce incentives towards out-migration.⁵ The specific objective of the Project is to generate more, better and resilient jobs in Kosovo's HoReCa sector.⁶

1. Unless otherwise stated, all macro data is sourced from the Kosovo Agency of Statistics: <https://askdata.rks-gov.net/>. The researchers have used the same definition as the Agency's, which classifies hospitality activities under economic activity “I – Accommodation and food service activities”. There is no disaggregation between hotels, restaurants and cafés.
2. The total [number of registered businesses in Kosovo](#) was 48,317 in 2023.
3. According to Kosovo's [Law No. 04/L-220 on Foreign Investment](#), “1.21.1. A micro-enterprise should employ nine (9) employees; 1.21.2. A small-enterprise should employ from ten (10) to forty nine (49) employees; and 1.21.3. A medium-sized enterprise should employ from fifty (50) to two hundred and forty nine (249) employees.”
4. [European Commission](#), 2019.
5. It will measure this through two indicators, according to the Project Document: “Employment rate disaggregated by sex and age subgroups (%)”, and “Number of residents emigrated from Kosovo”.
6. Indicators for the specific objective are: “Number of persons employed in HoReCa sector, disaggregated by sex”, “NEETs rate (% of population 15–29), disaggregated by sex, age (15–29, 15–24, and 25–29) and reasons for falling into the NEET category”.

The project aims to achieve three outcomes:

1. Vocational education schools and vocational training centres are better equipped with infrastructure (laboratories and materials), training materials and curricula to deliver labour market responsive skills training for the HoReCa sector.
2. Young women and men aspiring to work in the HoReCa sector benefit from work-based learning opportunities, career guidance and other employability-enhancing services, as well as from better protection of their rights at work, particularly regarding inclusion of minorities and other vulnerable people.
3. Start-ups and small/medium-sized enterprises in the HoReCa sector have access to tailored financial and non-financial business development services that support productivity improvements, job quality and enterprise resilience.

The [market systems approach](#) aims to address the root causes of why markets may not be meeting the needs of certain subsets of the population, including people living in poverty, young people and other disadvantaged groups. The approach builds on the capacities and incentives of market actors – both private and public – to increase the likelihood that positive results are sustained and even scaled up after intervention.

► 1.2. Study purpose and scope

This MSA was conducted to identify the key constraints on the creation of more, better and resilient jobs for young people and excluded groups in the HoReCa market system in Kosovo, including through entrepreneurship.

- The target audience of the MSA are the ILO Decent Work Technical Support Team and Country Office for Central and Eastern Europe, the Italian Development Agency, the Kosovo Ministry of Finance, Labour and Transfers (MFLT), the Kosovo Ministry of Industry, Entrepreneurship and Trade (MIET) and the Tourism Department, stakeholders involved in labour market integration, (vocational) education and training, and workers and employers in HoReCa.
- This study focuses on opportunities to strengthen the HoReCa sector's growth prospects and address anticipated needs for skilled labour, while supporting the inclusion of women, minorities, persons with disabilities, and young people at risk of exclusion, and reducing incentives for out-migration.
- The study covers the whole of Kosovo, including minority-governed regions.

This study is conducted with the understanding that impact and outcome-level expectations are set in the Project Document log frame: this has informed the focus of the research. The skills development and career intermediation component of the research has been assigned to a different consulting team, which explains why it is not explored in-depth in this report. Quantitative data are reliant on the Kosovo Agency of Statistics (KAS) and on other sources, such as the World Bank. Qualitative data are subject to informant bias, and a note has been included where the research team considered that there may be under- or overreporting of certain experiences.

► 1.3. Research methods

The research was carried out in four phases:

1. **Co-design:** the ILO commissioned the Canopy Lab to research and draft the MSA. The first few weeks of the assignment coincided with an ILO visit to Kosovo: the research team joined ILO meetings with relevant stakeholders and jointly refined the scope and developed research instruments with the ILO team.
2. **Desk research:** the research team reviewed the available literature (see Annex 1 for a full list of reviewed documents) to provide a framework for the primary data collection process. This included review of laws, academic research, sector data and market trends, as well as studies conducted by other development agencies, grey literature and news articles.
3. **Field research:** primary research was conducted in Pristina, Gracanica, Brezovica and Peja between 1 and 25 March 2024. During this stage, 35 businesses and organizations were interviewed. The interviews were semi-structured and conducted with government officials, tourism and HoReCa associations, formal and informal business owners (employers), minorities, non-governmental organizations, and key industry informants, such as trade union representatives. The interviews provided an in-depth picture of the sector from a diverse set of actors and opinions. A detailed list of all the interviewed stakeholder organizations is included in Annex 2.

The research is based on the methods of the ILO's Value Chain Development for Decent Work guide⁷ and the Springfield Centre's Operational Guide on the Making Markets Work for the Poor (M4P) Approach.⁸

► 1.4. Report structure

The report is structured as follows. Section 2 provides an overview of the HoReCa sector, outlining its current structure, how the sector has developed over time, and the key trends shaping its growth. This section also examines the role of target groups – young people, women, minorities – within the sector, highlighting how they participate in and are impacted by different functions of the HoReCa value chain.

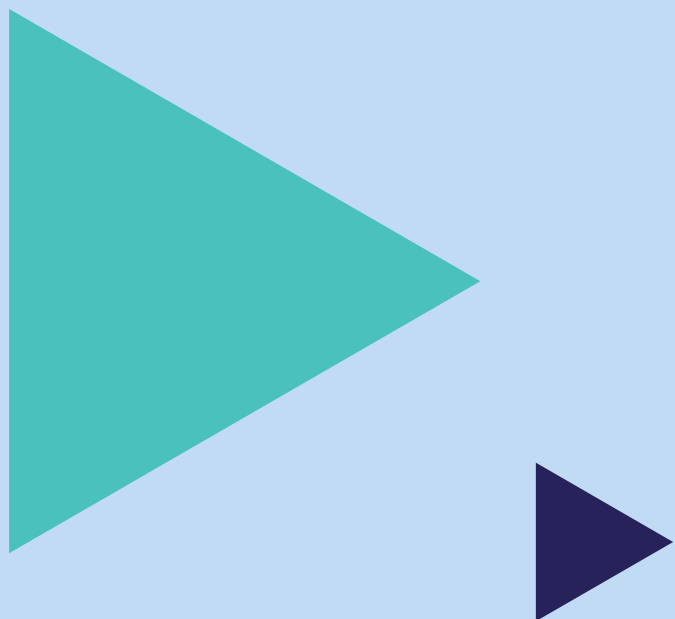
Section 3 analyses the HoReCa market system, identifying key constraints that limit the sector's performance and the inclusion of target groups. The analysis is organized into three components: the core market (employment and business opportunities in HoReCa), supporting functions (such as skills development and business services), and formal and informal rules and regulations that shape working conditions. This section examines the underlying root causes of constraints across these areas and identifies opportunities to address them in ways that may promote a more competitive and inclusive sector. Section 4 builds on the analysis findings to propose recommended intervention areas for the project. It identifies key market actors to engage with through a list of intervention options aimed at strengthening decent working conditions and labour rights sustainably and at scale. These recommendations are organized in accordance with the core value chain, supporting functions and the regulatory environment, ensuring a comprehensive approach to sector development. Finally, section 5 offers concluding remarks, summarizing the key findings and next steps for the programme.

7. International Labour Organization, *Value Chain Development for Decent Work – How to create employment and improve working conditions in targeted sectors*, 2015.

8. Springfield Centre, *The Operational Guide for the Making Markets Work for the Poor. (M4P) Approach*, 2nd edition, 2014.

PART 2.

Sector structure



► 2. Sector structure

► 2.1. Overview of the HoReCa sector

The HoReCa sector's performance in Kosovo (and elsewhere) is closely linked to the performance of the economy. According to the Employment Strategy,⁹ the Covid-19 pandemic badly affected Kosovo's economy, including key sectors such as hospitality, which suffered a contraction of 28.9 per cent. The economy rebounded in 2021, with GDP growth of 10.7 per cent, driven by several factors, including significant inflows from the diaspora in the form of remittances, tourism and real estate investments.

HoReCa is a vital component of Kosovo's economy, contributing significantly to employment, both directly and indirectly. It has grown steadily since 2008, driven by urbanization, increased foreign investments and a growing middle class with higher disposable incomes. Major cities such as Pristina, Peja, and Prizren have seen an expansion of hotels and restaurants, catering to both domestic and international visitors.

While informal businesses exist, there has been a push for formalization through regulatory frameworks and quality standards, and informality seems to be less of a concern both for employers in terms of unfair competition, and for employees in terms of working conditions. Figure 1 provides an overview of the HoReCa value chain.

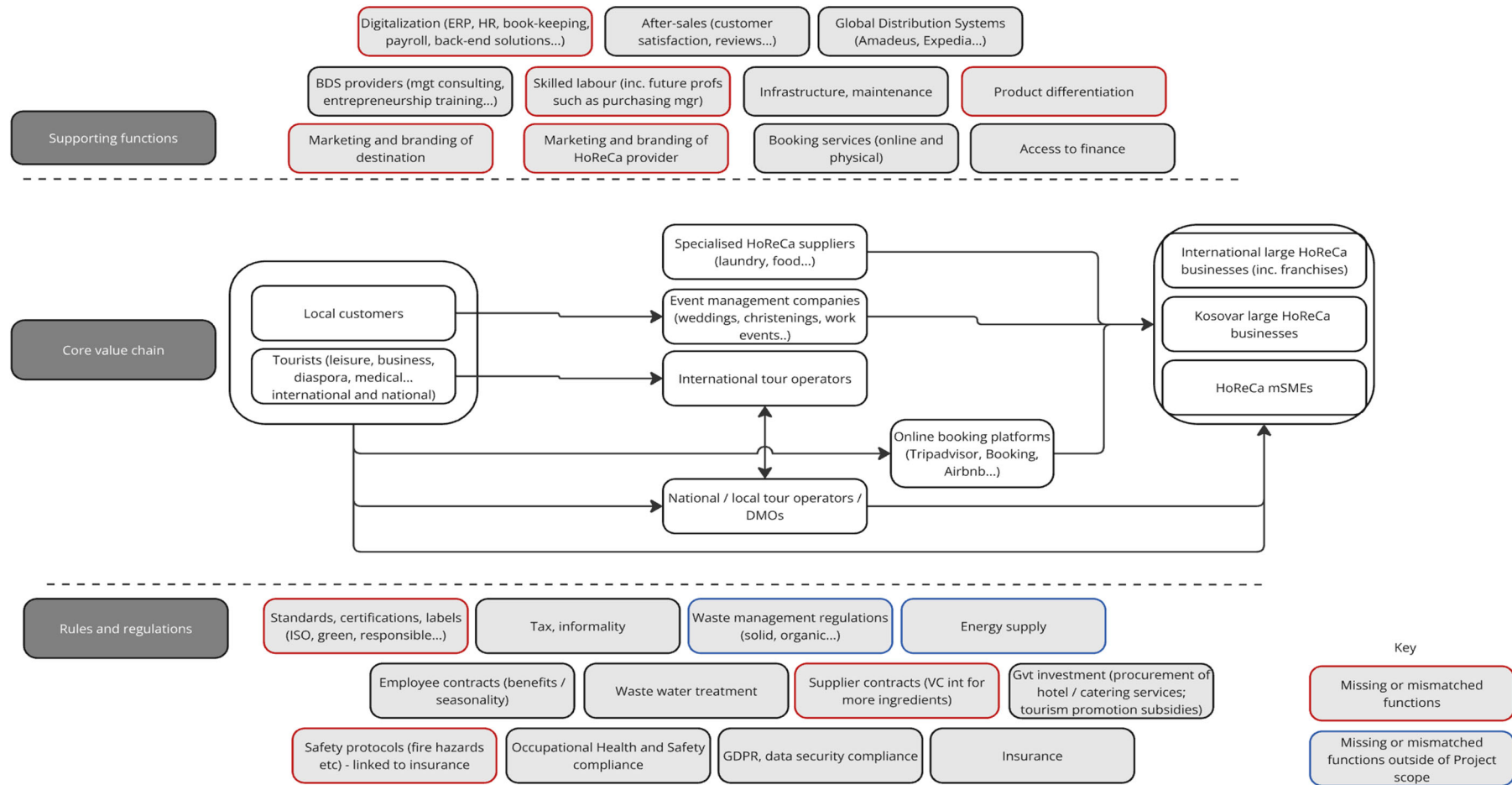
Kosovo's HoReCa sector performance is driven by both domestic consumption and international tourism. The demand side is shaped by tourism growth: Kosovo has experienced a rise in visitors from around 44,000 in 2008 to 621,000 in 2023, and the average number of nights has increased from 1.5 in 2008 to 2.4 in 2023. In addition, alongside a growing middle class, eating out is becoming increasingly popular, particularly among young professionals with high disposable incomes. This is coupled with a diaspora that likes to celebrate weddings and business conferences in Kosovo.

On the **supply** side, the sector relies on a mix of skilled and unskilled labour, with low-skilled professions experiencing high turnover rates and shortages of trained workers. The sourcing of inputs and materials for the HoReCa sector is done mainly locally, with little guarantee of quality and with some concerns regarding safety and hygiene for patrons and tourists. On the digitalization front, larger establishments are integrating digital reservation and ordering systems, while smaller businesses lag behind in the adoption of technology. As is the case in neighbouring economies, there is little coordination between employers and education and training providers, which limits opportunities to prepare the workforce to meet business needs.

This MSA should be read in combination with the HoReCa Skills for Trade and Economic Diversification analysis (STED) conducted by the ILO.

9. [Kosovo Employment Strategy](#).

► Figure 1. Overview of HoReCa value chain



Source: The Canopy Lab

► 2.2. History and trends

The history of the HoReCa sector in Kosovo can be framed in terms of two interlinked but distinct tracks: hotels on one side, and restaurants and cafés on the other.

2.2.1. Hotels: a sector linked to tourism trends

The period after 1999 significantly constrained the development of Kosovo's tourism potential, as many international visitors continued to associate Kosovo primarily with instability. In contrast to neighbouring economies of the former Yugoslavia, such as Croatia and Montenegro, which have well-established tourism industries built around coastal attractions, Kosovo has faced a dual challenge: the need to rebuild infrastructure in the post-conflict period while simultaneously working to establish an international reputation as a safe and attractive destination.

Most hotels interviewed as part of this research emphasized the importance of business tourism, and many had invested in meeting, incentives, conference and events (MICE) facilities to attract business guests. As one interviewed hotel manager shared, "a significant driver of hotel growth has been the diaspora. We have a large business community in Switzerland, Germany and the Nordic countries, and they like to organize business retreats in Kosovo." At any rate, as shown in Figure 2 and Figure 3, investments are currently being made in large hotels across Kosovo. Most interviewed businesses saw this as a good development because it can raise visibility and standards, though some smaller businesses shared the view that there is "too much offer for too few tourists". According to tourism businesses interviewed, non-business, non-family tourism is characterized by short stays as part of wider Balkan tours, with tourists mainly bussed in from North Macedonia, Montenegro or Albania for day trips or one-night stays. An exception to this is adventure tourism. Under the aegis of initiatives such as Via Dinarica hikers or cyclists stay in rural accommodation.

A perspective from the Association for the Promotion of Hotel and Tourism

The Director of the Association shared that around 6,000 seasonal workers are estimated to be employed informally during the busy summer months. While informality seems to be less of a concern since Covid-19, it is still worrying that, paired with a widespread lack of professional training provision and limited government support for standards and certifications, it remains a challenge for the sector. Major new investments, including international hotel chains such as Hilton and Marriott, and the development of the Brezovica resort, are expected to increase demand for skilled labour substantially. Within the next two years alone, in the Union's estimate, around 800 new skilled workers will be needed, in addition to the formalization of thousands of seasonal jobs.

2.2.2. Restaurants and cafés: an important feature of culture in Kosovo

Unlike hotels, the restaurant and café sector are less dependent on tourists and relies more strongly on regular patrons. There are low levels of product differentiation among cafés and restaurants, and an increase in the number of franchises. Cafés and restaurants serve an important function as convening centres for clients, who may socialize and work from them.

As shown in Figure 2, HoReCa employment pathways for young people take three main forms:

- First, young people can take up a job directly with HoReCa employers by applying for openings through social media calls or recruitment drives. This seems to be the primary way of finding employment labour for low-skilled positions such as waiters.
- Alternatively, young people may find opportunities or apply through online matching portals, such as Superpuna or Kosovajobs; or may be matched with employers through career job placement services at the Employment Agency of Kosovo.
- A third pathway through which young people find jobs in HoReCa is on graduation from schools or training centres: employers may inquire about graduates with certain profiles and teachers may help.

Low-skilled jobs (see Annex 5) include housekeeping, dishwashing, waiting staff and bellboys, whereas high-skilled roles are concentrated in management, specialized culinary positions and technical roles, such as sustainability officers and quality assurance managers. Medium-skilled professions are found mainly in bartending, barista work and certain technical support roles. According to the research team's understanding, there is a correlation between skill level and decent working conditions. **Most high-skilled roles enjoy high levels of decent work, indicating better wages, stability and working conditions.** In contrast, low-skilled jobs tend to have low decent-work ratings, particularly for positions such as housekeeping, dishwashing, waiting staff and laundry services. Medium-skilled jobs have more variation, with bartenders and event coordinators rated as medium, while roles in digital solutions, IT and purchasing management score higher.

The concentration of low-skilled jobs with poor working conditions poses a challenge for retention and workforce stability in the sector. These positions often experience high turnover, making it difficult to maintain service quality. Addressing skill gaps through training, career progression pathways (including by showcasing the potential of low-skilled jobs to build a career), and improved employment conditions could enhance job quality and retention rates. Additionally, the emergence of specialized roles – such as sustainability officers and digital solutions managers – suggests an opportunity to professionalize the sector, attract new talent and improve working conditions in targeted areas, as long as training providers are able to adapt their curricula to reflect these anticipated trends.

A perspective from Hana, 19-year-old receptionist at City Inn



Hana, a 19-year-old film student from Kosovo, balances her studies with a part-time job as a receptionist at City Inn. This is her first paid employment after previously volunteering at arts-related events. She first joined City Inn full-time during the summer months of June to September 2024, before returning part-time in February 2025. As she explained, “I walked into the job with no idea of how it would be”. Despite her initial uncertainty, she found her footing through a two-week training programme that covered hotel systems and City Inn’s philosophy. Her responsibilities now include checking guests in and out, invoicing and stock management. One challenge she faces is the handover process between shifts, but she appreciates the organizational and client-facing skills she has gained. “These are skills I can transfer to other jobs,” she reflects.

Hana’s parents were initially concerned when she found the job through Superpuna, fearing she might encounter poor behaviour from guests. However, Hana chose hotel reception over waitressing

because of its fixed hours and decent working conditions. “My friends who work as waiters have longer hours and get treated badly by patrons”, she explains. A friendly workplace atmosphere is something Hana values highly. She feels respected by both guests and colleagues, which has positively shaped her perception of the hospitality sector. “It’s not just because the work is lighter; it’s also nice and pleasant. People approach me respectfully”, she says. Being entrusted with authority has boosted her confidence. “I don’t feel inferior like some of my waiter friends are made to feel”, she notes.

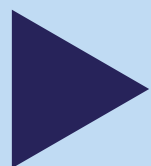
Although she doesn’t see herself building a long-term career in HoReCa, Hana acknowledges the network she has developed. “I could use it if I end up working in film”, she says. She briefly considered other roles in the sector, such as in travel agencies or tour guiding, but found no opportunities.

Her experience has reshaped her perception of HoReCa. “Before this job, I wasn’t even aware that I could apply to be a receptionist”, she admits. She believes more should be done to promote hospitality jobs among young people. If she were to stay in the sector, Hana would aim for a management role or to open her own business. She dreams of creating a more aesthetically unique hotel, unlike the familiar similar styles she sees across Kosovo. “Most hotels here look the same”, she comments.

For now, Hana values the experience gained and the personal growth it has brought. “My manager always reminds me to be nice to clients, even if I’m having a bad day or they’re rude”, she says. It’s a lesson in resilience she will carry forward in her career, wherever it takes her.

PART 3.

The market system

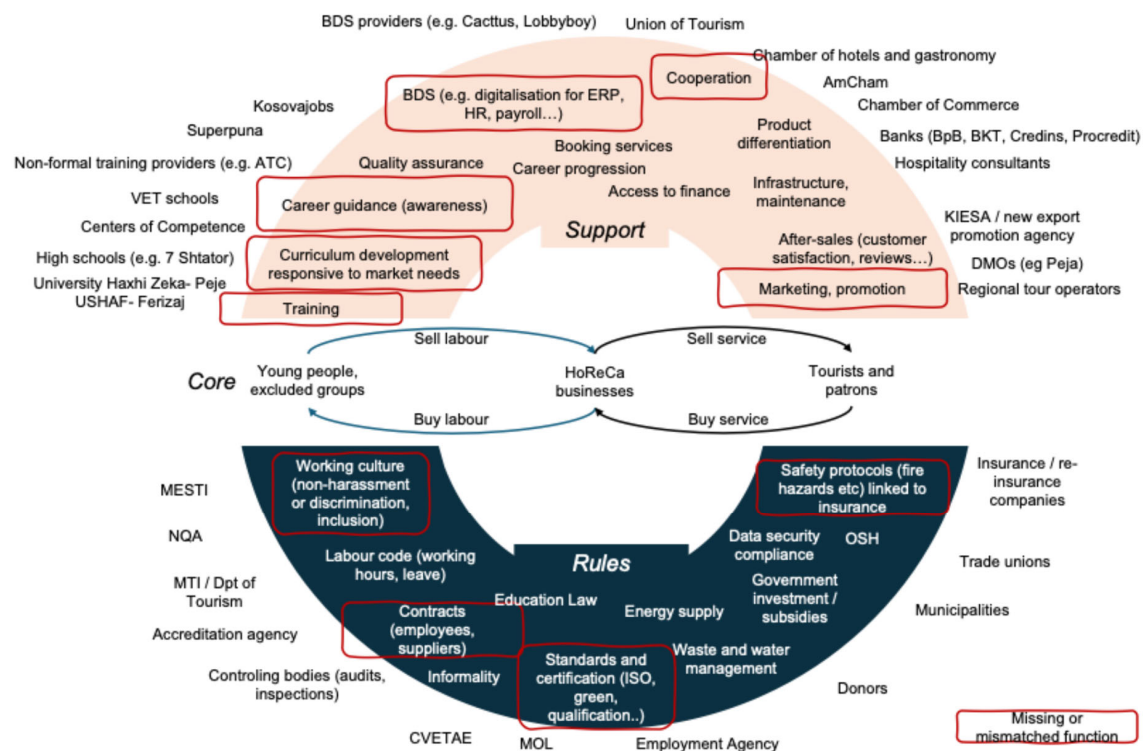


► 3. The market system

The HoReCa market system comprises all actors and transactions linked to the functioning of the sector. In this analysis, the focus is on how the market system can work better for the target group (young people, women and minorities) to achieve productivity improvements, job quality and enterprise resilience.

The analysis builds on the HoReCa value chain and is structured around core transactions that happen within an ecosystem of players and transactions framed as “supporting functions” and “rules and regulations”. Indeed, actors in the value chain do not operate in a vacuum: they are influenced – directly and indirectly – by what happens in their surroundings. For example, access to standards and certification, which is a regulatory function, does not constitute a direct input for the HoReCa value chain, but strongly influences how businesses operate.

► Figure 3. HoReCa market system donut



Source: The Canopy Lab

► 3.1 Core market

The **core transaction** that is the subject of analysis is framed at two levels:

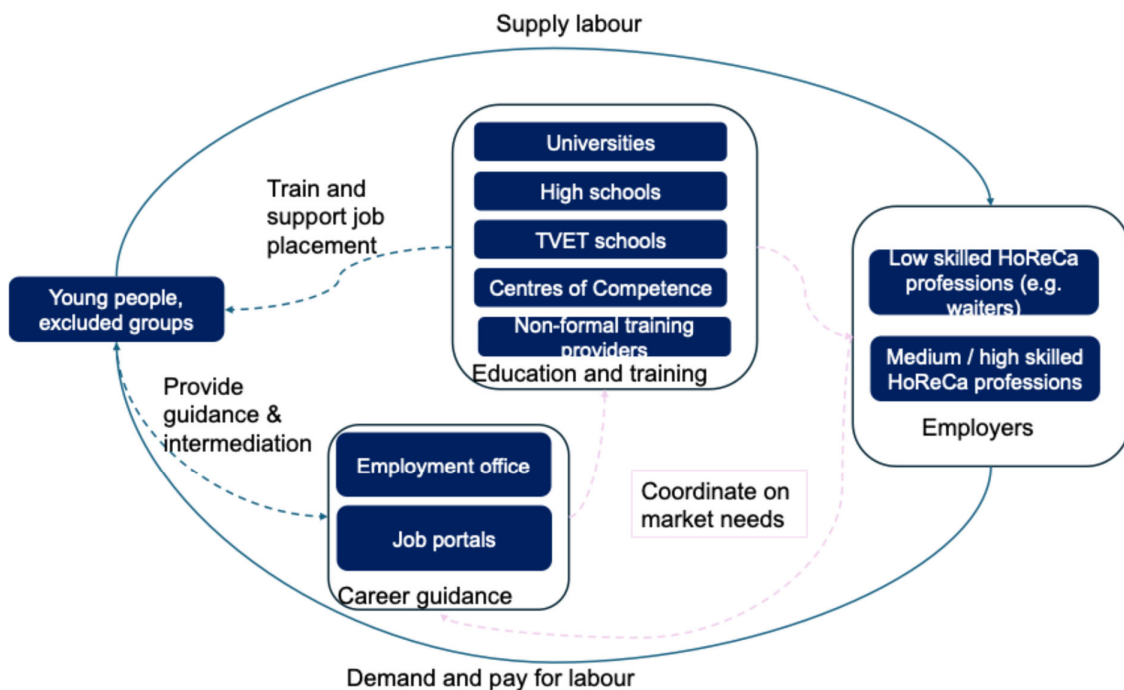
Level	Supply	Demand
1	Young people, women and minorities supply labour	HoReCa employers demand and pay for labour
2	HoReCa businesses supply services	Tourists and patrons demand and pay for services

This unusual (for an MSA) two-track way of framing the analysis around two simultaneous core transactions allows the ILO to identify constraints and opportunities at the level of both the HoReCa labour market and the HoReCa private sector.

3.1.1. Core transaction #1: Labour

The first level of analysis concerns the supply and demand of labour. The main actors are included below and further explored in the supporting functions (training and intermediation) and rules and regulations (contracts) section.

► Figure 4. Core labour transaction – main actors



Source: The Canopy Lab

Young people and other members of the target group can seek and find employment directly with HoReCa employers, or they can obtain training and career guidance support through education and training providers or through public or private intermediation providers. From interviews with employers and employees, several elements affect this core transaction, most notably:

- **There is a high turnover for low-skilled professions, such as waiters.** Young people in Kosovo (as in many other countries) perceive these types of jobs as transitional roles in which they are willing to accept less favourable working conditions (such as long hours and difficult customer attitudes) in exchange for money that will allow them to pursue other interests. According to interviewed employers, **the turnover rate for these positions does not seem to affect business performance** because the costs of onboarding new staff tend to be low. An exception to this is **housekeeping** for hotels: some large hotels are cooperating with international worker agencies and obtain workers labour from, for example, the Philippines because they cannot find local workers labour to perform these jobs.
- **Anecdotal evidence shared by interviewees seems to suggest that informality rates are on a downward trend, although there are no recent data to substantiate this.** This seems to result from two main factors: first, support packages designed during the Covid-19 pandemic to keep businesses in operation were linked to the number of registered employees and declared turnover, and HoReCa businesses that operated informally (and their employees) were excluded from these measures. Second, the capacity of inspection functions at the MFLT and the Tax Administration of Kosovo (TAK) has increased, which has led to better monitoring of compliance with registration.
- Most HoReCa businesses reported that while in the high season they might hire 15–25 per cent more part-time labour to cover needs such as housekeeping, **they maintain a core staff throughout the year** that is sufficient to cover business needs. Past studies in Kosovo that have examined the cost of creating an additional job in the tourism sector have estimated it to be driven by an additional income of EUR 10,000.¹²
- **Wages in the sector are not as low as people might expect.** According to the interviewed businesses, high-skilled workers can name their price in HoReCa, with some chefs earning as much as €5,000 a month and hotel managers at medium-sized enterprises being able to name their price before accepting a position. Qualifications add to a person's negotiating power and even for low-skilled positions such as waiters, average wages can be supplemented by tips, which one informant stated could average €200 a month. Data obtained by the research team from the TAK are included in Annex 4, and show that in Pristina, average gross wages for men working in HoReCa stand at €2,297 and for women at €2,173.
- **...but wages are constrained by low levels of labour mobility.** Some hotels mentioned that there is **a tacit agreement between hotels against "poaching" each other's staff** (such as receptionists or waiters). Employers justify this in terms of the expenses associated with training staff, but this probably affects wage competitiveness in the sector.
- **Young people are perceived as being sometimes uncooperative.** There was a consensus among our interviewees that young people can be less "hospitable" than their elders against the background of traditional local hospitality, and that their attitude is different from that of previous generations. For example, they are reluctant to work beyond a strict reading of their job description and expect rapid promotion. Notably, this was not the case for minority employees, who were praised as being more flexible and willing to work.

12. https://beamexchange.org/media/filer_public/31/7b/317b104a-3e3b-498f-a6e6-ed943e48bede/multipliers_tourism_ppse.pdf

- **Self-employment seems to be the main driver of many young women who want to study pastry making (*Pasticceria*), in line with a rising trend of buying home-made cakes through social media among Kosovo's middle class.** While this is an interesting opportunity for women, it is currently informal and unregulated, which presents an opportunity as a focus area of entrepreneurship offers in HoReCa.

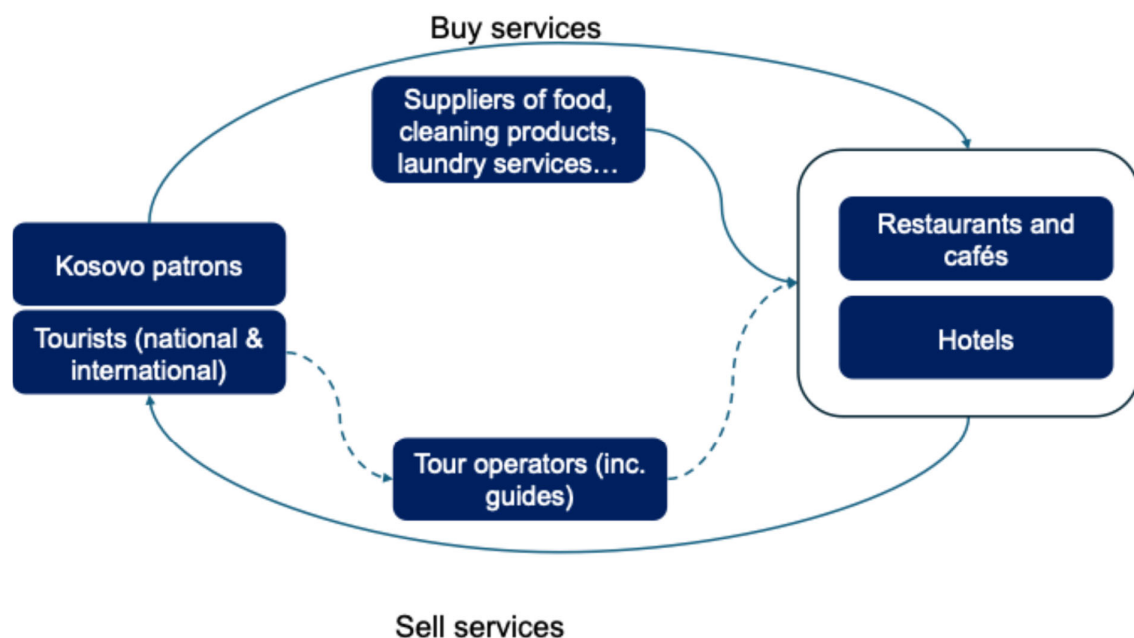
A perspective from a private training centre:

ATC Prishtina is a private training centre accredited to provide hands-on courses in gastronomy and entrepreneurship, among other courses. Since 2016, ATC has provided internationally recognized certification, drawing students eager to work both locally and abroad. The centre's manager mentioned that many trainees pursue certification as a pathway to migration, lured by higher wages abroad. While demand remains strong for traditional roles such as chefs and pastry makers, ATC's leadership expressed concern about the unethical practices of other centres that "sell" diplomas that students use to move abroad, as well as the difficulty they face when introducing new programmes or their ability to offer recognition of prior learning.

3.1.2 Core transaction #2: Services

For the second layer of analysis, the main actors involved include:

► **Figure 5. Core services transaction**



Source: The Canopy Lab

Distinguishing between restaurants and cafés, on one hand, and hotels, on the other, is important with regard to the constraints both categories face, and the challenges they both confront in creating more decent jobs.

- With few exceptions, the hotels interviewed reported **surprisingly high average annual occupancy rates**, within a range of 60–75 per cent. This information was self-reported by those we interviewed at hotels, including some of the largest in Kosovo. It may be that participants either lack accurate data for more realistic estimates or are keen to report higher than actual occupancy rates, which, by the research team's calculations, stand at an average of 32 per cent for Kosovo.¹³
- Around four active inbound tour operators are registered in Kosovo, and most of their offer is active tourism or subcontracted to larger tour operators based in Albania and North Macedonia. Tour guides have been a regulated profession since 2025, and as freelancers, they can organize itineraries for guests. Most international leisure tourists arrive in Kosovo via regional tour operators that organize stopovers in Kosovo as part of broader Balkan tours. **There are only rather weak relations between Kosovo HoReCa businesses and tour operators**, partly because Kosovo is seen as a small market, and partly because tour operators have few incentives to innovate on their offer, favouring businesses they have a history with.
- Most hotels reported having a combination of business and leisure travel tourists, with **business tourism dominating at around 60 per cent**. This explains why many hotels have invested in MICE facilities. However, not much is done to encourage guests to extend their stay (for example, by facilitating overnight stays in other locations in Kosovo, prolonging trips to last a week, with the possibility of selling rooms before and after departure).
- **Hotels take on the role of event organizers when it comes to organizing weddings and other celebrations** – this study did not identify specialized event management companies, such as wedding planning companies. Weddings organized at the behest of diaspora tend to promote tourism as international guests are treated to tourist attractions by their local hosts. While there are no official data on wedding market size or growth trends,¹⁴ anecdotal evidence suggests that this is a popular phenomenon that has implications for multiple related industries, such as garments and jewellery design.
- **Restaurants and cafés struggle with input price volatility and inelastic demand**. Customers are reluctant to pay a price for coffee or meals that reflects increased costs for businesses, which poses a difficulty in terms of operational management.

13. According to the Kosovo Agency of Statistics (ASK), in 2023 (2024 data are not yet available), Kosovo's hotels welcomed a total of 621,486 visitors, comprising 42.4 per cent domestic and 57.5 per cent foreign guests. These visitors accounted for 1,547,462 overnight stays, with domestic visitors contributing 51.7 per cent and foreign visitors 48.2 per cent. While ASK provides detailed data on visitor numbers and overnight stays, specific figures regarding the overall hotel occupancy rate for 2023 are not readily available. However, to estimate Kosovo's hotel occupancy rate for 2023, we can use the following formula: **Occupancy Rate (%) = (Total Overnight Stays) / Total Available Bed-Nights × 100**. **Total Overnight Stays in 2023:** 1,547,462 nights. **Total Number of Hotel Beds:** According to the Kosovo Agency of Statistics (ASK), the total number of beds in accommodation establishments across Kosovo in 2023 was **13,210**. **Total Available Bed-Nights = 13,210 beds × 365 days = 4,821,650 bed-nights**. Applying the formula: **Occupancy Rate = (1,547,462 / 4,821,650) × 100 ≈ 32.09%**. Based on this estimation, Kosovo's hotel occupancy rate in 2023 was **32.09 per cent**.

14. This could be explored through additional research.

► 3.2. Supporting functions

Training and career guidance

Despite the HoReCa sector's resilience against automation – as hospitality services require human interaction even when partially digitalized – it is perceived as a low-status, exploitative industry. One HoReCa employer explained with reference to young people that “they can’t all be programmers”, highlighting the need to shift perceptions to encompass more diverse and viable career paths. The negative perception of youth (and their parents) regarding HoReCa is often shaped by outdated views rather than current realities – and young women are likely to have stronger prejudices against employment in the sector than men. Since the Covid-19 pandemic, formalization within the sector has improved significantly; most employees now hold contracts that comply with labour law. Additionally, wages are competitive for skilled positions such as chefs, and the market increasingly favours jobseekers, who in some positions can name their terms, especially if they have international experience. **However, a widespread lack of career guidance services means that many young people and their parents remain unaware of career growth opportunities within the HoReCa sector.**

Training continues to be a pressing challenge for employers, in terms of both hard and soft skills. Interviewed employers expressed frustration at the attitude of young employees who automatically expect promotion or move on after receiving training. This creates a disincentive for employers to invest in staff development, despite recognizing its importance. For lower-skilled roles, such as waiters, retention is less problematic than it is for chefs and cooks, but the quality of training remains a concern. **Neither public nor private training centres have a strong reputation among employers.** Many businesses have expressed disappointment with the interns they receive, citing a lack of interest, wrong attitudes and poor skills. This is exacerbated by outdated curricula that fail to align with the evolving needs of the sector. Additionally, **there is no interaction between training providers and employers to anticipate future skills needs or adjust training content accordingly.**

► Figure 6. Students at ATC



Business development services

Some HoReCa businesses in Kosovo have engaged tourism consultants to develop ideas and improve customer experience. These services help businesses differentiate themselves in a competitive market by enhancing brand identity, product offerings and overall guest experience, as well as managing the day-to-day operations of service businesses. **However, interviews indicate that such consultants are difficult to find locally, reflecting a limited supply of specialized expertise in Kosovo.** According to interviewed informants, “people who have worked for a few years at a hotel or a restaurant think it is easy and go open their own – but they quickly realize how difficult it is to manage inventory, supplies”, resulting in a high business failure rate. This is an issue as it dilutes the offer and in some cases those businesses are set up informally, creating unfair competition. According to a hotel manager, “it is unlikely that a new hotel will generate a return on investment before six years”, so hotel owners who spend all their cash on building a hotel will soon run into cashflow problems.

The lack of product differentiation, particularly among restaurants and cafés, is a result of the lack of professional management in the sector. As any visitor may notice, many restaurants and cafés offer similar menus, ambiance and customer experiences, resulting in a crowded marketplace that ends up competing on price rather than on quality. This results in eroding profit margins and low wages. This homogeneity limits the sector’s ability to attract higher-value customers, encourage repeat visits and build a distinct culinary identity that could enhance Kosovo’s tourist appeal.

Digitalization is becoming increasingly essential for operational efficiency and market competitiveness in the HoReCa sector. Some local BDS providers, such as LobbyBoy, offer tailored digital solutions for the HoReCa sector, such as property management systems with channel management features. These tools help businesses to manage reservations, pricing and occupancy more effectively. However, Kosovo-based digitalization providers are few and far between because of the small market size, and the reluctance of businesses to invest in solutions which they see as a cost rather than as an investment. As a LobbyBoy representative explained, “most of my work consists of providing free advisory support to businesses to get an online presence – and while my pricing is very reasonable, businesses still do not want to pay for my services as they are already paying booking fees on other platforms”. Indeed, **market fragmentation and a low level of digital literacy** among SME owners, particularly those from older generations, further impede the adoption of these tools. It also seems that women and minority-owned businesses are less digitally literate. This was confirmed by an informant from Cactus, a Kosovo digitalization service provider that has developed a tailored enterprise resource planning solution for HoReCa clients: their strategy focuses on large clients, as “small businesses do not have the infrastructure to make them viable clients for us”.

Management support services, particularly in pricing strategies, experience development and market linkages, are absent from Kosovo’s HoReCa sector. **Many enterprises lack the guidance needed to optimize pricing, create unique customer experiences and build connections with tour operators and suppliers.** Some businesses find consultants abroad, such as the owner of a popular café in central Pristina, who sought international expertise online to support him in menu design and pricing strategies. But this is neither affordable nor feasible for most restaurants and cafés, which results in low levels of concept differentiation. Again, it is likely to be even more unaffordable for women and minority owners.

Cooperation

A significant constraint hindering the growth and competitiveness of the HoReCa sector in Kosovo is the lack of cooperation among market actors. A prevalent zero-sum mentality among hotels discourages collaboration, as many businesses prioritize **capturing guests’ full spending within**

their own premises rather than fostering linkages that could enhance overall guest or customer experiences and extend visitor stays. This approach limits the sector's ability to develop compelling destination-wide offerings that could attract higher-value tourism.

Weak collaboration is evident in relations between tour operators and HoReCa providers. **Tour operators play a critical role in shaping visitor itineraries, yet their engagement with hotels, restaurants and experience providers remains limited.** There are only four active inbound tour operators based in Kosovo (two of which specialize in adventure tourism); most tour operators who bring guests to Kosovo are based in North Macedonia and Albania. **These international tour operators have few incentives to explore new partnerships with HoReCa businesses, favouring instead the same suppliers they have always used and copy pasting tour offers.** These tour operators cater to mass tourism and mostly bring guests by bus, and Kosovo represents a one-, at most a two-night stay in longer Balkan tours. Hotels mentioned that it is difficult to get a reply from contacted tour operators despite making offers that could “put them on the map”.

Similarly, the **weak connection between HoReCa businesses and training providers presents a challenge for workforce development.** This is partly because of attitudes: in Peja, for example, an Employment Office representative noted that businesses are hesitant to seek trained staff because of perceived reputational risks associated with “asking for help”. However, as explored in the training section, this concern is driven largely by a perceived lack of quality in the education offer; most employers complain that recruits are neither interested in nor capable of working in HoReCa.

Supply chain fragmentation further exacerbates the lack of cooperation, particularly in the sourcing of quality, locally produced food. Many HoReCa businesses rely on imported products rather than building relationships with local suppliers, reducing opportunities for a more sustainable and competitive food service industry and HoReCa equipment.

A perspective from social partners:

- **The Alliance of Kosovo Businesses** underlined the need for greater private sector involvement in defining qualifications and supporting women's participation in tourism.
- **The Kosovo's independent Trade Union Federation** has noticed how the sector has shifted in the wake of the Covid-19 pandemic and Kosovo's visa liberalization, with companies offering higher wages and improved working conditions to attract and retain staff. However, there remain challenges, particularly regarding long working hours, poor labour conditions and a lack of formal union representation for HoReCa workers. The federation also shared its ongoing involvement in curriculum development processes for tourism-related skills training, and its participation in the Social-Economic Council, although this government-led platform, intended to address labour rights and working conditions, has not convened in nearly two years.
- Employers' role in workforce development is also a priority concern for the **Tourism Union of Kosovo**. The Union represents over 240 members, including leading hotels and restaurants. Beyond advocacy and promotion, the Union has experimented with workforce upskilling through collaborations with organizations such as Bay River College in Canada. However, reluctance among employers to release staff for training came up as a limiting factor.

Marketing and promotion

This function is underperforming on two levels. First, **there is limited marketing capacity among individual HoReCa providers, and second, there is weak promotion of Kosovo as a tourist destination.** Both factors reduce visibility, customer reach and the overall appeal of the sector.

Many HoReCa businesses in Kosovo handle marketing in-house, often without the necessary expertise to position themselves effectively in a competitive market. Marketing is frequently viewed as a cost rather than a strategic investment, leading to minimal budgets and sporadic, low-impact promotional efforts. Social media management, one of the most common marketing approaches, is often limited to posting basic content with little focus on brand storytelling or audience engagement. This results in low visibility, weak customer loyalty and missed opportunities to attract higher-value clientele. The limited availability of specialized marketing agencies in Kosovo further exacerbates the problem.

More broadly, **the under-promotion of Kosovo as a destination weakens the entire HoReCa ecosystem.** Kosovo remains relatively unknown in the regional and international tourism market. Without a strong destination brand or coordinated marketing campaigns, businesses struggle to attract visitors, who are unaware of what Kosovo has to offer. There is only one functioning destination management organization in Kosovo, the tourism information centre in Peja. Municipalities have competencies around destination promotion, but these are currently not being used.

► 3.3. Rules and regulations

Enabling working culture and business environment

Kosovo's HoReCa sector has traditionally been dominated by family-owned businesses. In such a setting, meritocracy has often been absent, with **hiring and promotions based on nepotism** rather than performance. However, this is **gradually changing as the sector professionalizes**, with more businesses recognizing the importance of fostering a positive work culture to retain staff.

A key finding from interviews with business owners is that a non-toxic work environment is one of the most significant drivers of staff retention. In a **competitive labour market in which hospitality workers have more options post-Covid-19, businesses that prioritize respectful and supportive workplace cultures are better able to attract and retain talent.** This shift reflects a growing awareness that financial incentives alone are insufficient to build long-term staff loyalty. However, despite improvements, significant challenges remain for minorities. People from the **Roma, Ashkali, and Egyptian communities face hostile and discriminatory work environments.** This leads either to a reluctance to apply for jobs or high turnover when they do because they face prejudice, not necessarily from employers but by their colleagues. These issues persist **despite the existence of non-harassment legislation** in Kosovo aimed at protecting workers from discrimination and abuse.

Standards and certifications

The absence of robust standards and certification is a constraint on the performance and competitiveness of the HoReCa sector in Kosovo. This underperformance affects both the quality of services offered and the recognition of professional achievements within the industry. **Without formal**

mechanisms to signal quality and sustainability, businesses miss opportunities to build trust with consumers and differentiate themselves in the market.

One major gap is the **lack of a star-rating system for hotels**. In many countries, star ratings provide a standardized measure of service quality, helping guests to make informed choices. Without such a system, Kosovo's hotels struggle to communicate their value, limiting their ability to attract higher-paying tourists and compete with regional destinations. Hotels such as Four Points Sheraton comply with internationally recognized star classification systems but face unfair competition on platforms such as Booking.com where all listings can choose their number of stars without consequences. When Booking.com asked the Union of Tourism to supply it with a list of recognized starred hotels, no further action was taken.

Food safety concerns were raised by HoReCa businesses, including when it comes to adulterated alcoholic beverages. While safety inspections have improved, **gaps persist, raising concerns about hygiene and customer safety**. Inconsistent food safety standards undermine customer confidence and can damage the reputation of the sector. **Sustainability certifications, though present in a few cases, are not yet market driven**. Notably, Hotel City Inn in Pristina has achieved [Travelife certification](#), and Hotel Dukagjini and other large hotels in Peja hold [EcoLabel](#), but both certifications were obtained through externally funded projects rather than business-led initiatives, and there are few certification bodies. Although many hotels informally practice sustainability measures such as energy efficiency and food waste reduction, these efforts are not leveraged as a marketing point. This reflects a missed opportunity to appeal to environmentally conscious travellers and differentiate in a competitive market.

Additionally, **the absence of recognition of prior learning for professions in the hospitality sector further hinders career progression and professional motivation**. Without formal recognition of skills gained through experience, employees have limited incentives to pursue long-term careers in the sector. This contributes to high turnover rates and makes it harder for businesses to retain skilled staff, and for workers to obtain higher wages.

Contracts

Contracts play a critical role in structuring relationships within Kosovo's HoReCa sector, at both the employment and supplier levels. While there is a general shift toward more formalized agreements, several gaps and evolving practices highlight ongoing challenges and opportunities for improvement. In line with Kosovo's labour law, most **employment contracts in the HoReCa sector are for one year, increasingly including benefits such as health insurance**. This represents progress toward better working conditions, reflecting post-Covid formalization efforts.

Some **businesses are experimenting with alternative contracting models** to enhance staff loyalty and retention. For instance, Four Points by Sheraton offers lifelong contracts, signalling a commitment to job security. Similarly, the Gračanica Hotel involves employees as co-owners, aligning worker interests with business performance. These remain exceptions rather than the norm, however. One of the most pressing issues is the retention of high-skilled employees, particularly chefs, who often seek higher wages or better opportunities after receiving training. To counteract this, some businesses have tried to encourage chefs to establish their own businesses and work as contractors instead of full-time employees. However, this model has not gained traction, as it conflicts with employees' desire for stable income and benefits.

Interviewed business owners believe that **labour laws in Kosovo favour employees over employers**. This sentiment reflects the challenges businesses face when trying to adjust staffing levels or enforce performance standards, further underscoring the need for balanced labour market policies.

Testimonial from a café owner in Pristina who employs 19 staff and wished to remain anonymous:

“As a small business owner in Pristina, I see first-hand how Kosovo’s labour law, designed for industrial sectors, doesn’t fit the realities of HoReCa and tourism. Our sector needs more flexibility – our working hours don’t follow a factory schedule. Right now, we’re stuck with two bad choices: either we adjust working hours just to comply with tax reporting, or we risk operating informally, which only fuels the shadow economy. A revised labour law that reflects the unique needs of HoReCa businesses – especially around working hours and employee reporting – would be a game-changer. Business inspections also need modernization. With digital tools, reporting could be streamlined, reducing disruptions and helping us to focus on running our businesses. We need policies that support, not hinder the growth of Kosovo’s hospitality sector.”

At the supplier level, formalized contracts are less prevalent. Many HoReCa businesses prioritize quality over quantity when sourcing goods and services, leading to **ad hoc arrangements and frequent supplier turnover**. This preference often requires significant time and resources to identify reliable suppliers and cope with fluctuating prices, which are not passed on to customers. The increasing cost of inputs (including food and beverages, but also electricity) was cited as a concern for smaller businesses. Some suppliers, such as laundry service providers, have attempted to formalize relationships by offering free initial services to secure contracts. However, such practices are not widespread, and many businesses continue to rely on informal agreements. The lack of formal contracts leaves businesses vulnerable to inconsistent service quality and price volatility because of weak supply chains. Compliance with safety protocols

Compliance with safety protocols is a critical component of operational standards in Kosovo’s HoReCa sector. Across the board, businesses reported being aware of and adhering to occupational safety and health (OSH) regulations, as well as other safety obligations, including fire hazard prevention. **Despite this self-reported compliance, however, systemic weaknesses undermine the effectiveness of safety measures.** While businesses emphasize their commitment to maintaining safety standards, the capacity for public officials to conduct thorough inspections remains limited. Kosovo’s public institutions face resource and personnel constraints, making it difficult to assess compliance or enforce regulations consistently. This gap between reported and verified compliance poses risks for both employees and customers, as well as potential legal liabilities for businesses.

Insurance companies in Kosovo are a key stakeholder in the compliance landscape. According to an informant from the sector, insurance contracts contain fine-print clauses that allow insurers to avoid paying claims if any non-compliance is detected, even for minor infractions. As a result, businesses may find their claims denied despite investing in insurance coverage. The process of settling claims is prolonged by the legal system’s requirement that claims be addressed under criminal law before they can be resolved civilly. This two-step legal process means that **claims can take years to be processed, placing significant financial strain on businesses dealing with fire damage, workplace accidents or other safety-related incidents.**

Beyond the immediate operational challenges, **weak enforcement of safety protocols and prolonged insurance claim processes can send negative trust signals to international partners**, particularly tour operators. Tour operators rely heavily on assurances of safety, reliability and professional standards when selecting accommodation and hospitality partners.

► 3.4. Summary of constraints

Below is a summary of the constraints identified and their underlying causes (detailed in section 3.3).

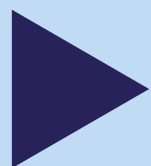
► Table 1. Summary of constraints and root causes

Constraint	Underlying causes	Impact on market / decent work
CORE MARKET		
High turnover of low-skilled workers	- Professions seen as a “trampoline” to more fulfilling work by young people - Higher pay in neighbouring countries (for seasonal work)	This constraint has a low impact on businesses – low-skilled service professions are transitional worldwide. But it has the potential to contribute to decent work if employers invest in employee career development
Low levels of labour mobility	Tacit agreement between hotels to avoid poaching trained staff, mainly for mid-skilled positions (e.g. receptionists)	High impact on decent work as it could hinder employees’ ability to obtain wages that reflect their market value
Input price volatility	Regional / global political situation (particularly price of food and electricity)	High impact for businesses that face inelastic demand – this lowers their operational ability
SUPPORTING FUNCTIONS		
Missing career guidance	No institutions capable of informing young people about opportunities in HoReCa	High impact given young people’s lack of awareness of opportunities for decent employment and career growth in the HoReCa sector, which limits the availability of labour
Inadequate training offer	- No functioning employer–trainer exchange platforms to anticipate skills needs - Difficulty updating curricula	High impact given access to trained staff is cited as one of the most frequent constraints by interviewed businesses
Mismatched business development services	- Market fragmentation in HoReCa makes it an unattractive client segment for BDS providers - Low levels of digital literacy among family-owned businesses - Lack of training among HoReCa managers	Impacts the ability of businesses to increase guest / patron trust and run businesses more efficiently
Low levels of cooperation	- Cultural attitudes against cooperation - Copy-pasting of tours and offers organized by international tour operators - Supply chain fragmentation (e.g. food)	Impact’s ability of businesses to offer options that could extend the length of visitors’ stays, as well as their ability to guarantee quality offers (e.g. through locally sourced food options)
Missing marketing and promotion	- Marketing seen as an expense, not as an investment by businesses - Kosovo as a destination is under-promoted - Municipalities are not using their competencies for destination promotion	Impact’s ability of businesses to differentiate themselves and of Kosovo destinations to attract more tourists

Constraint	Underlying causes	Impact on market / decent work
RULES AND REGULATIONS		
Non-inclusive working culture	• Nepotistic practices (though they are declining) • Discrimination and harassment practices towards minorities	Deters minorities from working in HoReCa and perpetuates the perception among young people that it is not a sector that offers career growth prospects
Missing standards and certifications	• Political economy concerns resulted in lack of star-rating system • Lack of inspection and enforcement capacity • Sustainability certification project and not business-driven • No recognition of prior learning	Lack of consumer trust leading to low visitor numbers and missed sales opportunities
Low quality contracts	• Yearly contracts for staff (in line with Kosovo labour law, but a deterrent for career progression) • High level of supplier turnover	Affects ability of young people to see a future in the sector and of businesses to guarantee a consistent quality offer
Rates of compliance with safety protocols	• Substandard safety measures • Claims system rigged against claimants	Affects consumer trust (mainly through intermediaries such as tour operators)

PART 4.

Recommended intervention areas



► 4. Recommended intervention areas

The MSD approach seeks to identify and address constraints inhibiting the growth of more inclusive markets. Recognizing the **complexity** of the markets in which they operate, projects using the MSD approach pilot several interventions to tackle the same constraint, expecting that some may gain traction and drive **systemic change**, while acknowledging that not all interventions will be successful, as the approach favours **productive experimentation** and **adaptive management**. MSD projects take a **pilot-to-scale approach**, favouring **portfolios of interventions** with **different risk-reward** profiles and **strong feedback loops built into the project that allow teams to iterate and learn**. Once pilots demonstrate their effectiveness in increasing employability and the creation of jobs for women and minority young people in Kosovo, the project will scale these initiatives to have further impact. **Sustainability, inclusion** and **scalability** are a central focus of the recommendations below, ensuring that business and intervention models can be scaled up and **replicated by HoReCa market actors not supported by the project** to further increase the project's long-term impacts.

MSD projects have a range of support modalities¹⁵ available to them – each intervention includes suggested partnership modalities, including grants, technical assistance and information dissemination.

► 4.1. Potential areas for intervention

The following intervention areas are suggested with a view to addressing key systemic constraints affecting the HoReCa sector in Kosovo, building on the analysis in section 3. These constraints, which impact both market dynamics and decent work opportunities, are categorized into three broad areas:

- *Core market* constraints that affect the HoReCa sector's **competitiveness**. These are related to the high turnover of low-skilled workers, low labour mobility for medium and high positions, and input price volatility. These issues arise because there are perceptions that, for example, HoReCa jobs are temporary, agreements among businesses limit staff mobility, and external economic pressures affect operational costs.
- *Supporting functions* pertaining to **information, cooperation and promotion**. These include inadequate awareness of HoReCa opportunities among young people, career guidance and training, limited access to business development services, low levels of cooperation among industry actors, and insufficient marketing and promotion efforts. Weaknesses in these areas limit workforce preparedness, business efficiency and the sector's ability to attract and retain skilled workers.
- *Rules and regulations*, encompassing **trust, fairness and quality**. These cover non-inclusive workplace cultures, the absence of recognized standards and certifications, low-quality employment contracts and inconsistent compliance with safety protocols. These regulatory gaps reduce the attractiveness of the sector for workers, promote discriminatory practices, hinder business credibility and affect consumer confidence.

15. Georgia rural SMEs development project – page 6.

By tackling these systemic constraints, the proposed interventions are aimed at enhancing labour market outcomes, strengthening business performance and improving the overall competitiveness of Kosovo's HoReCa sector.

These interventions correspond to identified constraints from section 3 and are articulated around **“what”** (the intervention name), **“why”** (linked to the rationale), **“how”** (listing the types of MSD-aligned tactics the project could follow – **to be read as a menu of options, not a prescriptive list**), **“who”** (listing potential partners on the basis of a will-skill assessment) and a score on a scale of 1–3 in terms of feasibility, inclusion and impact potential (1 being low, 3 high).

The summary section provides a prioritized list of interventions.

4.1.1. Core value chain

Key constraints affecting the core transaction and therefore the functioning and competitiveness of HoReCa businesses include:

- high turnover of low-skilled workers;
- low levels of labour mobility; and
- input price volatility.

► Intervention 1.

Support associations and employers' organizations to promote circular migration and support career pathway programmes for low-skilled professions

WHY	Many low-skilled workers in the HoReCa sector view migration as their best opportunity to make money, and the absence of career pathways means that they often leave without establishing ties with the HoReCa labour market in Kosovo. Women and men may experience these pathways differently because of gender-specific barriers in the labour market. Women, for example, often face additional challenges related to unpaid care work, discriminatory practices and limited access to training or career advancement. At the same time, employers could operate more efficiently if they reduced staff turnover for low-skilled professions – in some instances, they need to hire workers from abroad as a result. Promoting circular migration – in which workers gain experience abroad and return with enhanced skills – and creating clearer career pathways for low-skilled professions can help the sector retain talent, improve workforce quality, and make HoReCa a more attractive long-term career option.
HOW	• Facilitate partnerships between HoReCa employers, sectoral associations and labour mobility schemes, such as those managed by the International Organization for Migration to create structured circular migration schemes with incentives for workers in HoReCa to return home. • Explore the possibility of linking Kosovo diaspora professionals active in HoReCa and employers to provide mentorship and training, including related to the preservation of Kosovo traditions. These programmes should be designed to include both women and men, with a particular focus on encouraging women's participation in leadership or skill-building roles, which have traditionally been male-dominated in the sector. • Provide technical assistance to employers who want to develop career pathway schemes that provide clear progression routes from entry-level jobs to higher-skilled roles, integrating training and mentorship. Employers should be encouraged to integrate gender-sensitive job designs, ensuring that career pathways are equally accessible to all employees, with provisions for women's specific needs (for example, awareness of gender-based discrimination, work-life balance policies, and so on). Examples could include supporting innovative employers to map jobs and job progression pathways in gender-sensitive ways; articulating lateral (not only vertical) mobility options across the sector; designing micro-training modules aimed at

HOW (cont.)	supporting staff in improving their soft, transferrable skills (in formats compatible with the characteristic time constraints of women or minorities); or introducing digital career badges that support employee mobility. • Encourage returning migrants to act as mentors or trainers for professions such as waiters, valuing and taking advantage of their international experience to strengthen the local workforce.		
WHO	• HoReCa sectoral associations and employers' organizations • Public employment agencies • Privately owned recruitment companies such as kosovajob.com; portalpune.com; the Headhunter • Ministry of Foreign Affairs and Diaspora through Kosovo embassies for links with Kosovo diaspora professionals (such as chefs) • International Organization for Migration • Vocational Training Centres in hospitality, under the Public Employment Agency that is part of the Ministry of Finance, Labour, and Transfers. • Ministry of Internal Affairs		
SCORE	Feasibility: 2	Inclusion: 2	Impact: 3

► **Intervention 2.**

Support a shift in the mentality of employers to support increased labour mobility by showcasing the potential benefits of a more competitive labour market

WHY	Some hotel employers in Kosovo appear to have an unspoken agreement not to poach staff from one another and to keep wages at similar levels. While this reduces short-term recruitment challenges, it also discourages competition, limits career growth for mid-skilled workers, and ultimately weakens the sector's ability to attract and retain talent. Women and minorities are often underrepresented in leadership and higher-skilled roles, and the lack of competitive mobility further limits their opportunities for career advancement. A more dynamic labour market – in which employees move between jobs based on skills and performance, and employers can compete for talent through fair and transparent compensation – can drive higher productivity, professionalization and better working conditions for both women and men. This approach will also encourage diversity by ensuring that women have equal access to competitive roles and benefits.		
HOW	• Conduct research and develop case studies demonstrating how increased labour mobility can lead to higher service quality, better staff retention and overall sectoral growth. Ensure that these case studies highlight the positive impact of competitive labour markets on both women and men across ethnic groups, especially in promoting gender and ethnic equality in career advancement. For example, case studies could emphasize how increasing competition for talent can result in greater opportunities for women or minorities to access leadership roles or higher-wage positions, breaking down existing gender barriers in the HoReCa sector. • Support industry associations in promoting competitive recruitment and wage-setting practices that attract and retain talent through grants. It is essential that these practices be designed with gender equity in mind. Wage-setting frameworks should be transparent, ensuring that women and men (including from minority backgrounds) are paid equally for equal work, and recruitment practices should actively encourage women and minorities to apply for higher-skilled, traditionally male-dominated roles (such as chefs or supervisory positions). • Facilitate dialogue between employers, media and business influencers to highlight the benefits of fair competition in the labour market. Minority and gender-sensitive discussions should be integrated into this dialogue, promoting how a competitive labour market can help to close the gender pay gap, improve working conditions for women, and create a more inclusive and diverse workforce. Engaging media and influencers can help to shift cultural perceptions about minority and women's roles in HoReCa and encourage employers to adopt more inclusive, gender-responsive recruitment and retention strategies.		

HOW (cont.)	Encourage employers to adopt gender-responsive policies that support work-life balance, equal opportunities for career advancement and inclusive recruitment practices as a way of boosting labour competitiveness. For example, policies such as flexible working hours, paid family leave and support for childcare could help to attract more women into the sector and ensure that they are able to pursue long-term careers without sacrificing personal or family needs. Such policies should be communicated clearly to the workforce, ensuring that both women and men benefit from an improved work environment.		
WHO	- Employers' Organisation, HoReCa sectoral associations and chambers of commerce (for example, the American Chamber of Commerce) - KIESA - Leading employers willing to adopt competitive hiring practices - Media and communications firms such as Image of Kosovo		
SCORE	Feasibility: 1	Inclusion: 2	Impact: 2

► **Intervention 3.****Support HoReCa businesses in coping with input and service price volatility (for example, food, electricity, waste collection)**

WHY	HoReCa businesses in Kosovo struggle to cope with the fluctuating costs of key inputs such as food and electricity, which erode profit margins and create uncertainty in pricing and business planning. Many small businesses lack the entrepreneurial background, financial literacy, supplier relationships or risk management strategies needed to cope with price volatility. Helping businesses to adopt strategies such as bulk purchasing, cost forecasting, resource efficiency and circular economy practices can improve resilience and stability in the sector.		
HOW	- Facilitate partnerships between HoReCa businesses and wholesale suppliers to establish bulk purchasing agreements or collective procurement initiatives. - Help BDS providers deliver on a commercially sustainable basis, financial literacy and cost management training for small and medium-sized HoReCa enterprises. - Promote the adoption of energy efficiency solutions through advisory services and access to green financing in partnership with existing incentive schemes (e.g. EBRD). - Encourage the adoption of digital solutions (for example, enterprise resource planning, price-tracking apps, automated cost control software) that allow businesses to monitor and adapt to price changes. - Partner with BDS providers that train businesses in circular economy practices such as energy and water efficiency, food waste reduction schemes, surplus food redistribution and composting initiatives. - Facilitate partnerships with waste management and recycling firms to improve waste separation and cost-effective disposal. - Encourage businesses to explore alternative, locally sourced ingredients to reduce reliance on imported goods and mitigate supply chain disruptions.		
WHO	- HoReCa sectoral associations and chambers of commerce - Wholesale food and beverage suppliers - Energy providers and energy efficiency consultants - BDS providers specializing in resource efficiency - IT firms providing digital solutions - Renewable energy providers and green finance institutions		
SCORE	Feasibility: 2	Inclusion: 1	Impact: 2

4.1.2 Supporting functions

The constraints identified in section 3 that the interventions suggested below seek to address include:

- lack of career guidance;
- inadequate training offer;
- mismatched business development services;
- low levels of cooperation; and
- lack of marketing and promotion.

► Intervention 4.

Strengthen public and private TVET and career guidance services to equip young people with relevant skills and raise awareness of employment and entrepreneurship opportunities in the HoReCa sector

WHY	Young people in Kosovo – particularly young women and those from minorities – face multiple barriers to accessing career opportunities in the HoReCa sector. These include limited awareness of potential career paths, prevailing perceptions of the sector as low-status and unstable, and a reputation for unsafe, inequitable or discriminatory working conditions. Such barriers contribute to persistent labour shortages. Addressing these issues through inclusive and gender-sensitive career guidance and training services can help to reshape perceptions of the sector, promote safe and decent work, and ensure that all young people are supported in pursuing meaningful employment and self-employment opportunities in HoReCa.
HOW	• Facilitate partnerships between HoReCa employers, sectoral associations and career guidance providers to develop sector-specific, inclusive career awareness programmes and support employers in communicating career progression options to employees. While there is legislation on the convening of skills sector councils, they are not functioning: the project could pilot an initiative in a location with willing partners (such as Peja) involving the tourism office, hotels and the employment office as a learning platform on topics such as composition and frequency. The project should focus on supporting employers to use these councils to clearly communicate safe working conditions, anti-harassment measures and inclusive career progression opportunities, addressing barriers faced by young women and young people from minorities. • Provide grants for inclusive outreach models, designed in collaboration with young people, women's groups and community organizations. These could include: — industry associations to launch multimedia campaigns tailored to reach diverse youth audiences (including those with limited internet access or literacy, or non-Albanian speaking sectors) — employer-led open days with a focus on safe and equitable work environments; — school- and community-based career talks featuring female and minority role models; — storytelling and testimonials that reflect diverse experiences and success stories in HoReCa. • Provide technical assistance to encourage public and private career centres to integrate HoReCa into their career counselling curricula and services, with a focus on mainstreaming gender and diversity mainstreaming dynamics. • Support employment centres in offering targeted HoReCa-related courses (for example, in pastry making, catering or rural tourism) with affirmative outreach to young women and minority young people. Embed mentorship components, peer support groups and business development assistance that respond to these groups' specific needs and constraints.

WHO	• Public employment agencies and career centres • HoReCa industry associations and large employers • Vocational training institutes and secondary schools • Chambers of commerce and business development organizations • Online job platforms and youth organizations		
SCORE	Feasibility: 3	Inclusion: 3	Impact: 2

► **Intervention 5.****Foster stronger collaboration between public and private training providers and HoReCa sector employers**

WHY	The disconnect between the skills offered by training institutions and the needs of HoReCa employers contributes to labour market mismatches. This especially affects young women and young people from minorities who often face additional challenges in accessing relevant, quality training and on-the-job experience. Many employers report difficulties finding qualified staff, while trainees often lack hands-on experience and soft skills that improve job-readiness. Ensuring collaboration between training providers and employers not only helps to align curricula with market needs, but also opens up pathways to decent, inclusive and gender-equitable employment.		
HOW	• Facilitate inclusive co-design of training curricula by bringing together HoReCa employers (including women-led and diverse enterprises), Progetto Made in Italy, training institutions, and representatives of youth and women's organizations. Ensure that curricula include gender-sensitive and culturally appropriate content and embed tracing systems. These curricula should integrate entrepreneurship modules tailored to the HoReCa context, covering topics such as small business management, marketing, digital skills for entrepreneurs, costing and pricing, accessing microfinance, and navigating regulatory requirements, and include examples relevant to young people and women (for example, starting a café, home-based catering, guesthouse management, or pop-up rural tourism services). • Provide targeted grants to innovative and inclusive employers willing to pilot internship, apprenticeship and work-based learning opportunities, especially for underrepresented groups such as young women and minorities. Prioritize models that ensure safe working conditions, mentorship and clear pathways to full employment. • Encourage training providers to integrate gender-aware soft skills and customer service modules, with an emphasis on topics such as communication in multicultural settings, managing harassment in the workplace, and building confidence in client-facing roles, areas in which women and marginalised young people often face unique challenges. • Support non-formal training providers to develop and test solutions that are both commercially viable and inclusive. For example, mobile training units, evening classes for working young people or caregivers, and training delivered in Serbian or with inclusive learning methods (for example, for young people with disabilities). • Introduce grants for employer-led inclusive training and upskilling programmes that proactively reach and support women and minority employees, including in supervisory or leadership roles. Encourage employers to incorporate flexible learning hours, anti-harassment policies, and workplace accommodation, where needed.		
WHO	• Public vocational education and training (VET) centres • Non-formal training providers such as HAT, ATC • Employers' organisations, HoReCa sectoral associations and large employers • Public Employment Agency		
SCORE	Feasibility: 2	Inclusion: 2	Impact: 3

► **Intervention 6.****Support BDS providers in managing market fragmentation and developing affordable, demand-driven products for HoReCa**

WHY	Many BDS providers (such as management consultants, marketing or digitalization providers) overlook HoReCa businesses because the HoReCa sector in Kosovo is highly fragmented, with many small and family-run enterprises that operate on tight margins. This makes it difficult for BDS providers to see a viable market opportunity, as individual businesses may struggle to afford or recognize the value of advisory services. Affordability is likely to be an even greater concern for micro and small enterprises that are women- or minority-owned. As a result, HoReCa enterprises lack access to tailored support in areas such as financial management, digitalization and workforce development, limiting their ability to grow and compete. Strengthening BDS providers' ability to develop business models that cater to the sector's needs can unlock demand and improve service uptake.		
HOW	• Conduct and disseminate market research to help BDS providers identify viable segments and service offerings within the HoReCa sector. • Introduce incentive schemes for BDS providers to bundle services (for example, digital marketing + financial management) to increase affordability and uptake, with a focus on women and minority-owned family businesses. • Promote peer-learning models and group-based BDS delivery to reduce costs for small businesses (particularly for women or minority-owned micro and small businesses).		
WHO	• Business development service providers (consulting firms, training institutes, incubators) • International tour operators (Albanian, German, Macedonian, Swiss, Italian, UK) that can play a role in developing new products • Employers' organisations, HoReCa sectoral associations and chambers of commerce • Innovative, minority-owned businesses (such as Hotel Gračanica) • Digital platforms providing e-commerce, reservation or marketing solutions (such as Cactus, LobbyBoy) • Public agencies supporting entrepreneurship and MSME development (KIESA)		
SCORE	Feasibility: 3	Inclusion: 2	Impact: 2

► **Intervention 7.****Strengthen collaboration and market differentiation in HoReCa to reduce supply chain fragmentation**

WHY	Kosovo businesses are often reluctant to cooperate. In HoReCa, this lack of coordination results in fragmented supply chains, missed opportunities for activities that could extend the quality and length of tourists' stays and increase their spend, and inefficient sourcing of local products. At the same time, most international tour operators organizing trips to Kosovo replicate each other's itineraries and rely on the same limited set of HoReCa partners, instead of diversifying suppliers and developing demand-led, differentiated tourism experiences. This prevents the sector from capturing more value, stifles innovation and limits opportunities for new entrants and suppliers. Stronger and more regular engagement between HoReCa businesses and key international tour operators, with a particular focus on niche markets such as sports tourism – an emerging opportunity given the growing number of sporting events in Kosovo and the upcoming Mediterranean Olympic Games in 2030 – can drive sustainable, systemic change.
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HOW	- Facilitate sectoral dialogues and networking events to build trust and demonstrate the benefits of cooperation (for example, cost savings, improved supply reliability, stronger market positioning). - Support the development of cooperative business models through technical assistance and grants to innovative businesses (e.g., supplier cooperatives, joint purchasing agreements, or marketing alliances) to strengthen local supply chains. - Encourage sectoral associations to co-organize and lead B2B events and information tours, embedding this as a regular market function. - Support (for example, through grants) international tour operators specializing in sports tourism, leveraging Kosovo's increasing sports events and the 2030 Mediterranean Olympic Games. - Support HoReCa businesses and tourism operators to create distinctive, locally inspired tourism and dining experiences that go beyond standardized tour packages. - Promote linkages between HoReCa businesses and local producers to increase the use of locally sourced ingredients and products. - Encourage digital solutions for improved supply chain coordination, such as online platforms connecting hotels and restaurants with local farmers and suppliers. - Strengthen industry associations' capacity to advocate for collective interests and support business networking. - Engage tour operators to encourage diversification of itineraries and a broader set of local suppliers, highlighting the benefits of fresh, customized experiences.			
WHO	- Employers' organisations, HoReCa sectoral associations and chambers of commerce - Pristina Municipality - KIESA - Local farmers, food producers and cooperatives - Marketing agencies and tourism boards - Business development service providers - Digital platform providers for supply chain coordination - Public agencies supporting tourism and SME development - Hospitality and culinary training institutes - International and domestic inbound tour operators open to diversifying their Kosovo offerings			
SCORE	<table><tr><td>Feasibility: 2</td><td>Inclusion: 2</td><td>Impact: 3</td></tr></table>	Feasibility: 2	Inclusion: 2	Impact: 3
Feasibility: 2	Inclusion: 2	Impact: 3		

► **Intervention 8.****Shift mindsets on marketing as an investment and strengthen destination promotion for Kosovo**

WHY	Many businesses in Kosovo's HoReCa sector view marketing as an unnecessary expense rather than as a strategic investment, leading to low brand visibility and limited customer reach. As a result, Kosovo as a tourism destination remains under-promoted, limiting demand for local businesses. Furthermore, municipalities, despite having competencies for destination promotion, often do not actively engage in strategic marketing efforts. Strengthening business awareness of marketing's return on investment and mobilizing public and private actors for coordinated destination promotion can enhance Kosovo's attractiveness, drive demand for HoReCa services, and increase sector competitiveness.
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HOW	• Support industry associations in launching joint marketing campaigns that pool resources from multiple businesses to increase visibility while reducing individual costs. • Engage municipalities to activate their competencies in destination promotion, supporting them in developing localized tourism branding and promotional strategies. • Promote links between HoReCa businesses and digital marketing firms that do not currently focus on HoReCa, introducing incentives for them to do so, as well as with influencers, to showcase Kosovo as an emerging tourism destination, highlighting unique local experiences. • Promote public-private partnerships for coordinated destination marketing efforts, ensuring alignment between businesses, municipalities and tourism bodies, piloting initiatives in more advanced destinations such as Peja, and supporting the dissemination of successful models in other destinations to promote replication.		
WHO	• Employers' organisations, HoReCa sectoral associations and chambers of commerce • Municipalities and local government bodies • Tourism boards and agencies • Digital marketing firms and PR agencies • Business development service providers • Influencers and travel content creators • International and domestic tour operators • Hospitality and tourism training institutes		
SCORE	Feasibility: 3	Inclusion: 2	Impact: 3

4.1.3 Rules and regulations

These suggested interventions address the following constraints identified in Section 3:

- non-inclusive working culture;
- missing standards and certifications;
- low quality contracts
- rates of compliance with safety protocols.

► Intervention 9.

Promote inclusive hiring and workplace practices in HoReCa

WHY	Nepotistic practices and discrimination against minorities in the HoReCa sector remain significant barriers to equitable growth and a thriving workforce. Although nepotism is slowly declining, it still influences hiring and advancement practices, undermining meritocracy and limiting opportunities for talented individuals. Similarly, discrimination and harassment against minorities, including ethnic minorities and women (who are not necessarily discriminated against by employers, but by colleagues) persist and create a hostile work environment that hinders productivity and employee retention. Addressing these practices is crucial for fostering a more inclusive, diverse and competitive sector that can attract and retain a broader range of talent.
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HOW	- Facilitate awareness and capacity-building workshops for HoReCa business owners and HR managers on the benefits of diversity, equity and inclusion (DEI) in the workplace, helping to shift mindsets away from nepotism and discrimination. - Through central institutions (such as trade unions or the MFLT) provide training on unconscious bias, harassment prevention and inclusive leadership to foster respectful and equitable workplace environments. - Support the establishment of mentorship and leadership development programmes targeting underrepresented groups, particularly women and minorities, to support career advancement and reduce barriers to entry. - Create partnerships between certification bodies, labour unions and minorities associations to support employees facing discrimination and provide resources for reporting harassment and promoting fair treatment. - Support municipalities and the government to adopt policies that promote workplace inclusion and tackle discriminatory practices, offering incentives for businesses that demonstrate clear anti-nepotism and anti-discrimination policies.		
WHO	- EOs, HoReCa sectoral associations and chambers of commerce - Business development service providers - HR and diversity consultants - Trade Unions - Government agencies (for example, ministries of labour and justice) - NGOs and international organizations working on gender equality, minority rights and DEI (for example, Voices of Roma, Egyptians and Ashkali) - Training and capacity-building organizations focused on DEI - MFLT - Municipalities and local government bodies		
SCORE	Feasibility: 2	Inclusion: 3	Impact: 3

► **Intervention 10.****Support the introduction of standards and certifications in HoReCa**

WHY	The HoReCa sector in Kosovo faces several challenges with regard to introducing and implementing standards and certification. They limit sector competitiveness and its ability to attract international tourists. Political economy dynamics have led to the absence of a formal star-rating system for hotels. Additionally, weak inspection and enforcement capacity, along with sustainability and green certifications that are not market- but project-driven, have made it difficult for businesses to meet quality standards and erode international partners' trust in Kosovo as a destination. The lack of recognition for prior learning in the sector undermines professional development opportunities (even though there is a legal framework for recognition), while a general lack of trust in the system and safety concerns for guests hinder growth. Introducing a comprehensive and trusted certification system, including internationally recognized green and sustainability standards in line with industry trends, could elevate the quality of services, build consumer confidence and improve sector attractiveness for employees and guests alike.
HOW	- Support a partnership between the government, HoReCa businesses, and industry associations to develop a sector-specific star-rating system that is transparent, fair, and aligned with international standards (potentially also involving online travel agencies and booking platforms) - Collaborate with local and international certification bodies to roll out market-driven sustainability certifications that align with customer expectations and global trends.

HOW (cont.)	• Support the establishment of clear guidelines and capacity-building for local inspectors to improve inspection and enforcement of standards, ensuring that certifications are effectively implemented and maintained. • Partner with insurance companies to promote certified businesses as safer, helping to build consumer confidence and trust. • Support the Ministry of Agriculture Forestry and Rural Development (MAFR) to establish a definition for agrotourism businesses (see Annex 3).		
WHO	• Government ministries • Online travel agencies and booking platforms, such as Airbnb, Booking.com • EOs, HoReCa sectoral associations and chambers of commerce • International certification bodies (for example, sustainability certifications, ISO standards) • Business development service providers • Training institutes and universities • Local inspectors and regulators • Insurance companies • Consumers and advocacy groups promoting consumer rights and safety • Sustainability-focused NGOs and international organizations		
SCORE	Feasibility: 2	Inclusion: 2	Impact: 3

► **Intervention 11.****Strengthen the quality of contracts and agreements in the HoReCa sector**

WHY	Most employer-employee contracts in HoReCa comply with the Labour Code and are limited to yearly agreements. While legally compliant, these types of contracts promote job insecurity and high turnover, particularly for women, young people and workers from minorities, who tend to be more economically vulnerable. Informal working arrangements and unclear terms can increase the risk of exploitation, hinder access to benefits and deter skilled workers from remaining in the sector. Similarly, supplier agreements are often informal or inconsistent, making it harder for small and minority-owned businesses to secure stable partnerships. By improving the quality, inclusiveness and fairness of contracts, the sector can promote decent work, enhance trust in supplier relationships and contribute to a more stable and professional business environment.
HOW	• Support KAS in collecting and reporting gender- and ethnicity-disaggregated data on employment in HoReCa, by business size and type (for example, hotels, restaurants, cafés). This will enable better targeting of support for vulnerable worker groups and evidence-based advocacy. • Facilitate inclusive social dialogue between HoReCa business owners, women-led enterprises, worker associations and relevant public sector actors on Labour Code enforcement and contract practices, with a focus on addressing drivers of informality, barriers to decent work and unequal treatment of women and minority workers. • Promote good employer practices – such as those used by Four Points by Sheraton, which offers indefinite contracts after a probationary period – and encourage uptake across the sector. Highlight the benefits of stable contracts for both employees (for example, social protection, income security) and employers (for example, reduced turnover, increased loyalty). • Support the development of inclusive employment contract templates tailored to different HoReCa roles, with clear clauses on rights, responsibilities, workplace safety, protection from harassment and family-friendly provisions (for example, leave policies, flexible hours).

HOW (cont.)	- Establish a secure, inclusive graduate database that enables employers to access skilled candidates from public VET schools, with attention to equal access for women and marginalised young people. Pair this with guidance on fair recruitment and onboarding processes. - Strengthen the advocacy capacity of sectoral associations to promote fair supplier agreements as part of a broader shift toward professionalisation and responsible business conduct in the sector.		
WHO	- EOs, HoReCa sectoral associations and chambers of commerce - Public Employment Agency, VET providers and high schools - Trade Unions and employee advocacy groups - Legal advisors and law firms specializing in labour and business law - Business development service providers - Training organizations and HR consultants - Supplier networks and wholesale businesses - Local government agencies (for example, MFLT and MIET)		
SCORE	Feasibility: 1	Inclusion: 3	Impact: 3

► **Intervention 12.****Support HoReCa businesses in complying with safety protocols**

WHY	HoReCa businesses in Kosovo often face challenges in fully complying with safety protocols, including fire hazards and OSH regulations. This non-compliance can lead to safety risks for employees and guests, as well as potential legal and financial repercussions for businesses. Additionally, many businesses lack the technical knowledge or resources to implement and monitor safety standards effectively. Strengthening compliance with safety protocols not only ensures a safer working environment but also builds trust with customers, enhances business reputation and aligns with legal requirements. Encouraging HoReCa businesses to prioritize safety can reduce accidents, improve employee well-being and boost consumer confidence.
HOW	- In partnership with public inspection bodies, develop and disseminate clear guidelines and checklists for HoReCa businesses to follow regarding fire safety, food safety and OSH, ensuring that businesses can easily implement these protocols. - Establish partnerships with local fire departments, food safety inspection and OSH experts, and regulatory bodies to offer periodic safety audits and certification schemes, helping businesses identify gaps in compliance and improve their safety practices. - Collaborate with municipalities and the government to ensure that local authorities support HoReCa businesses in meeting compliance requirements through guidance, monitoring and incentives for those who achieve and maintain safety standards. - Launch public awareness campaigns highlighting the importance of safety in the HoReCa sector, encouraging businesses to adopt and regularly update safety protocols to ensure ongoing compliance. - Work with insurance providers to offer incentives (such as lower premiums) for businesses that implement comprehensive safety protocols, further motivating HoReCa establishments to prioritize safety.

WHO	• Occupational safety and health (OSH) experts and consultants • Local government agencies (for example, MFLT, Ministry of Internal Affairs, AVUK – Kosovo Food and Veterinary Agency) • Financial institutions, such as banks • EOs, HoReCa sectoral associations and chambers of commerce • Business development service providers • Insurance companies • Equipment suppliers of safety tools and products • Training and certification organizations		
SCORE	Feasibility: 3	Inclusion: 1	Impact: 2

► 4.2. Summary: a portfolio strategy

While ideally, with unlimited resources and timelines, the project would be able to tackle all the constraints identified through this MSA, the research team understands the limitations faced by MSD programs, as well as the need to co-design solutions with partners. To support the implementation team as it designs concepts for each intervention, the team has prepared a priority summary in Table 2. To unlock the full potential of Kosovo's HoReCa sector as a decent employer, this project will take a systems approach to workforce development – one that could strengthen the **supply of skilled labour**, increase **demand for inclusive and sustainable employment**, and improve the **intermediation mechanisms** that connect young women and marginalised people to decent jobs. At the same time, some interventions could support entrepreneurship as a livelihood option for young women and rural youth.

Thus, several recommended interventions seek to tackle constraints around **labour supply**, as many young people are either unaware or poorly prepared to join the HoReCa labour force and grow within it. Promoting inclusive hiring and workplace practices (intervention 9) is central to building a resilient and diverse workforce. This means tackling barriers to entry for women, minorities, and other marginalised groups, and helping businesses see the value in more equitable and family-friendly policies that improve staff retention. Labour supply could also be strengthened through stronger links between training providers and employers (intervention 5) to ensure that training content responds to actual business needs – and supports entrepreneurship pathways. Intervention 1 could boost the availability of trained workers by supporting employer associations and individual businesses to promote circular migration and invest in career pathway programs for low-skilled professions, which could also drive-up retention rates, even for low-skilled professions. Improving the quality of employment contracts and agreements (intervention 11) would address some of the informality and insecurity that currently limits the sector's appeal to youth, and intervention 2 could showcase the benefits of increased labour mobility and a more competitive labour market – encouraging employers to value employee development and adapt to changing workforce expectations.

When it comes to **labour market intermediation**, suggested interventions seek to address the fact that many young people in Kosovo are unaware of the employment and entrepreneurship opportunities the HoReCa sector offers. The project addresses this through targeted efforts to improve labour intermediation and create better enabling conditions for fair employment. The top-priority intervention (4) focuses on strengthening both public and private TVET and career guidance services to ensure they are relevant, accessible, and aspirational.

On the **demand side**, the project builds on the understanding that to generate decent employment, businesses must grow – and that means helping them see workforce development as part of their growth strategy. Intervention 8 would support businesses – and public institutions – to treat destination marketing as an investment, not a cost, with the goal of attracting more visitors and increasing spending. As HoReCa demand grows, so too does the need for more and better-trained staff. Intervention 6 focuses on enabling BDS providers to serve HoReCa MSMEs more effectively by developing affordable, demand-driven services. To support better business models and cooperation, intervention 7 would encourage greater collaboration among HoReCa actors, particularly around product and market differentiation.

Introducing standards and certifications (intervention 10) could help clarify expectations and reward quality, both for businesses and workers, and supporting businesses to comply with safety protocols (intervention 12) not only protects workers and clients but builds trust in the sector as a whole, thus driving demand. To ensure employment remains viable and sustainable, intervention 3 would help HoReCa businesses navigate price volatility for key inputs like food, energy, and waste services, thereby supporting businesses to manage operational costs sustainably.

This **portfolio approach** recognizes that lasting impact in Kosovo's HoReCa sector for decent work will not come from isolated efforts, but from **coordinated change across supply, demand, and intermediation**.

Below is a summary list of prioritized intervention areas based on an average scoring of their feasibility, inclusion and impact potential, as well as on a subjective analysis by the research team on best fits for the project's objectives.

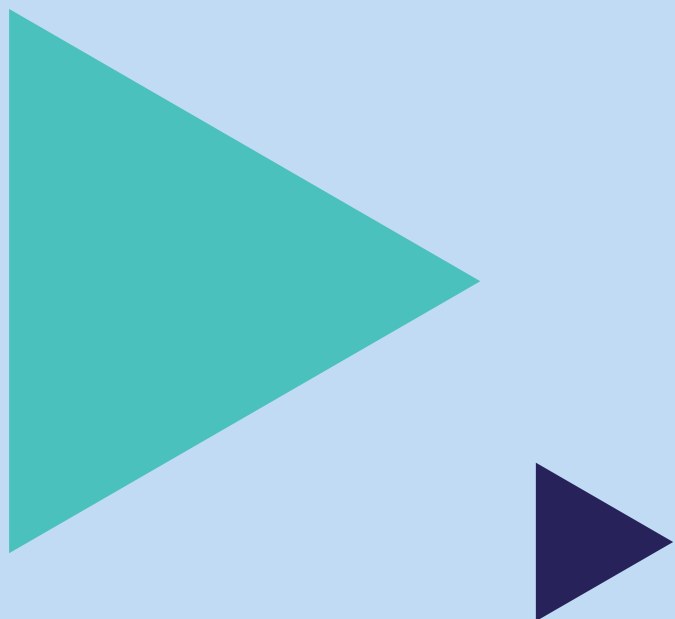
► **Table 2. Priority intervention areas.**

Intervention number (in <i>decreasing</i> order of priority)	Feasibility	Inclusion	Impact
4: Strengthen public and private TVET and career guidance services to equip youth with relevant skills and raise awareness about employment and entrepreneurship opportunities in the HoReCa sector	3	3	2
5: Foster stronger collaboration between public and private training providers and HoReCa sector employers	2	2	3
8: Shift mindsets on marketing as an investment and strengthen destination promotion for Kosovo	3	2	3
9: Promote inclusive hiring and workplace practices in HoReCa	2	3	3
6: Support BDS providers to manage market fragmentation and develop affordable, demand-driven products for HoReCa	3	2	2
1: Support associations and employers to promote circular migration and support career pathway programs for low-skilled professions	2	2	3
7: Strengthen collaboration and market differentiation in HoReCa to reduce supply chain fragmentation	2	2	3
10: Support the introduction of standards and certifications in HoReCa	2	2	3
11: Strengthen the quality of contracts and agreements in the HoReCa sector	1	3	3
12: Support HoReCa businesses to comply with safety protocols	3	1	2
3: Support HoReCa businesses to navigate input and service price volatility (e.g., food, electricity, waste collection)	2	1	2
2: Support a shift in the mentality of employers to support increased labour mobility by showcasing benefits of a more competitive labour market	1	2	2

The analysis of feasibility, inclusion and impact may be revised during the project's lifetime, and the order of prioritized interventions will likely need to be adjusted to reflect updated dynamics in line with adaptive management principles. In addition, these interventions may be started at different stages of the project's lifetime – following best MSD practice of learning by doing and managing a portfolio of interventions and partnerships.

PART 5.

Conclusion



► 5. Conclusion

The project has a considerable opportunity to develop the HoReCa sector in Kosovo in a way that generates productive and inclusive employment, strengthens sustainable enterprise growth, and enhances sector competitiveness – ultimately increasing decent work opportunities for youth, women and minorities.

As explored in **Section 2**, Kosovo's HoReCa sector is driven by rising international tourism and domestic demand. The sector faces high turnover in low-skilled roles and limited coordination between employers and training providers, restricting workforce readiness. Quality, safety, and hygiene remain concerns. This MSA complements the ILO's HoReCa STED analysis, which provides further insights into training and career intermediation services.

In addition, the MSA provides the project with a foundational analysis to drive change in the sector, identifying key intervention areas that address critical bottlenecks in skills development, labour mobility, business development, and market expansion explored in **Section 3**.

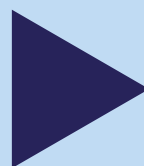
To ensure maximum impact, the MSA offers a prioritized list of interventions based on feasibility, inclusiveness, and impact in **Section 4**. The top three intervention areas identified by the research team are:

- **Strengthening career guidance services to attract youth into the HoReCa sector.** The research team suggests that this be done by raising awareness about career opportunities, including entrepreneurship, through enhanced public and private career guidance services. In addition, the project should explore the opportunity of engaging schools, vocational institutions, and private sector actors to improve outreach and perceptions of the HoReCa sector as an employer.
- **Enhancing collaboration between training providers and HoReCa employers.** This could be done through promoting stronger linkages between public and private training institutions and employers to ensure workforce skills align with industry needs. Another avenue the project could explore is that of facilitating work-based learning programs to ease the school-to-work transition. Employers' organisations can play a pivotal role in this regard.
- **Shifting mindsets on marketing and strengthening destination promotion for Kosovo.** This is an important intervention to support longer stays in Kosovo with higher spend of tourists. Some of the suggested ways of achieving this include encouraging HoReCa businesses to see marketing as an investment rather than a cost; as well as supporting collective branding efforts to position Kosovo as a competitive destination for tourism and hospitality.

Beyond these, additional intervention areas such as promoting inclusive hiring, improving business development services, and supporting better workplace practices are included as ways of addressing the constraints identified in Section 3 of the analysis.

The project should remain flexible in revisiting, updating, and refining its approach as new insights emerge – in line with MSD best practice. A dynamic strategy will allow the project to remain responsive to evolving sector constraints and opportunities, ensuring that interventions continue to be relevant, effective, and impactful while accounting for the complex and rapidly changing environment of Kosovo's HoReCa sector.

Annexes



► Annex 1: Reference list

- ILO DWT/CO Budapest (2023). Development Cooperation Project Document HoReCa Kosovo: HO(SPITABLE) RE(SILIENT) CA(PABLE); Support to the labour market integration of young people in the Hospitality industry
- Kosovo Tourism Strategy 2024–2030
- Kosovo Employment Strategy 2024–2028
- Kosovo Economic Reform Program 2023–2025
- Kosovo Education Strategy 2022–2026
- Program for Implementation of the Stabilization and Association Agreement (NPISAA) 2021–2025
- Kosovo Program for Gender Equality 2020–2024
- Kosovo Strategy for Local Economic Development 2019–2023
- Swiss Development Cooperation / IDRA (2021), Research with non-formal training providers in Kosovo
- Thaqi, A. and Thaqi, N. (2024) Enhancing Competitive Advantage in Kosovo's Hospitality Sector: The Impact of Marketing Mix Strategies, Academic Journal of Interdisciplinary Studies

► Annex 2: Research interview list

	Name of the business/organization	Type	Location
SEMI STRUCTURED INTERVIEWS			
1	BSPK (The Union of Independent Trade Unions of Kosovo)	Union of Workers	Pristina
2	Association for the Promotion of Hoteliers and Tourism of Kosovo	Hospitality and Tourism Association	Pristina
3	Ministry of Industry, Trade and Entrepreneurship (Tourism Department)	Government	Pristina
4	Ministry of Education, Science and Technology of Kosovo (MESTI)	Government	Pristina
5	Tourism Union of Kosovo	Tourism Association	Pristina
6	ATC Professional Institute	Private Training Centre	Pristina
7	Hotel Derand	Hotel	Pristina
8	Agency of Employment	Government Agency	Pristina
9	Hotel Prishtina	Hotel & Restaurant	Pristina
10	Swiss Diamond Hotel	Hotel & Restaurant	Pristina
11	Hotel Emerald	Hotel & Restaurant	Pristina
12	Hotel Four Points by Sheraton	Hotel & Restaurant	Pristina
13	Hotel Gracanica	Hotel & Restaurant	Gracanica
14	Hotel Brezovica	Hotel & Restaurant	Strpce
15	LobbyBoy	Property Management	Pristina
16	Soma Book Station	Bar & Restaurant	Pristina
17	Hotel Dukagjini	Hotel & Restaurant	Peja
18	VCT School in Peja	Government Agency	Peja
19	Guideks (Kosovo Tourist Guide Association)	Tour Guides Association	Pristina
20	Harrisia	ERP for Restaurants	Pristina
21	Lilly	Industrial Laundry	Pristina
22	VoRAE	Organization representing the RAE communities	Pristina
23	Hotel City Inn	Hotel	Pristina
24	AmCham in Kosovo	Chamber of Commerce	Pristina
25	Korabi Puratos	Private Training Provider	Gracanica
26	Seven Sundays	Restaurant	Pristina
27	Ministry of Agriculture Forestry and Rural Development- Department for Rural Development Policies	Government	Pristina

	Name of the business/organization	Type	Location
UNSTRUCTURED INTERVIEWS			
28	Interview with young employee	Private sector	Pristina
29	Image of Kosovo	Marketing Agency	Pristina
30	High School "7 Shtatori"	Public Owned High School	Pristina
31	Roundtable with students from vocational training schools	Private Training Centre	Pristina
32	Tourism Info Centre Peja	Municipality Agency	Peja
33	Credins Bank	Commercial Bank	Pristina
34	Tiffany (Waiter from Minority Area)	Restaurant	Brezovica
OBSERVATIONS			
35	Swisscontact PPSE Project	Development Project	Pristina

▶ Annex 3:

An overview of rural tourism in Kosovo

According to the MAFR, rural tourism in Kosovo has strong potential to drive economic growth, job creation, and sustainable tourism. However, investments in infrastructure, workforce development, and financial support are crucial to overcoming existing obstacles. Encouraging public-private partnerships and targeted funding for rural tourism SMEs could significantly enhance Kosovo's position as an emerging rural tourism destination.

Benefits of supporting the growth of rural tourism SMEs in Kosovo:

- ▶ Self-employment opportunities: young people living in rural areas may struggle to find paid employment unless they explore ways of monetizing their environment.
- ▶ Diversify offerings: Kosovo's rural tourism benefits from rich natural landscapes, traditional gastronomy, and cultural heritage, attracting visitors interested in eco-tourism, agritourism, and wine tourism. Expanding the offer may offer opportunities for hotels and tour operators to create dynamic packages that extend the length and breadth of spending of tourists.
- ▶ Grow demand: With increasing interest in authentic travel experiences, rural tourism can enhance length of stay and tourist expenditures.
- ▶ Local Economic Development: Investments in small rural businesses (guesthouses, local food production, and wineries) can create employment opportunities and strengthen local supply chains.
- ▶ Sustainability and cultural preservation: Promotes local products, organic farming, and traditional crafts, contributing to heritage conservation.

Obstacles for rural tourism SMEs in Kosovo:

- ▶ Infrastructure and accessibility: Many rural areas lack proper roads, signage, and transportation links, limiting visitor and worker access.
- ▶ Skilled workforce: There is a shortage of trained staff in hospitality and tourism management, particularly in remote regions.
- ▶ Investment barriers: While demand is growing, access to finance and funding for rural tourism SMEs remains a challenge, making expansion difficult.

► Annex 4: Average gross wages in HoReCa per municipality disaggregated by gender (from Tax Administration of Kosovo)

Municipality	Year	Average gross wage (EUR)	Males	Females
DEÇAN	2019	611.33	609.74	598.04
	2020	596.28	598.68	520.07
	2021	679.31	673.53	712.56
	2022	755.79	747.61	780.42
	2023	796.51	798.43	800.42
	2024	916.23	907.06	927.46
DRAGASH	2019	606.98	613.10	286.67
	2020	624.38	628.74	437.03
	2021	722.14	697.20	656.19
	2022	809.16	815.66	512.76
	2023	953.70	937.26	757.86
	2024	1,085.70	1,070.67	814.53
FERIZAJ	2019	658.23	649.74	421.06
	2020	673.43	666.07	361.14
	2021	730.69	739.87	433.48
	2022	828.69	840.64	493.00
	2023	839.31	849.09	515.68
	2024	963.02	975.08	622.78
FUSHË KOSOVË	2019	627.93	609.98	606.69
	2020	428.91	419.69	463.35
	2021	481.65	480.38	487.70
	2022	529.72	537.53	512.25
	2023	583.39	595.29	556.27
	2024	701.95	719.75	649.26

Municipality	Year	Average gross wage (EUR)	Males	Females
GJAKOVË	2019	601.86	605.43	517.80
	2020	544.75	553.30	457.63
	2021	643.06	651.95	467.33
	2022	708.34	709.36	512.20
	2023	751.77	754.28	542.71
	2024	905.78	916.56	633.86
GJILAN	2019	398.94	392.97	409.28
	2020	384.44	373.07	401.90
	2021	407.92	402.64	419.80
	2022	447.47	441.41	462.10
	2023	490.64	479.36	521.11
	2024	609.42	605.12	625.25
GLLOGOC	2019	546.67	561.59	513.08
	2020	449.11	520.36	397.82
	2021	480.06	493.13	438.47
	2022	590.50	602.02	561.55
	2023	642.53	671.38	581.91
	2024	673.58	706.16	616.73
GRAÇANICË	2019	679.92	670.22	596.67
	2020	620.14	594.40	510.47
	2021	895.58	866.71	839.03
	2022	963.34	951.99	899.24
	2023	1,405.79	1,404.52	1,001.51
	2024	1,771.09	1,804.08	1,634.57
HANI I ELEZIT	2019	387.72	376.75	441.59
	2020	333.75	318.71	488.93
	2021	407.34	400.94	456.07
	2022	481.86	485.56	466.62
	2023	528.95	522.69	578.32
	2024	637.89	654.36	593.87
ISTOG	2019	489.34	496.77	485.34
	2020	454.11	454.85	457.77
	2021	509.95	495.05	528.80
	2022	611.71	605.56	619.42
	2023	657.11	654.85	657.66
	2024	783.51	794.40	783.77

Municipality	Year	Average gross wage (EUR)	Males	Females
JUNIK	2019	170.00	170.00	N/A
	2020	369.63	369.12	200.00
	2021	416.46	394.37	514.59
	2022	483.19	473.65	572.43
	2023	477.44	469.14	520.45
	2024	734.92	697.68	1,024.96
KAÇANIK	2019	568.11	578.40	571.04
	2020	482.03	438.51	496.77
	2021	574.75	567.26	590.01
	2022	598.26	588.16	622.24
	2023	663.16	654.67	686.21
	2024	908.26	871.05	1,150.02
KAMENICË	2019	383.22	383.72	377.48
	2020	367.28	369.10	363.27
	2021	381.95	385.61	369.78
	2022	435.02	439.91	425.70
	2023	478.94	485.36	467.20
	2024	592.30	591.12	604.59
KLINË	2019	541.30	534.02	429.29
	2020	506.32	497.76	423.79
	2021	581.55	579.05	451.82
	2022	596.82	584.05	496.87
	2023	682.80	683.00	551.46
	2024	794.24	794.68	653.04
KLLOKOT	2019	298.22	246.84	400.00
	2020	208.17	214.05	180.00
	2021	250.86	269.85	194.35
	2022	217.19	242.39	183.65
	2023	243.61	279.80	199.84
	2024	313.62	355.92	271.42
LEPOSAVIQ	2020	180.00	180.00	N/A
	2024	500.00	500.00	500.00
LIPJAN	2019	739.94	712.44	709.15
	2020	659.46	621.00	486.38
	2021	746.45	733.39	574.76
	2022	773.81	760.30	599.70
	2023	835.74	817.18	664.76
	2024	1,011.76	1,011.92	773.20

Municipality	Year	Average gross wage (EUR)	Males	Females
MALISHEVË	2019	400.25	403.71	376.04
	2020	396.98	417.04	326.00
	2021	412.67	421.56	388.00
	2022	434.57	441.97	415.74
	2023	466.31	483.57	433.91
	2024	581.14	596.92	559.87
MAMUSHË	2019	374.58	379.84	260.00
	2020	335.56	338.89	333.33
	2021	189.50	192.92	185.00
	2022	473.76	478.13	465.00
	2023	258.08	243.75	280.00
	2024	430.64	429.75	411.96
MITROVICË	2019	563.18	555.11	473.60
	2020	574.85	567.02	505.42
	2021	633.71	616.69	566.11
	2022	673.31	684.94	616.72
	2023	546.17	557.60	534.73
	2024	684.90	685.08	693.08
MITROVICË VERIORE	2019	254.00	278.34	217.50
	2020	240.00	310.00	212.50
	2021	211.25	245.00	200.00
	2022	299.92	409.00	290.00
	2023	399.07	650.40	204.00
	2024	652.59	649.51	483.33
NOVOBËRDË	2019	386.54	377.10	383.02
	2020	324.35	335.65	294.43
	2021	461.69	450.40	471.02
	2022	582.32	570.09	583.70
	2023	611.92	600.98	635.30
	2024	839.21	858.83	753.02
OBILIQ	2019	579.63	589.16	548.85
	2020	514.67	519.42	490.65
	2021	532.30	525.47	544.89
	2022	576.93	563.66	612.40
	2023	653.90	657.29	644.89
	2024	776.36	801.70	714.43

Municipality	Year	Average gross wage (EUR)	Males	Females
PARTESH	2019	382.72	391.83	170.00
	2020	289.10	353.17	225.00
	2021	351.79	347.22	270.00
	2022	414.34	387.64	395.71
	2023	417.65	412.43	270.94
	2024	660.50	659.10	310.47
PEJË	2019	778.43	774.88	810.78
	2020	688.05	681.03	667.98
	2021	786.02	778.61	813.60
	2022	873.39	876.94	877.54
	2023	948.99	955.78	944.15
	2024	1,115.70	1,145.74	1,088.67
PODUJEVË	2019	454.57	433.31	535.23
	2020	436.30	411.93	449.53
	2021	451.27	429.53	526.95
	2022	468.17	460.05	495.48
	2023	501.00	502.98	496.23
	2024	621.95	621.63	627.12
PRISHTINË	2019	1,246.12	1,289.55	1,169.86
	2020	1,189.42	1,303.02	1,155.47
	2021	1,333.50	1,463.72	1,269.58
	2022	1,600.51	1,725.40	1,532.22
	2023	1,930.33	1,986.54	1,859.10
	2024	2,264.87	2,297.90	2,173.70
PRIZREN	2019	775.11	784.06	724.62
	2020	655.81	661.09	455.73
	2021	791.11	800.43	618.01
	2022	936.76	952.39	892.78
	2023	1,043.23	1,057.37	1,013.92
	2024	1,297.55	1,335.17	1,224.29
RAHOVEC	2019	460.52	460.03	441.50
	2020	454.18	450.10	462.22
	2021	478.09	468.28	495.56
	2022	499.76	499.37	478.52
	2023	523.16	532.15	474.39
	2024	679.81	699.05	610.41

Municipality	Year	Average gross wage (EUR)	Males	Females
RANILLUG	2020	265.00	270.00	250.00
	2021	230.42	224.17	250.00
	2022	236.38	233.13	250.00
	2023	243.58	252.50	241.61
	2024	260.83	271.02	224.67
SHTËRPECË	2019	653.87	652.59	347.96
	2020	709.27	745.43	443.95
	2021	434.19	436.19	352.48
	2022	396.33	400.04	385.51
	2023	435.84	442.01	415.24
	2024	535.54	546.49	507.27
SHTIME	2019	349.23	351.53	298.06
	2020	328.17	330.24	315.96
	2021	458.73	467.92	406.95
	2022	459.31	469.29	416.22
	2023	474.32	482.52	448.99
	2024	580.01	580.59	581.55
SKENDERAJ	2019	388.69	393.16	371.51
	2020	388.63	386.10	412.72
	2021	421.76	427.26	405.89
	2022	451.83	457.07	434.23
	2023	505.20	513.01	477.41
	2024	625.55	630.86	596.83
SUHAREKË	2019	755.67	774.41	716.75
	2020	695.42	708.29	550.67
	2021	756.29	766.55	700.13
	2022	864.29	863.68	888.52
	2023	927.16	927.36	966.66
	2024	1,182.25	1,204.82	1,138.07
VITI	2019	403.26	392.44	450.09
	2020	347.58	343.26	342.87
	2021	409.42	406.77	414.83
	2022	427.56	422.27	438.87
	2023	460.57	452.69	475.45
	2024	545.08	542.12	553.49

Municipality	Year	Average gross wage (EUR)	Males	Females
VUSHTRRI	2019	406.11	404.99	399.98
	2020	428.31	384.87	385.91
	2021	408.25	408.18	400.79
	2022	455.97	457.67	443.92
	2023	514.94	504.33	523.34
	2024	636.64	636.90	629.37
ZUBIN POTOK	2019	150.00	150.00	150.00
	2020	170.00	170.00	170.00
	2021	170.00	170.00	170.00
	2024	450.00	275.00	350.00
ZVEÇAN	2019	250.00	250.00	N/A
	2020	400.00	400.00	N/A
	2021	400.00	400.00	N/A
	2022	395.73	395.73	N/A
	2023	391.45	391.45	N/A
	2024	591.42	562.61	500.00

► Annex 5:

Skills levels for jobs in HoReCa and assessment of decent work

The types of jobs that the target groups obtain in HoReCa are presented below, along with an assessment of the skill levels required, and an overview of how each position offers decent work opportunities.

The skills assessment and decent work assessment are subjective. For example, while the skills levels are based on the [Kosovo classification of professions](#), they include more professions than those included in the Kosovo framework. Similarly, while the decent work assessment builds on the ILO's [Decent Work Indicators](#), the assessment is based on a subjective assessment conducted by the team of indicators deemed applicable to the HoReCa sector in Kosovo, namely "2. Adequate earnings and productive work", "3. Decent working time", "4. Combining work, family and personal life", "6. Stability and security of work", "7. Equal opportunity and treatment in employment", "8. Safe work environment", "9. Social security", "10. Social dialogue". Professions that scored low tended to do so because of low assessments related to indicators 2, 4 and 6. Overall, indicator 10 scores low. This subjective assessment could be reviewed and updated as the project is implemented.

► Table 3. Types of jobs in HoReCa

Profession	Hotel	Restaurant	Café	Skill level	Decent work assessment
TRADITIONAL HORECA PROFESSIONS					
Receptionist	✓			Low	Medium
Concierge	✓			Low	Medium
Housekeeping staff	✓			Low	Low
Chef		✓		High	High
Sous chef		✓		High	High
Line cook		✓		Medium	High
Dishwasher		✓	✓	Low	Low
Pastry chef		✓		High	High
Waiter/waitress	✓	✓	✓	Low	Low
Bartender	✓	✓	✓	Medium	Medium
Barista			✓	Medium	Medium
Sommelier	✓	✓		High	High
Hotel manager	✓			High	High

Profession	Hotel	Restaurant	Café	Skill level	Decent work assessment
TRADITIONAL HORECA PROFESSIONS (continued)					
Restaurant manager		✓		High	High
Café manager			✓	High	High
Event coordinator	✓			High	Medium
Laundry	✓			Low	Low
Bellboy/lobby boy	✓			Low	Low
FUTURE PROFESSIONS IN HORECA (EXAMPLES)					
SPA manager	✓			Medium	High
Sustainability officer	✓	✓	✓	High	High
Quality Assurance manager	✓	✓	✓	High	High
Digital solutions manager	✓	✓	✓	Medium	High
Product/experience developer	✓			High	High
GENERIC PROFESSIONS SUPPORTING HORECA					
HR manager	✓	✓	✓	High	High
Accountant	✓	✓	✓	High	High
Purchasing manager	✓	✓	✓	Medium	High
IT support	✓	✓	✓	Medium	High
Marketing	✓	✓	✓	Medium	High
Electrical/plumbing maintenance	✓	✓	✓	Medium/High	High

Source: Authors



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