



# FINAL NARRATIVE REPORT

**Bosnia and Herzegovina**

Thematic window  
Youth, Employment and Migration

**Programme Title:**

Youth Employability and Retention Programme

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October | **2013**

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# Prologue

The MDG Achievement Fund was established in 2007 through a landmark agreement signed between the Government of Spain and the UN system. With a total contribution of approximately USD 900 million, the MDG-Fund has financed 130 joint programmes in eight Thematic Windows, in 50 countries around the world.

The joint programme final narrative report is prepared by the joint programme team. It reflects the final programme review conducted by the Programme Management Committee and National Steering Committee to assess results against expected outcomes and outputs.

The report is divided into five (5) sections. Section I provides a brief introduction on the socio economic context and the development problems addressed by the joint programme, and lists the joint programme outcomes and associated outputs. Section II is an assessment of the joint programme results. Section III collects good practices and lessons learned. Section IV covers the financial status of the joint programme; and Section V is for other comments and/or additional information.

We thank our national partners and the United Nations Country Team, as well as the joint programme team for their efforts in undertaking this final narrative report.

MDG-F Secretariat

**FINAL MDG-F JOINT PROGRAMME  
NARRATIVE REPORT**

<p align="center"><b>Participating UN Organization(s)</b></p> UNDP (leading agency) UNICEF UNV IOM UNFPA	<p align="center"><b>Sector(s)/Area(s)/Theme(s)</b></p> Youth Employment and Migration
<p align="center"><b>Joint Programme Title</b></p> Youth Employability and Retention Programme	<p align="center"><b>Joint Programme Number</b></p> Programme Number: 00062851
<p align="center"><b>Joint Programme Cost [Sharing - if applicable]</b></p> <p><b>[Fund Contribution]:</b> 6.000.000. USD</p> <p><b>Govt. Contribution:</b> 128.309 USD</p> <p><b>Agency Core Contribution:</b> 300.000 (UNV) 155.406 (UNDP)</p> <p><b>Other:</b></p> <p><b>TOTAL:</b> 6.583.715 USD</p>	<p align="center"><b>Joint Programme [Location]</b></p> <p><b>Region (s): Europe, Bosnia and Herzegovina</b></p>
<p align="center"><b>Final Joint Programme Evaluation</b></p> <p><b>Final Evaluation Done</b> <u>Yes</u></p> <p><b>Evaluation Report Attached</b> <u>Yes</u></p> <p><b>Date of delivery of final report</b> <b>May, 2013</b></p>	<p align="center"><b>Joint Programme Timeline</b></p> <p><b>Original start date</b> 31st December 2009</p> <p><b>Final end date</b> 30th June 2013</p>

**Participating Implementing Line Ministries and/or other organisations (CSO, etc)**

Ministry of Civil Affairs BiH; Ministry of Human Rights and Refugees BiH; Ministry of Security BiH; Ministry of Foreign Affairs BiH; Agency for Labor and Employment BiH; Agency for Pre-school, Primary and Secondary Education; Agency for identification documents registers and data exchange of BiH; Federal Employment Institute; Employment Institute of Republika Srpska; Brcko District Employment Institute; 10 Cantonal Public Employment Services; Ministry of Labor and Social Policies FBiH; RS Ministry of Family, Youth and Sports; RS Ministry of Labor and Veteran; Entity Ministries for refugees; statistics agencies in BiH; pedagogical institutes; Primary, general and vocational secondary schools.

## **LIST OF ABBREVIATIONS**

BIH	Bosnia and Herzegovina
CISO	Centre for Information, Counseling and Training
CSO	Civil Society Organization
ECDL	European Computer Driving License
EIRS	Employment Institute of Republika Srpska
EU	European Union
FEI	Federal Employment Institute
GIZ	German Society for International Cooperation
IT	Information Technology
IOM	International Organization for Migration
MDG	Millennium Development Goals
MoU	Memorandum of Understanding
PES	Public Employment Service
NGO	Nongovernmental Organization
TF	Task Force
ToT	Training of Trainers
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations (International) Children`s Fund
UNV	United Nations Volunteers
VoY	Voices of Youth
WG	Working Group
YERP	Youth Employability and Retention Programme

## I. PURPOSE

### a. Provide a brief introduction on the socio economical context and the development problems addressed by the programme.

Bosnia and Herzegovina shares same problems regarding youth unemployment as the rest of the world but with much deeper problems and more severe consequences than elsewhere in Europe. In Bosnia and Herzegovina this rate remained particularly high (estimated at over 60%) and with almost no improvement perspective if the job creation process is not accelerated. The crisis-induced withdrawal from the labour force of several thousands of young people in BiH is particularly pronounced in rural areas. Pressure on young job seekers will mount further when those young people that have been delaying their entry into the labour market will return to activity.

The high level of unemployment and low economic activity rate among young women and men in Bosnia and Herzegovina (BiH) is a difficult challenge. The country is still feeling the residual tensions of war, political dynamics between levels of government are complex, policy implementation inefficient, and the transition economy is operating at below potential. Although the demand for labour has been on track to improve, BiH youth are not adequately prepared by their schools and institutions to enter the labour market. Not only does the large number of unemployed youth represent an untapped resource for development; the consequences of inaction on this issue include youth apathy, increased social exclusion and potential social unrest. Meanwhile, polls show a desire among many youth to emigrate abroad, representing a real threat of “brain drain” from the country.

One of the employability problems has its roots in the country’s generally poor education outcomes: inadequate coverage and achievement levels. The first problem is incomplete primary-level coverage, particularly of vulnerable groups such as Roma children, refugees and displaced children. Secondly, the quality and relevance of primary and secondary education has become questionable. A large proportion of students leave education institutions with minimal command of literacy and numeracy. There is an emerging skills gap reflected in high youth unemployment, on one side, and increasing demand for highly skilled labour, on the other side. The majority of young people choose to enrol in vocational schools and very often specialise in vocations for which there is little need. Even when young women and men do choose an appropriate career field, they often find they do not have the required “soft skills” to succeed: communication skills, entrepreneurial spirit, teamwork, and positive attitudes toward work in general.

Furthermore, the uneven quality of education is a reflection of the unique constitutional setting and the complex web of administrative divisions within government authorities. The legislative and policy-creation power for education is spread across 14 administrative levels, and overall authority in the sector is divided among the ten cantons in the Federation of BiH, Republika Srpska and Brcko District. The Parliament has approved the Framework Law on Primary and Secondary Education, and the Education Strategy 2008-2015 as well as the Strategy for Entrepreneurial Learning 2012-2015 was adopted by the Council of Ministries. However, no legislation exists to require education institutions to communicate and cooperate with one another.

The system also suffers from gaps in data collection—including the lack of official census data—that would enable evidence-based policy and programme planning. The statistical agencies at the entity and state levels do produce some headcount data, but due largely to capacity gaps, there are no official data on enrolment levels, completion or drop-out rates, teacher-student ratios or gender parity levels.

The Public Employment Institutes perform only basic functions such as registering the new jobseekers and validating official documents. They need reform in approach to unemployed youth, development of youth tailored service and individual approach to their beneficiaries.

Many aspects of development and fulfilment of the human rights, including mobile population rights, have been hampered by a lack of relevant and up to date migration statistics system. At the same time, Non visa regime for BiH citizens with UE countries since 2010 and the greater labour demand including higher wages in neighbouring countries, combining with BiH high unemployment rate and barriers to job market entry have contributed to a situation of strong outward migration pressure. While in the past the migration in the Balkans region was mostly in search of refugee protection, today's migrants are motivated by economics—finding better solutions abroad, given the limited opportunities and constraints faced at home. While the quality of available data is limited, more than a third of the population of the country is thought to be living abroad at present. Compared to yesterday's migrants, this current wave is more educated, qualified, urban, and young. For policy makers and development actors alike, the major challenge of the latest emigration and immigration trends are general lack of information.

Neighboring countries use different data sources to produce statistics on international migration flows and migrant population stocks. Some countries like Slovenia base these statistics on administrative data sources such as population registers, and others like Croatia on registers of foreigners and other administrative data related to the registration of the population and the administration of immigration and emigration. Previous census results and estimation methods are also used to produce migration statistics, in particular to provide information on the characteristics of migrants (such as citizenship, country of birth or country of previous/next residence). UNFPA within YERP provided support to BiH Statistical Agency to increase capacities in migration statistics as well as to establish national coordination mechanism for monitoring migration flows in line with EUROSTAT reg. 862/2007. This is with the long term aim to establish the system for overall migration data management.

This was in support of the requirement of the EU framework for integration, which foresees the establishment of a central statistical system for overall migration in BiH, including youth. Focusing on creation of overall migration statistics in BiH, will enable policy makers to draw the relevant data due to creation of adequate policies, with respect to any target population, as well as to report to EUROSTAT in order to respect the EU requirements. This will support better policy making in the sphere of human rights of the mobile populations, as well as improving security situation.

Figures on the stock of Bosnian migrants abroad are scant. The BiH Migration and Asylum Strategy reports that migration affects mostly individuals in the age group 30 to 40 years of age with a higher level of educational attainment. The Agency for Statistics, based on resident population figures, estimates that over 30% of citizens who cancelled their residence in the country are in the age group 20 to 24 years old. Labour and circular migration flows have been increasing in the last few years, with many individuals leaving the country, either temporarily or permanently, in search of better employment opportunities. Migration for education purposes is also increasing: in 2009 some 12,500 Bosnian students (e.g. 4.4% of all students in the country) left the country to study abroad. The Voices of Youth Survey conducted during the YERP among young people aged 15 to 29 years old reveals that approximately 65% is willing to migrate for temporary work, while over a third would leave Bosnia to settle permanently in another country. Overall, the figures point to over a third of young Bosnians willing to migrate for employment, especially those with a higher level of education. According to data gathered through the Centers for Information, Counseling and Training that were established within the YERP, 26% of young people who come to the centers state that they are considering emigrating. Other institutions that collect data on migration, such as the Migrant Service Centers established as part of the regional MIDWEB project (Migration for Development in the Western Balkans), record clientele with an average age of 26 years. Of the individuals who in September 2012 sought information from the MSCs regarding opportunities for migration, 38% were university educated.

Through up to date implemented activities the Youth Employability and Retention Programme (YERP) aims to address the high youth unemployment and irregular migration by working closely with Government, the private sector and civil society to improve the employability of BiH youth, while providing new entry points to the labor market.

**b. List joint programme outcomes and associated outputs as per the final approved version of the joint programme Document or last agreed revision.**

***Outcome 1. Increased capacities of the education system and local communities to improve youth employability***

- Output 1.1. Capacities of 50 primary and 50 secondary schools to deliver gender sensitive life skills-based education, professional orientation and career development programmes in consultation with private sector increased.
- Output 1.2. Capacities of 100 local communities in 17 municipalities to develop early school leavers' database and mitigation plans enhanced to keep pupils in school and improve their employability, with specific focus on monitoring the involvement and participation of girls and other excluded children.
- Output 1.3. Gender responsive policy and operational guidelines related to facilitating school enrolment and retention, inclusion of disabled youth, Roma and girls from rural areas in education developed.

***Outcome 2. Enhanced capacities of the Public Employment Services and Civil Society to develop and deliver an integrated package of youth employability measures.***

- Output 2.1. Centers for Information, Counseling and Training – CISO established, equipped, staffed and operational.
- Output 2.2. 8,500 young people, male and female provided with job counseling assistance, training and access to up to date labor market information.
- Output 2.3. (a) Work experience provided to youth, male and female, through different work experience schemes; (b) Civil society and private sector engaged in development of Youth Work Experience Policy for introduction and formalization of youth work experience schemes.
- Output 2.4. Young unemployed women and women from vulnerable categories in particular received direct, one-on-one job counseling assistance (individual employment plans), training to improve employability, and direct one-on-one job-search assistance.
- Output 2.6.<sup>1</sup> Enhanced awareness and understanding of the value of volunteerism and civic or community engagement among citizens and local government officials in general and in relation to the role and value of volunteering in enhancing employment prospects.

***Outcome 3. Positive impact of youth migration maximised whilst impact of irregular migrations minimised***

- Output 3.1. BiH Statistical Agencies equipped and trained to create migration statistics including youth migration statistics.
- Output 3.2. Legal basis and national coordination mechanism for monitoring migration flows, including youth migration, established.
- Output 3.3. (a) Strengthened institutional capacities and systems to reduce irregular migration and introduce circular migration schemes; (b) BiH youth provided with organized and legal opportunities for employment and internships/ apprenticeship in a selected country of destination and support to BiH returning youth on reintegrating into the BiH labor market.
- Output 3.4. Increased awareness amongst BiH youth, their families and the general public regarding the dangers of irregular migration and the benefits of regular migration.

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<sup>1</sup> During the inception phase the originally planned Output 2.5 was integrated into Output 2.2.

**c. Explain the overall contribution of the joint programme to National Plan and Priorities**

Youth employability (including youth unemployment issues) in Bosnia and Herzegovina are stipulated in a number of UN strategies and country documents.

In accordance with UNDP Country Programme Action Plan (2010-2014), agreed by the Government of Bosnia and Herzegovina, third output of the programme is the empowerment of local authorities, with civil society and the private sector to plan and implement inclusive social policies at local level including support to youth employment. It is defined that this will mainly be attained through the development of innovative employment and social programmes and area-based interventions. Initiatives to be undertaken include the creation of value-chains for employment generation, growing inclusive markets initiatives and working on youth skills-building and vocational training. As an output, partnerships will be created between the private sector and local authorities to provide a framework for economic development components and youth employment opportunities.

The two main strategic frameworks to which the education component has contributed to are the BiH Education Strategy 2008-2015 and the Strategy on Entrepreneurial Learning 2012-2015. The BiH Education Strategy clearly stipulates the need to decrease early school leaving and dropout rates, the urgency of introducing and nurturing inclusive education across all levels and the need to establish stronger collaboration between the worlds of education and work. As will be elaborated in the report at hand, the programme directly contributed to achievement of such goals. On the hand the Strategy on Entrepreneurial Learning is a relatively new strategic framework which is yet to be fully implemented. Nevertheless activities realised within the Education component have laid strong foundations for its wide-spread implementation.

Following harmonisation of official BiH statistics with the EU and international standards and recommendations, all activities under the YERP Outcome 3 were in line with development plans of the Agency for the statistics of BiH (2009 – 2012), namely addressing the creation of methodology of migration statistics based on EUROSTAT reg. 862/2007 and establishment of national coordination mechanism for monitoring migration flows.

**d. Describe and assess how the programme development partners have jointly contributed to achieve development results**

YERP emerged from a collaborative UN initiative involving United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), the United Nations Volunteers (UNV) and the International Organization for Migration (IOM). In 2009, in partnership with the Government and with the assistance of the Government of Spain, the five organizations came together under the umbrella Youth Employability and Retention Programme.

Different UN agencies contributed diverse sources of expertise as the new services were planned and delivered. UNDP offered inputs on assessing labour markets to tailor counseling services, while UNICEF assisted in establishing life skills education to help youth manage personal and professional affairs. UNV has helped young people explore volunteering as a source of job-related experience. IOM helped with their expertise in migration field as well as UNFPA in the field of migration statistics.



## II. ASSESSMENT OF JOINT PROGRAMME RESULTS

### a. Report on the key outcomes achieved and explain any variance in achieved versus planned results. The narrative should be results oriented to present results and illustrate impacts of the pilot at policy level)

During the three-and-a-half years of programme implementation, through a number of achieved outputs and results, the capacities of the education system have been increased for the purpose of improving youth employability without any major variance in achieved versus planned results. At the policy level, all responsible education authorities have approved the integration of competence-based approaches in formal education and policy guidelines for inclusive secondary education have been developed and advocated to all relevant stakeholders. At the local level, apart from massive training opportunities introduced through the programme, municipality databases on out-of school children have been set up.

In the employment field, 17 CISO (Centres for Information Counselling and Training) has been established and sustainability has been provided. Capacity of CISO staff has been increased through a number of trainings. 17 CISOs provided different type of assistance to more than 20.000 unemployed youth and over 21.000 school pupils received professional/career orientation assistance by CISO career counselors. Direct counseling assistance was provided to more than 9.000 beneficiaries and over 11.000 unemployed youth participated in different type of trainings. 424 young unemployed people was provided with first working experience through proposed and developed YERP intern employment scheme with co-financing between YERP, PES (Public Employment Services) and employers. In addition, based on provided CISO services additional 2.987 young people were employed and 637 persons gained working experience through volunteering engagement. Concepts of volunteerism remain integrated into the day-to-day activities of the CISO centres and are consistently discussed with their clients, be it during the intake interview or as part of CV writing or other training workshops. IT trainings and English language courses for CISO beneficiaries were completed and total of 898 young unemployed beneficiaries have passed IT course (with ECDL certificate) and 763 beneficiaries attended English language course. Two entity Task Forces developed Youth Employment Situation Analysis.

Outcome level result for Outcome 3 is difficult to measure, largely due to broad formulation of the outcome. Still, all deliverables are inevitably contributing to the outcome 3, in the broader and longer term perspective. In past three-and-a-half years of programme implementation, through a series of working group meetings, the capacities of the state institutions for migration monitoring have been increased for the purpose of following harmonization of official BiH statistics practices with the EU and international standards and recommendations. Key results are development of consensus documents of high relevance in migration statistics area: 1. Methodology of Migration Statistics in BiH in line with EUROSTAT regulative 862/2007; 2. Strategy with action plan for Migration Monitoring in BiH; 3. Architecture of the IT System of Exchange and dissemination of data for migration, for the state level implementation. The impact of irregular migration has been minimized due to a multi-pronged information campaign reaching thousands of young people. More than 14,000 young people have been reached either through face-to-face discussions and presentations or through various media including radio and social media. Many have also been reached with crucial information to guide their migration choices through the CISOs. In order to ensure that CISO staff is equipped to point young people in the right direction when it comes to safe migration, YERP worked early on to train them in the areas of regular migration, trafficking, human smuggling, European labour markets, Bosnia's visa-free regime, etc. CISO capacity building continued through the end of the project with additional advanced migration trainings in all CISOs. It is expected that information on the dangers of irregular migration will continue to be available to unemployed youth through the now sustainable CISOs

The positive impact of youth migration has been maximized through two circular migration schemes, allowing young people not only to gain work experience abroad, but also to earn

enough to be able to financially help out their families. In addition five young people have had the opportunity to return from diaspora on a temporary basis and help out their peers who are interested in launching businesses in the IT sector; this has been a win-win situation for both the young Bosnian entrepreneurs and their returning mentors.

**b. In what way do you feel that the capacities developed during the implementation of the joint programme have contributed to the achievement of the outcomes?**

Regarding the Education component, a major hindrance to efficient integration of key competences and life-skills in formal education, which was identified in early phases of program implementation, was the lagging reform process. Education and training can only contribute to growth and job-creation if learning is focused on the knowledge, skills and competences to be acquired by students (learning outcomes) through the learning process, rather than on completing a specific stage or on time spent in school, which is currently the education paradigm followed in BiH. For this reason and in agreement with the Education Working group, it was determined that support needs to be directed at empowering school teachers and directors, as major drivers of change, to enable them to recognize opportunities within existing curricula and teaching practices for cross curricular competence-development activities. In such a way development of human capacities was a crucial prerequisite for outcome achievement.

Within Employment component, one of the first steps was the establishment of CISO in 17 locations throughout BiH, including refurbishment of premises, purchase of furniture and IT equipment and hiring staff. First CISO was operational in March 2011, followed by opening of total 17 CISO until the end of 2011. Early priority was to ensure that the new services would be of high quality, relevant to young people, and would stimulate labour demand. Towards that end, UNDP worked with the Public Employment Institutes on in-depth training of CISO staff, including training to provide effective one-on-one counseling (learn youth-focused techniques for one-on-one job counselling) and job-search skills building.

Guided by an international/national consultant, only to ensure quality of the migration data and compatibility with EUROSTAT standards, representatives from more than ten separate State level agencies met together in a series of working group meetings to hammer out the consensus documents (Methodology of Migration Statistics in BiH in line with EUROSTAT regulative 862/2007 and Strategy with action plan for Migration Monitoring in BiH). So, the whole process was as well capacity building process producing important consensus documents, not pure international consultant expertise.

Through technical support, increasing knowledge and expertise of BiH Statistical Agencies in overall migration statistics including youth and establishing new inter-ministerial relationship besides produced documents gave new value in sense of ownership of these efforts. Having in mind that migration data control in BiH is divided amongst different government and statistics institutions, activities for the past three year resulted with concerted collaborative cooperation among ministries/institutions necessary for any future work in the field of migration, and with the professional staff with stronger capacity to deal with the issue of migration statistics management in their day to day work.

As a result of the training (group, one-to-one, and through “on the job training”) that was provided to CISO staff, a large number of young people (5,106) received accurate and detailed information on migration opportunities and obstacles through their visits to the CISOs.

Also, one of the purposes of implementing pilot temporary migration projects within the YERP, was to strengthen BiH institutions’ capacity to manage temporary and circular migration. Under the pilot phase of the Triple Win Project (initiated by GIZ/CIM and realized partly in cooperation with YERP), nurses from Bosnia and Herzegovina were successfully placed in different hospitals and retirement homes in Germany. The pilot project resulted in the signing of a bilateral agreement between the BiH Agency for Labour and Employment and the German Federal Employment Agency and the BiH Agency (and the lower level public employment services) are now fully engaged in the recruitment and organizational process.

**c. Report on how outputs have contributed to the achievement of the outcomes based on performance indicators and explain any variance in actual versus planned contributions of these outputs. Highlight any institutional and/ or behavioural changes, including capacity development, amongst beneficiaries/right holders.**

After three-and-a-half years of programme implementation, numerous outputs have been produced within the education component of YERP with the ultimate purpose of increasing capacities of BiH education system for advancing youth employability in BiH.

- Ten key competencies for life-long learning have been defined in the specific context of BiH education and adopted by the Agency for Pre-primary, Primary and Secondary Education. Extensive mapping of key competencies was carried out in existing curricula, teaching practices and textbooks which are currently used in 100 primary and secondary schools thus providing clear evidence-based recommendations for integrating competence-based approaches within formal education.
- Modules for integrating competence-based approaches in primary and secondary education were developed by an interdisciplinary Expert Authors' Team and evaluated by an international peer reviewer. Integration of competence-based and life skills-based approaches in formal education have been officially approved by all responsible education authorities (12 Ministries of Education). 616 school directors and teachers from 100 primary and secondary schools have been educated on applying competence-based approaches in BiH classrooms.
- Non-formal training programs, being a more flexible education path, were undertaken so as to directly build life skills and key competences of more than 3,000 students and teachers from primary and secondary schools, and youth in rural areas. The focus of non-formal education packages was on increasing entrepreneurial spirit and skills through real world experience, problem-based learning and enterprise/ community links.
- The problem of high-reaching school dropout rates was thoroughly explored and relevant action was undertaken to establish early school leavers databases in 12 municipalities. Early-school leaving monitoring systems (i.e. databases on out-of-school children and youth) have been set up in 12 municipalities, encompassing more than 400 local communities, as a first step in the development of evidence-based school enrolment, retention and reintegration programs.
- In-depth analysis of education policies and practices, labour market opportunities and community resources related to children with special needs was undertaken in 67 secondary schools; the research findings were used to tailor operative policy guidelines for increasing secondary school enrolment and retention of children with special needs.
- Based on collected data and results of research studies (Voices of Youth, Dropout Study), four forums have been organised as discussion and exchange platforms between diverse stakeholder groups to the aim of drafting operative recommendations pertaining to problems of youth in different spheres of life (education, employment, participation, mobility and migration, etc.). The many voiced problems and recommendations of BiH youth were clearly communicated to relevant institutions, organisations and agencies to the aim of initiating evidence-based programing of mitigation actions. Furthermore the youth recommendations were used to inform situation analyses on youth employment policies in Federation of BiH and Republika Srpska (component 2).

CISOs provided specific set of services for its beneficiaries, such as: info seminars, writing CV and motivation letter seminars, interview with employer seminars, provided certified English language and IT courses, professional career orientation/information trainings for elementary and secondary school students, information trainings on irregular/regular migrations, info trainings for returnees and provision of information of potential scholarships in BiH and abroad.

A number of factors helped the CISO centres become sustainable. One of the most important was the UN programme's willingness to acknowledge and address widespread skepticism about the value of this new kind of services. The unemployed were used to services that did not meet all their demands. A starting point was to foster interest and ownership among existing Public Employment Services management. The programme began by building relationships with high-level officials as well as mid-level managers. Concerted advocacy convinced decision-makers to invest in the programme's success by financing some of the training and recruitment of CISO staff.

Before YERP programme engagement in the field of youth employment, almost all public employment service offices lacked adequate premises and equipment as well as trained staff in charge of direct counseling work with unemployed youth registered with PES. Small scales of services were provided to unemployed persons. The programme team held meetings and workshops explaining the potential benefits of the youth-focused centres; once they began operating additional sessions shared early successes and lessons learned. Favorable media coverage helped in sending the message that change was necessary for the future of the country. Officials of the Public Employment Services were particularly receptive to this, because it helped mitigate public perceptions that they had not done enough in a time of widespread unemployment.

However investment in objects and equipment was not enough to provide quality, efficient and effective services. It was not enough just to provide office space and equipment where the services will be provided, but what really was necessary was to have quality personnel to provide the beneficiary oriented services. In order to achieve this, the project team in cooperation with PES identified PES employees to work in CISO and new employees (CISO career advisors engaged through UNV contracts) were engaged and extensive trainings were provided to total of 59 CISO staff. Career advisors have passed through following trainings and gained necessary skills and knowledge to be able to assist their beneficiaries:

- „Basic Train Trainers Skills“ -10 days, October 2010
- „Counselling Skills“- 5 days, November/December 2010
- „Job-Search Techniques“ - 5 days December 2010
- „Performance of workshops for unemployed people“, „How to actively search for job“, „Writing of CV and how to perform interview with the employer“ - 4 days, May 2011
- „Life skills and key competencies“-2 days, November 2011
- „How to successfully recruit“- 2 days, November 2011
- “Revealing employers view and needs of recruitment process”- 4 days, May 2011.

Having in mind previous situation in PES as well as image they had within youth population, it was of crucial importance to be able to offer youth with what they have expected. Some surveys showed they need a place where they can get information and a place where somebody will listen and have time for them and using their existing capacity build on it and prepare them to actively return to labour market. This has been done through several trainings developed to tackle these issues such as motivation trainings, development of basic skills necessary to become part of active labour market population such as: How to write CV and motivation letter, how to prepare themselves for and interview, how to present themselves in the best way to employers and how to prove they should get that specific job.

Following harmonization of official BiH statistics with the EU and international standards and recommendations, key results are development of consensus documents of high relevance in migration statistics area: 1. Methodology of Migration Statistics in BiH in line with EUROSTAT regulative 862/2007; 2. Strategy with action plan for Migration Monitoring in BiH; 3. Architecture of the IT System of Exchange and dissemination of data for migration, for the state level implementation.

All three documents produced are a basis for continuation of the 2013 activities in regards to procurement and establishment of hardware and software necessary for creation of system of exchange and dissemination of data for migration in BiH.

Complex political environment and decentralized character of the state including different interpretations of jurisdictions of various institutions on migration monitoring in BiH, with stronger demands from entity statistics to develop own international migration surveillance had impact on slowing down the pace of the activities throughout the project. Finalization of the IT specification was a long lasting process due to disagreement of partners about the IT system for monitoring migration in BiH and physical location of the main server for data collection, which caused significant delay in procurement of hardware and software. Finally, IT specification was created and equipment (hardware) was purchased in accordance with the state level institutions' needs and requirements. Unfortunately, this delay caused less time for software ToR development and quality procurement procedure. This delay, coupled with the in-country political crisis relating to social 'JMBG protests' made it an obstacle to select the appropriate software of the IT system for migration data collection. Current aim is to have this resolved and finalized by the end of 2014, by the end of when the current Country Programme Action Plan, agreed between BiH Council of Ministers and UNFPA BiH ends. 2014 correlating with end of UNFPA Country Office Action Plan 2014 – 2014 (CPAP) signed between Council of Ministers of BiH and UNFPA.

The YERP strengthened institutional capacities and systems to reduce irregular migration and introduce circular migration schemes. The public employment services are a vital channel for providing the young and unemployed with information and counseling on migrations. To ensure that young people are made aware of the potential dangers of irregular migration, the YERP provided staff of the CISO centers both basic and advanced one on one training in regular and irregular migration so that young people who visit the CISOs in search of career guidance can also be made aware of legal and safe work and study opportunities abroad. Thirty-five CISO staff completed basic training in International Migration Law and migration legislation in Bosnia and Herzegovina; counter trafficking and human smuggling; temporary and circular labour migration; and the visa free regime and 27 CISO staff completed additional one-to-one training in regular and irregular migration. In addition, CISOs were provided with a handbook on migration for use when counseling their young clients.

Key interlocutors in the initiation, negotiation and implementation of circular migration schemes (representatives of public employment services, the Agency for Labour and Employment, the Ministry of Civil Affairs, & Ministry of Human Rights and Refugees) participated in visit to Ukraine to study that country's experience with circular migration to Portugal. Through working groups organized by YERP, representatives of the same institutions jointly agreed the procedures and steps of a circular migration scheme for young people. One of the results of the temporary migration scheme to Germany (see below) and supported by the YERP, has been to strengthen BiH institutions' capacity to introduce circular migration schemes, specifically with Germany: the German Federal Employment Agency initiated the signing of an Interagency Agreement on employment of nurses from B&H in Germany, which was concluded in 2013. This interagency agreement is between the German Federal Employment Agency (Bundesagentur für Arbeit) and the Agency for Labor and Employment of Bosnia and Herzegovina.

Seventeen BiH youth were provided with organized and legal opportunities for employment in a selected country of destination through two temporary labour migration schemes. Although four temporary labour migration schemes were initiated as part of the YERP, only two proved successful. Two others, with Italy and Slovenia, did not bear fruit. The Italian project fell victim to the collapse of the Italian government and the reorganization of the public employment services structure in Italy in 2011. Ten healthcare workers and blacksmiths were provided Italian language training and earned basic Italian language certificates (recognized in Italy) before the Italian employers withdrew their offers as a result of the financial crisis. With regard to Slovenia, several rounds of negotiation were organized with Slovenia, however Slovenian employers were not willing to subsidize the costs of bringing relatively

inexperienced young Bosnians to Slovenia and the YERP was not in a financial position to fully subsidize the scheme. However, 14 nurses who temporarily work in Germany have not only gained temporary employment (and salaries sufficient to allow them to send money home to their families), but they also received on the job training and an opportunity to pass additional exams, which qualified them to work in the future as nurses throughout Europe. This temporary migration scheme has proven successful despite the economic crisis because of the strong support of the German government through GIZ (German Development Cooperation) with whom YERP teamed up to implement the scheme (this same pilot project has now been expanded through a bilateral agreement between the BiH and German employment agencies. The second temporary migration scheme that proved successful was implemented in cooperation with BHV Education, an NGO that is supported through a US government supported youth internship program called Work and Travel USA. Through this program, YERP supported three young people who worked over the summer months in the hotel and restaurant business in the US.

YERP provided support to returning youth on reintegrating into the BiH through one-to-one coaching sessions to help them reintegrate more easily into the local labour market and/or to start their own businesses. 126 were provided with these sessions either through YERP staff or in coordination with CISOs (it should be noted that for this component of the YERP, returnees are limited to those young people who have returned from abroad in the last two years and are thus unfamiliar with the labour market and genuinely need guidance). In addition, the results of the online survey conducted amongst diaspora youth in 2011, were used to create a practical written “guide to return” for those young people who want to come back to Bosnia and Herzegovina. This guide was distributed to all CISO centers and at project close was handed over to the Diaspora Sector of the Ministry of Human Rights and Refugees for on-going updating and is available through their website. The same diaspora survey indicated this group’s desire to contribute to the development of their country of origin. YERP thus facilitated the temporary return of five young members of the Bosnian diaspora to provide mentoring and training to young Bosnian entrepreneurs in the IT sector.

There is increased awareness amongst BiH youth, their families, and their teachers regarding the dangers of irregular migration and the benefits of regular migration. The increased awareness is as a result of an intensive multi-faceted information conducted through distribution of written materials, through CISO staff (who had been trained for the purpose), through interactive presentations in schools and with youth and Roma associations. In addition, thousands of young people than anticipated participated in an on-line awareness raising campaign. The planned target (at least 3,000 potential and actual migrants provided with information on migration) has been far exceeded: 6,915 actual and potential migrants have been provided detailed information through CISO staff, through trainings in schools and with youth and Roma associations. An additional 12,612 participated in an on-line awareness raising campaign.

**d. Who are and how have the primary beneficiaries/right holders been engaged in the joint programme implementation? Please disaggregate by relevant category as appropriate for your specific joint programme (e.g. gender, age, etc)**

Within the Education component, different groups of stakeholders have benefitted from different programme actions. They can roughly be categorized into 3 groups: youth, teachers, and representatives of education authorities.

3,035 young people in BiH (1,587 female, 1,119 rural and 70 Roma) have been the primary beneficiaries of non-formal education programs building and enhancing their life skills and key competences. This group can be further broken down into the following specific sub-groups: primary school students: 508 (female: 282), secondary school students: 1,408 (female: 749) and young returnees in rural areas: 1,119 (female: 556).

Throughout programme implementation teaching staff (782 out of which 555 female) from both primary and secondary schools have benefitted from various training activities which

were aimed at building their capacities and enabling them to integrate competence-based teaching and learning within their classrooms. A number of them have received additional training in helping students get organised around small-scale business projects in their local communities. The majority of teachers (specifically 616 teachers and school directors) have been organised into a web-based network where they continue to share their expertise, resources and best practices.

Representatives of education authorities (total of 34, 22 female), i.e. ministries of education and pedagogical institutes, played a vital role in the guidance of activities within the Education component. By participating in the Education Working group, its members have helped tailor needs-based approaches and sustainable actions. On the other hand the Education Working group has been an important beneficiary of all programme outputs from developed modules on competence-based education to policies on inclusive secondary education. On the level of local communities, municipality representatives have also profited from capacity building interventions. Apart from databases on out-of-school children which were developed in 12 municipalities, 16 municipality staff members were recipients of a number of trainings. Hence the group can be further divided into the following sub-groups: state/entity/canton institutions: 16 (female:10) and municipality departments: 18 (female:12).

Within employment component, primary beneficiaries were young unemployed people in BiH between 15 and 30 years of age. Some of specific provided services to young unemployed people are as following:

- More than 41.000 young people provide with information, training and up to date information on labour market situation/ meaning 41.000 young people became active job searchers;
- 31 million clicks to CISOs FB pages/31 million information has been communicated to young people thought whole BiH;
- More than 3.700 unemployed young people were employed upon received services in CISOs/3.700 unemployed young people strengthened their skills and became productive part of this society.

Senior and mid-management of all public employment institutions in the country were directly involved in process of the creation of CISO terms of reference, its daily operation and sustainability. Two Entity Youth Employment Task Forces were consisted of more than 40 representatives of relevant ministries and public institutions from the field of employment and education, together with representatives of private/business sector and civil society organizations.

The constitution of the working groups for migration statistics has been created in accordance to EU and international standards on country reporting on migration statistics. In total, 25 persons from 14 institutions in BiH were active in the working groups' meetings for creating Methodology, Strategy and producing IT specification for Migration Statistics. Out of this number, 8 persons were from the statistical agencies.

The beneficiaries were: 3 persons from Ministry for Human Rights and Refugees of BiH; 1 person from the Ministry of Civil Affairs of BiH; 4 persons from the Ministry of Security of BiH; 2 persons from the Ministry of Foreign Affairs of BiH; 2 persons from the BiH State Border Police; 1 person from the Agency for Labor and Employment of BiH; 1 person from the Ministry for Refugees and Displaced Persons of RS; 1 person from the Ministry for Refugees and Displaced Persons of FBiH; 2 persons from Agency for identification documents, registers and data exchange (IDDEEA); 6 persons from the Agency for Statistics of BiH (BHAS); 1 person from the Federal Institute for Statistics; 1 person from the Republika Srpska Institute for Statistics.

- e. **Describe and assess how the joint programme and its development partners have addressed issues of social, cultural, political and economic inequalities during the implementation phase of the programme:**



**a. To what extent and in which capacities have socially excluded populations been involved throughout this programme?**

The main socially excluded populations that were targeted, either directly or indirectly, were rural youth, out of school children and potential early school leavers, and children with special educational needs. The program has delivered a number of products and services alleviating or attempting to improve the everyday lives of marginalised youth. In that sense, operative guidelines for inclusive secondary education have been developed within the Programme as a result of which children with special needs should have easier access to quality secondary education. Municipality monitoring systems on out-of-school children are designed to inform evidence-based decisions and plans on increasing overall enrolment and attendance rates. Furthermore, a set of skills- and competence-building trainings were specifically targeted at youth in rural returnee areas of which 10% were Roma youth.

Because young Roma are amongst the most vulnerable groups in Bosnia and Herzegovina the YERP organized a three day workshop for 20 Roma youth during which they learned about Roma language, culture, identity, and migration through the creation of radio programs that addressed these topics. Based on the workshop, the youth participated in producing three radio shows that have been aired to date on 6 radio stations around Bosnia and Herzegovina.

**b. Has the programme contributed to increasing the decision making power of excluded groups vis-a-vis policies that affect their lives? Has there been an increase in dialogue and participation of these groups with local and national governments in relation to these policies?**

To collect the many voices of BiH youth, a survey was carried out with a focus on opinions and attitudes of disabled youth, Roma, children with no parental care and returnees especially with regard to education and employment perspectives. 2,360 of youth, 15% of which belong to vulnerable groups, participated in the *Voices of Youth* (VoY) survey. The survey results and recommendations were furthermore used as an incentive for launching dialogue with young people, youth organisations and BiH authorities responsible for youth issues. Four regional forums have been held as discussion and exchange platforms between diverse stakeholder groups to the aim of constructing operative recommendations pertaining to problems of youth in different spheres of life (education, employment, participation, mobility and migration, etc). The many voiced problems and recommendations of BiH youth were communicated to relevant institutions, organisations and agencies for the purpose of initiating evidence-based programming of mitigation actions. Within the II programme component, VoY recommendations were used as a founding resource for developing the Situation analysis and recommendations for youth employment perspectives in BiH.

**c. Has the programme and its development partners strengthened the organization of citizen and civil society groups so that they are better placed to advocate for their rights? If so how? Please give concrete examples.**

A number of civil society organizations were involved in design and implementation of project activities. Part of the education component related to informal education and training was delivered by civil society organizations that provided training on life skills and key competencies to school children, including entrepreneurial learning. Representatives of CSOs were involved in Youth Employment Task Force and contributed to development of Situation Analysis on Youth Unemployment Issues with their relevant experience. Most of all, through promotion of volunteerism as a mean to obtain working experience, more than 20 CSOs in BiH were engaged through Active Citizens programme.

**d. To what extent has the programme (whether through local or national level interventions) contributed to improving the lives of socially excluded groups?**

By equipping Roma youth and youth in rural areas with skills and competences required by labour market, the programme has resulted in increased employability levels of individual young people. In the long-term they can expect positive changes in their lives. At the policy level, recommendations for inclusive enrolment and participation of children with special needs in secondary education have been developed and advocated to relevant decision-makers. Consequently, future generations of socially excluded children and youth can expect easier access to better quality secondary education, and in turn better employment perspectives.

According to the *Voices of Youth* survey conducted as part of the YERP, 6.1 % of Roma youth declared themselves as employed full time and only 25.3% are actively seeking employment. Perhaps as a result of this, according to the same survey, they much more frequently declare a willingness to leave the country for seasonal work, to marry, or to permanently settle abroad. Given the fact that these same young people are relatively uniformed about both the positive and negative aspects of labour migration, the YERP worked to raise the awareness of young people and their families about the potential dangers of irregular migration including human trafficking and smuggling. The efforts were designed especially to respond to the needs of the most vulnerable groups including Roma youth who participated in interactive presentations about trafficking and irregular migration and produced radio shows (above on the subject). These activities (and in particular the radio programs) served not only to provide young people information about regular and irregular migration within a context that was relevant, interesting, and important to them, but also encouraged them to use their own voices and creativity to speak to their peers around the country through the radio about Roma identity, migration, and language. These interventions gathered Roma youth from around the country, were very well received and would be excellent material for replication.

### III. GOOD PRACTICES AND LESSONS LEARNED

#### a. Report key lessons learned and good practices that would facilitate future joint programme design and implementation

Through implementation of YERP, main role of UN agencies was to provide technical assistance and create preconditions for the successful implementation of project activities as well as to provide regular monitoring and evaluation of implemented activities in order to enable quality of provided services to key partners and beneficiaries. One of the lessons learned of the project is that joint approach in the implementation of the project through creation of mutual trust and understanding between partners leads to successful implementation of expected project results.

The whole concept and approach of enabling final beneficiary (school children and unemployed youth) to be able to get benefit and quality services by educational and employment institutions is the main key lesson learned that can be transferred and replicated anywhere with minimal adjustments. The main element of success of the project was introduction of program implementation approach based on joint cooperation, exchange of information and coordination with the key partners – UN agencies, public institutions, private sector and civil society. This approach created mutual trust and understanding between MDGF YERP from one side and key stakeholders on the other that led and will lead to embracing of project goals and results as their own.

YERP implementation was a lengthy process, in which the UN agencies learnt to work together and perform better. It took two years to participating agencies for the programme development team to write the proposal, and complete all negotiations processes, inter-agency and toward-MDG SAF. The YERP appears as one of the few real MDG-F joint programmes that is perceived as being a **one UN** joint programme. This characteristic affected the image of the YERP positively and the UN team with its partners at the various governmental levels. All

positive results, need to be used to leverage further political and other support, as well further funding, that is to increase sustainability of programme's deliverables.

Still, some lessons learnt should be applied to future joint programme development, implementation and management. Management and steering structures of the joint UN programmes need to be more clearly defined. Programme advocacy structures that are to affect high level advocacy with the top governmental officials, including the Ministers and parliamentarians, in support of the technical work at the programme level, need to be defined at the outset, and tasked to work to support the work of the implementation team. These structures need to help integrate all the programme's results into public systems, across all the sectors, and should consist of the high level UN agencies managers. This is to provide credible and respected UN representation, show interest, create image of the UN as one (under any donor funding) and to ensure sustainability of results, by facilitating the work of the join UN programme manager and individual components managers.

Responsibilities of joint programme manager as well as the managers of each thematic (usually agency specific) components need to be better defined, and linked to the delivery of programme results. Reporting lines within the programme should be better defined. Staff salary scales across the UN agencies for comparable levels of responsibility need to be harmonized. Implementation modalities of the UN agencies also need to be harmonized.

A good practice identified was in involving young people and young people's creativity in conveying important information to their peers related to migration. When the targets of public information campaigns are youth, the messages carry further when social media are employed and when the messages are presented by their peers. For example, the YERP organized an online competition "Travel Safely and Without Risk." The aim of this competition was to inform young people in BiH about the advantages of regular migration and the dangers of irregular migration. Using the most popular social network Facebook and in cooperation with the Youth Information Agency (OIA), young people were invited to compete for the best portrayal of irregular migration through photos, comic strips, and drawings. Submitted works were posted on Facebook, where visitors voted for their favorite submission: 71,968 young people viewed the site and 12,612 voted. Similarly, young Roma tuned in more readily to local radio stations when their peers produced radio programs about Roma language, identity and migration. Involvement of social networks (Facebook and Twitter) proved to be as the best communication channel with unemployed youth, especially considering that fact that CISO Facebook pages got a millions of hits and were shared among youth as a relevant source of information on labour market updates.

A lesson learned in the field of youth migration is that temporary labour migration for young people, if it is to be implemented with the benefit, dignity and security of the young person, requires significant financial support. The temporary and circular migration schemes targeting young people were planned before the financial crisis hit Europe and those countries and employers that would previously have been willing to take on and pay relatively inexperienced young people. The YERP therefore chose to refocus temporary migration efforts toward identifying host organizations abroad in the public, private or civil society sector that were interested in receiving young Bosnians for a three to six month internship or apprenticeship – much like the first job experience intervention that was being practiced in-country. However, such an approach proved prohibitively expensive because the internships required heavy subsidy by the project (or by the potential employer). The YERP therefore refocused again on identifying ongoing temporary migration schemes and adding value to them (such as supporting those young migrants with less means and providing pre-departure training and orientation).

**b. Indicate key constraints including delays (if any) during programme implementation**

**a. Internal to the joint programme**

One of the major constraints internal to the programme was lengthy inception phase, which was not planned appropriately at the time of the programme development. Still, this can be

justified with change of situation caused by deep economic crisis developed after the application process. Fortunately, consequences of lengthy inception phase were diminished with non-cost extension of the project.

#### **b. External to the joint programme**

Several constraints external to the joint programme were involved:

- Main constraining factors of importance are increasing demands from entities government in terms of jurisdiction on specific issues which are often in conflict with state attitudes, complex administrative structure in Bosnia and Herzegovina and frequent political crisis, political tensions and social unrest (such as for example the JMBG demonstrations), that were coinciding with the final phase of the programme implementation, thus hampering some very sensitive negotiations in their final stage, such as for the procurement of the software for the migration statistics monitoring.
- Local elections in October 2012 and subsequent staff replacements in public institutions prolonged processes in the formal education system (having in mind authorities of local government over educational institutions).
- Existing curricula, teaching practices and text-books are not structured according to learning outcomes thus impeding integration of key competences.
- Establishment of a pilot temporary and circular migration scheme was a particularly difficult undertaking in the face of the economic crises experienced in most countries of destination. The interest of countries to receive young migrants (with little or no experience) even on a temporary basis was limited by economic realities and also by negative public opinion regarding immigrants. One of the more promising schemes (for health care workers and blacksmiths to Italy) fell apart at the last minute due to financial and government collapse in Italy. At the same time, the YERP did not have sufficient funds to wholly subsidize such a scheme.

#### **c. Main mitigation actions implemented to overcome these constraints**

- The fact that the programme was approved a six-month non-cost time extension helped overcome any programme delays, and enhance sustainability outlooks and a sense of local ownership over all the produced outputs.
- As previously stated, a major hindrance to efficient integration of 10 key competences and life-skills in formal education is the lagging reform process. For this reason and in agreement with the Education Working group, it was determined that support needs to be directed at empowering school teachers and directors, as major drivers of change, to enable them to recognize opportunities within existing curricula and teaching practices for cross curricular competence-development activities.
- Regular monitoring of the political trends and trying to plan around major political events, such as elections and similar.
- With regards to the constraints to the establishment of a pilot temporary migration scheme for youth, the YERP chose to partner with other organizations who also were initiating temporary labour migration for young people. In this way the YERP was able to afford the exercise as well as providing added value to the other organizations' efforts in terms of some financing as well as technical assistance in pre-departure orientation for the young migrants.

#### **c. Describe and assess how the monitoring and evaluation function has contributed to the:**

##### **a. Improvement in programme management and the attainment of development results**

The programme had regular monitoring, supported by the UN RC Office, as well as the evaluations (mid-term and final evaluation). Implementation team participated in all these processes and the project team benefited from the lessons learnt recommendations, and management response. The most effective for the project outcomes improvement and its improvement was mid-term evaluation, followed by recommendations for the programme implementation improvement and development of exit strategy. These processes guided YERP project team to successful development of sustainability strategy, coordination and communication of project outcomes with key stakeholders and resulted with sustainability of the most of the project outputs. Example for this is sustainability of CISO centres in both Federation of BiH and Republika Srpska, their official introduction to public employment system and financing.

**b. Increasing national capacities and procedures in M&E and data**

Supporting the governmental structures directly in the processes towards developing BiH migration statistics system in itself has contributed to the monitoring and evaluation within the relevant institutions. Only with the institutional capacity and application of applied knowledge can data on migration be gathered, processed and analysed, which is further crucial for quality policy development in migration and related areas.

**c. To what extent was the mid-term evaluation process useful to the joint programme?**

As described above, the mid-term evaluation has raised awareness of the implementation team and UN agencies management structures on the gaps and needs for improvements, but also on the successful approaches raised in the programme implementation. Being participatory evaluation, this has increased ownership of the programme deliverables by the governance structures, but has also given voice to institutions across all governance levels, as well as the CSOs.

**d. Please report on scalability of the joint programme and/or any of its components**

**a. To what extent has the joint programme assessed and systematized development results with the intention to use as evidence for replication or scaling up the joint programme or any of its components? Describe example, if any, of replication or scaling up that are being undertaken**

Through the bi-lateral interagency agreement signed between the German Federal Employment Agency (Bundesagentur für Arbeit) and the Agency for Labor and Employment of Bosnia and Herzegovina, the temporary labour migration scheme for healthcare workers (primarily nurses) will be expanded. It is estimated that as many as 1,000 nurses from BiH will temporarily move to Germany to fill gaps in the labour market.

#### **IV. FINANCIAL STATUS OF THE JOINT PROGRAMME**

**a. Provide a final financial status of the joint programme in the following categories:**

1. Total Approved Budget 2.Total Budget Transferred 3. Total Budget Committed 4.Total Budget Disbursed

	Total Approved Budget	Total Budget Transferred	Total Budget Committed	Total Budget Disbursed
UNICEF	1,506,327.00	1,506,327.00	1,506,327.00	1,506,327.00
UNDP/UNV	3,366,209.00	3,366,209.00	3,366,209.00	3,366,209.00
UNFPA	438,710.00	438,710.00	374,403.98	314,441.98
IOM	688,473.95	688,473.95	688,473.95	688,473.95

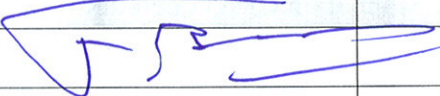



**b. Explain any outstanding balance or variances with the original budget**

The remaining balance is related to unspent funds that were dedicated to software development (as described above). In addition to this, final financial report will be available after the financial closing of the project.

**V. OTHER COMMENTS AND/OR ADDITIONAL INFORMATION**

## VI. CERTIFICATION ON OPERATIONAL CLOSURE OF THE PROJECT

By signing, Participating United Nations Organizations (PUNO) certify that the project has been operationally completed.

PUNO	NAME	TITLE	SIGNATURE	DATE
UNICEF	Florence Bauer	Representative		
UNDP/UNV	Zahira Virani	Deputy Resident Representative		
UNFPA	Doina Bologa	Chief of Operations		
IOM	Gianluca Rocco	Chief of Mission		

## VII. ANNEXES

### 1. List of all document/studies produced by the joint programme

	<b>Document name</b>	<b>Year</b>
1	YERP Inception Report and Work Plan	2010
2	YERP Communications Strategy - Youth Employability and Retention Programme in Bosnia and Herzegovina	2010
3	YERP Practical Guide to Employment Counselling	2010
4	Manual on CISO operation	2010
5	Training materials for CISO	2010/11
6	Small-scale Projects Brochure 2011	2011
7	YERP To BiH or not to BiH? A report on the return of young Diaspora to the BiH Labour Market	2011
8	Small-scale Projects Brochure 2012	2012
9	Non-Enrolment and School Dropout in Bosnia and Herzegovina	2011
10	CISO Guide to Informing and Counselling in the Field of Labour Migration	2011
11	Voices of Youth	2012
12	Recommendations for problems identified in Voices of Youth survey	2012
13	Entrepreneurship in Primary Schools	2012
14	How to Become A(ttra)ctive in Society and Labour Market?	2012
15	Guide to Return to the BiH Labour Market for Young Diaspora	2012
16	Memorandum of Understanding between the UNDP, Federal Employment Institute and Cantonal Employment Services	2013
17	Integration of Life Skills- and Competence-Based Approaches in Formal Education	2013
18	Integration of Life Skills- and Competence-Based Approaches in Formal Education	2013
19	Analysis Report on Inclusive Secondary Education	2013
20	Guidelines for Secondary Education of children with Special Needs	2013
21	M&E Report of CISO in FBiH work and performance of CISO employees engaged in UNV contracts	2013
22	Youth work experience situation analysis in Republika Srpska	2013
23	Youth work experience situation analysis in Federation BiH	2013
24	Methodology of Migration Statistics in BiH	2011
25	Strategy with Guidelines for monitoring migration	2012



**2. List all communication products created by the joint programme**

- Manual and web portal for Secondary School Students, How to Become A(ttra)ctive in Society and Labour Market? [www.aktivni.mladi.info](http://www.aktivni.mladi.info)
- Short movie “Entrepreneurship in Primary Schools”  
<http://www.youtube.com/watch?v=iTsAi5C1mFE&feature=youtu.be>

**3. Minutes of the final review meeting of the Programme Management Committee and National Steering Committee**

Attached

**4. Final Evaluation Report**

Attached

