

**Report on the mid- term Internal Evaluation  
of the  
Support to Local Employment Partnerships in Bosnia and Herzegovina  
Project**

21 December 2017

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*Acronyms and Abbreviations*

BiH	Bosnia and Hercegovina
EO	Employers' Organization
EU	European Union
FBiH	Federation of Bosnia and Hercegovina
ILO	International Labour Organization
IPA	Instrument for Pre-Accession Assistance
MTIE	Mid-Term Internal Evaluation
LEP	Local Employment Partnerships
PAC	Project Advisory Committee
PESC	Project Executive Steering Committee
PES	Public Employment Service
RS	Republika Srpska
ToR	Terms of Reference
TU	Trade Union

## EXECUTIVE SUMMARY

### Project Background and Objectives

Bosnia and Herzegovina is a state comprised of two entities, Federation of BiH (FBiH) and Republika Srpska (RS). Additionally, there is the Brčko District which is considered to be a condominium (territory shared by both entities). While FBiH is heavily decentralized and is comprised of 10 (ten) cantons, Republika Srpska is a heavily centralized entity. There are 143 municipalities in the country, 79 in FBiH and 64 in RS. The country faces a slow transition towards an economy that generates sufficient employment through local private enterprises. Today, the public sector remains the main investor and job creator since the private sector lacks access to the financial resources, an enabling environment, modern management skills and most importantly, the educated labour force needed for its development. This is reflected in two key labour market statistics (LFS 2017), namely: high unemployment at 20.5 % (youth unemployment rate of 45.8%), and the low levels of labour force participation (42.6%, with women having an activity rate of only 32.4%).

The project “Support to Local Employment Partnerships in Bosnia and Herzegovina” is a development cooperation initiative that is implemented under the framework of the EU-funded Instrument of Pre-Accession (IPA), more specifically IPA II 2014 Action Programme for Bosnia and Herzegovina addressing local integrated development. The implementation of the project, which started on 1st February 2016, is still on-going. The completion of the project is expected on 31st January 2019.

**Overall objective** of the “Support to Local Employment Partnerships in Bosnia and Herzegovina” project is to contribute to the strategic development of Bosnia and Herzegovina’s labour market and its **specific objective** is to foster sustainable, partnership-driven active labour market frameworks at the local level for an increased access to formal employment, particularly in flood-affected areas.

The LEP project aims to achieve the specific objective through the **four interlinked components**:

**Component 1:** Country-wide awareness raising activities on the funding opportunities available, and selection of eligible applicants

**Component 2:** Capacity development and technical support for eligible applicants, and selection of LEPs

**Component 3:** Monitoring, Institutional strengthening and capacity development activities for LEPs

**Component 4:** Dissemination of project results and multiplication activities

If the project delivers as planned it will have the following **estimated results**:

**Result 1:** Key local stakeholders across the country have increase awareness and capacity to participate in the LEP scheme and funding opportunities available.

**Result 2:** Eligible LEPs successfully design local employment development initiatives for financing from the EU and local resources.

**Result 3:** LEPs are capable of successfully defining and steering the implementation of active labour market policy measures supporting the execution of employment/human resources integrated development strategies, in line with specific local needs.

### Purpose, Scope and Clients of the Evaluation

The purpose of the Mid-Term Internal Evaluation (MTIE) of the “Support to Local Employment Partnerships in Bosnia and Herzegovina” project is to assess effectiveness and efficiency in the period from 1st February 2016 to 24th November 2017, contribute to organizational learning and accountability and make recommendations for improvement on further implementation, so as to ensure the sustainability of achieved results at the end of the project.

The internal mid – term evaluation will serve the following external and internal clients:

- The ILO DWT/CO Budapest management and technical specialists;

- The tripartite constituents and other national partners in Bosnia and Hercegovina;
- The Donor;
- The Project Executive Steering Committee;
- The National staff of the project;
- The ILO National Coordinator for Bosnia and Hercegovina.

## **Methodology of the Evaluation**

This mid-term project evaluation has been carried out in adherence to the ILO Evaluation Policy, ILO Policy Guidelines for Results-Based Evaluation and OECD/DAC Criteria for Evaluating Development Assistance. It addresses the progress of the project to date – in this, it deals with the following main ‘effect and impact concerns’: validity of project design, delivery of project strategy, and project performance. The latter include relevance, effectiveness, efficiency, sustainability, causality and unanticipated effects, alternative strategies and gender concerns. In keeping with the above evaluation criteria, a number of evaluation questions were suggested, as outlined in the Terms of Reference of the evaluation.

The evaluation was based on:

- a) Desk review: review of project reports and other documentation (listed in Appendix 2);
- b) In-person interviews with national government representatives, employers’ representatives, media expert, donor representative, representatives of 3 LEPs. Total of 8 interviews.
- c) In-person interviews with the ILO National Coordinator for Bosnia and Hercegovina and the national project staff. Total of 2 interviews.
- d) Field visit to Sarajevo and municipalities of Novi Grad Sarajevo, Zepce and Zavidovici in Bosnia and Hercegovina.

## **Main Findings**

The project “Support to Local Employment Partnerships in Bosnia and Hercegovina” was designed in consultations with the national Government and the EU delegation in the country. The Project is considered highly relevant by all the stakeholders, and most of the persons interviewed express satisfaction with the concrete benefits the project actions bring to the country.

Realization of the project objectives is supported by 25 activities under the 5 components, as set out in the project document. Fourteen (14) activities or 56 percent were completed in the referenced period, and remaining eleven (11) activities or 44 percent of activities are on track and should be delivered in the remaining project period.

The project team successfully overcame the delays in the inception phase and the first selection phase. The project team managed to fully operationalize 15 LEPs by June 2017. These initial delays should not influence the delivery of the project, but the project will operate under tight deadlines for delivery, which may lead to a request for 3-6 months extension.

The selected Local Employment Partnerships are implemented in 22 municipalities, out of which five (5) are in the areas affected by the 2014 floods. The LEPs foresee to create direct employment for 627 persons. During the field visit to Novi Grad Sarajevo the evaluator could document the creation of the first five jobs triggered by the LEP of Novi Grad Sarajevo. Most of the impact on job creation will only be observed towards the end of the project as these results take time to materialize. Additional efforts are needed to include women in the activities of the supported LEPs, in order to achieve equal participation of both women and men.

Some of the interviewed representatives suggested measures to make the process of selection of LEPs even more transparent and inclusive, by involving Government and social partner’s representatives as observers



to the selection processes. In their view, this would also allow them to learn and to familiarize themselves with the selection procedures and processes under the ILO and EU rules.

The project's communication strategy appears to produce good results, with high visibility of the project and its actions. Communication Guide for the LEPs was also prepared, but some of LEPs lack experience in dealing with media and in development and implementation of communication plans.

The interviewed representatives from three supported LEPs expressed their satisfaction with the support they receive from the project and with the content of the provided trainings for the representatives of the LEPs. This is further supported by the results of the evaluations of the conducted trainings, which show that all the trainings have been positively evaluated by the participants. The average score for the overall satisfaction is 4.57 out of 5. Total number of persons that received direct training through the project so far is 389 (207 women and 182 men).

The field visits to LEPs in Novi Grad Sarajevo and in Zepce/Zavidovici demonstrated the real and tangible benefits of this project for the local communities. LEPs visited are operational and in the case of Novi Grad Sarajevo, the LEP already produced the first employments. The created partnerships have the potential to be formalized and institutionalized on the local level, for which the ILO experience and support will be highly needed. This will ensure sustainability of the LEPs beyond the lifespan of the project.

Most of the outputs/activities were delivered in a timely manner, unless their delivery was associated with external factors which are beyond the ILO control.

Gender issues were adequately addressed in the preparatory phase of the LEP selection and the project team ensured gender balance in all the activities it has organized. Women participation in the project activities was strongly encouraged and all the events provided gender disaggregated data of participants, with demonstrated good gender balance in all the activities, with participation of women of 47%. The total number of participants in all the activities organized by the project is 1076, out of which 508 women and 568 men.

## **Conclusions**

With regard to relevance and strategic fit, it can be concluded that the project is suitable to the objectives of the ILO and the ILO constituents in Bosnia and Herzegovina. In particular, the Project is in line with ILO Programme and Budget 2018-19 Outcome 1: „ More and better jobs for inclusive growth and improved youth employment prospects“, with the country priorities under the Economic Reform Programme of BIH 2017-2019 and the Reform Agenda for Bosnia and Herzegovina 2015 – 2018, thus supporting the country's efforts on its path towards EU integration. Project is structured appropriately to the context of the country and needs of the unemployed and inactive women and men.

Country-wide promotion of Local Employment Partnerships as a concept to address socio-economic challenges at local levels has been praised as an excellent approach. The Project team's enormous efforts to promote the LEP concept yielded unprecedented interest for the establishment of Local Employment Partnerships across the whole country.

Rather complicated project support structure with two types of committees (Project Executive Steering Committee (PESC) and Project Advisory Committee (PAC)) and unclear roles of the members of the committees led to misunderstandings and delays in the project implementation. ILO constituents suggested making the selection of LEPs a more transparent and inclusive process, and to involve their representatives as observers in the selection processes.

Much was done on promoting LEPs concept and now the efforts should be focused on promotion of success stories, exchange of experience and practice between the LEP's. More proactive approach and commitment of all the supported LEP's is required to achieve the set goals regarding inclusion of women at the labour market.

There is high satisfaction with the trainings provided by the project among the partner organizations and there is gender balanced participation in events. There are requests for additional training in some identified areas (media and communication, and activation and inclusion of women).

The created partnerships have the potential to be formalized and institutionalized on the local level, for which the ILO experience and support will be highly needed. This will ensure sustainability of the LEP's beyond the lifespan of the project.

The project was designed to ensure sustainability of the activities by addressing weaknesses of the existing system of support to job creation through direct participation of the local stakeholders. Provision of learning methodologies will enable beneficiaries of such methodologies to carry out learning activities after the completion of the project, and will also provide one element of sustainability in a long run. The Government is eager to continue the support the LEP approach, which will also contribute to their sustainability and activity.

In a situation when some project activities suffered delays due to external factors, and because of the additional selection of four LEPs, it might be difficult to realize all the activities within the planned project cycle, unless the project is extended beyond the planned date of closure.

## **Recommendations**

At this point of the project, and based on this Internal Mid-Term Evaluation, it is possible to make a number of recommendations with a view to addressing key issues and ensuring the Project remains on track, as follows:

1. The project team may wish to consider introducing of media and marketing planning training for the LEPs.
2. The project team may wish to facilitate regular exchange of experience (community of practice) among the established LEPs.
3. The project team needs to collect and promote success stories of women, Roma and young people, and promote inclusion of women, Roma and young people in the labour market.
4. Members of the Project Executive Committee should participate in the field visits to the LEPs, as this will contribute to the better understanding of the project activities and accomplishments.
5. The Project team should include the representatives of the institutions and organization represented in the Project Executive Steering Committee as observers in the process of selection on beneficiaries under LOT 2. This will have double impact: it will increase the transparency of the selection process and will familiarize the institutions with the selection procedures (learning objective).
6. The project team should make clear the rules and procedures of the grant selection processes, especially by clarifying the role of Project Executive Steering Committees and sharing the selection criteria in advance.
7. Trade Unions should nominate their representative in Project Executive Steering Committee, as soon as possible.
8. The Project Coordinator may wish to submit quarterly flash reports to the donor and the members of the PESCS, in order to keep them informed regularly.
9. The Project team should share the information on project activities, plans and results with the TUs and the EOs on regular basis.
10. The Project should reconsider the usefulness of the Project Advisory Committee meetings and instead of meeting, inform the organizations and institutions that are part of the PAC about the project activities twice a year and request their feedback via e-mail.
11. The Project team may wish to include the representative of the Public Employment Service of BiH and of the PESs on entity levels in the monitoring of the LEPs.
12. The project team should focus its future efforts to formalize and institutionalize the existing LEPs. One of the possible models is through establishment of Local Employment and Social Councils.
13. The project team should prepare the information on the current status of indicators of success as soon as possible, as foreseen in the project document.

14. The project team should focus on promoting gender equality through the established LEPs and it may wish to include a gender mainstreaming training for the LEPs as early as possible.
15. The project team needs to ensure that gender segregated data is produced for all the activities under each of the LEPs.
16. The project team may wish to reconsider the timing of the activities under component 3 (3.6, 3. 7, 3.8) and move them earlier in the project.
17. The project team should update the project web site regularly and it may wish to explore the possibility to upgrade the project web site and optimize its mobile version, in order to make it user friendly.

### **Lessons Learned and Good Practices**

A pro-active approach by the project team in the initial phase of the project proved to be essential for the success in the implementation of the core component of the project and establishment of all the LEPs. Continuous support provided by the project team to the established LEPs contributes to successful implementation of LEPs' activities.

The roles and responsibilities of the social partners in the project should be clear and well introduced from the start of the project in order to avoid misunderstanding and delays in the implementation phases.

The implementation of the LEP concept in Bosnia and Herzegovina is an example of good practice, and the ILO methodology and experience might be replicated in the other countries of the subregion.

The ILO rule/or practice of not disclosing the selection criteria when publishing a call for proposals for a grant scheme should be reconsidered, as it is seen as not transparent by the beneficiaries and the donors.

## EVALUATION REPORT

### 1. PROJECT BACKGROUND

#### 1.1 Context of the Project

Bosnia and Herzegovina is a state comprised of two entities, Federation of BiH (FBiH) and Republika Srpska (RS). Additionally, there is the Brčko District which is considered to be a condominium (territory shared by both entities). While FBiH is heavily decentralized and is comprised of 10 (ten) cantons, Republika Srpska is a heavily centralized entity. There are 143 municipalities in the country, 79 in FBiH and 64 in RS.

The country faces a slow transition towards an economy that generates sufficient employment through local private enterprises. Today, the public sector remains the main investor and job creator since the private sector lacks access to the financial resources, an enabling environment, modern management skills and, most importantly, the educated labour force needed for its development. This is reflected in two key labour market statistics (LFS 2017), namely: high unemployment at 20.5 % (youth unemployment rate of 45.8%), and in the low levels of labour force participation (42.6%, with women having an activity rate of only 32.4%)<sup>1</sup>.

The project “Support to Local Employment Partnerships in Bosnia and Herzegovina” is a development cooperation initiative that is implemented under the framework of the EU-funded Instrument of Pre-Accession (IPA), more specifically IPA II 2014 Action Programme for Bosnia and Herzegovina addressing local integrated development. The implementation of the project, which started on 1st February 2016, is still on-going. The completion of the project is expected on 31st January 2019.

The Project contributes to the ILO Programme and Budget 2018-19 Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects.<sup>2</sup>

The project contributes to achievement of the outcomes 4, 5 and 6 under the Sustainable and equitable development and employment focus area of the One United Nations Programme and Common Budgetary Framework for Bosnia and Herzegovina 2015 -2019: United Nations Development Assistance Framework<sup>3</sup>.

The project contributes to achievement of the priorities of the Economic Reform Programme of BiH 2017-2019 in the area of VII Education and skills on improving links between education and labour market and area VIII Employment and labour market on improving the labour market efficiency. It also contributes to Labour Market reform priorities under the Reform Agenda for Bosnia and Herzegovina 2015 – 2018<sup>4</sup>.

The project is aligned to priority 4.4 of the Country Strategy Paper: Employment, Education and Social Policies. It will address employment needs at the local level as advocated in the CSP: “addressing the high unemployment, in particular youth unemployment will come along with support for the recovery of the local economy.” It promotes employability, job creation and more inclusive labour markets in line with the objectives of the European 2020 strategy, in particular regarding the headline targets for employment and poverty/social exclusion.

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<sup>1</sup> [http://www.bhas.ba/tematskibilteni/TB\\_ARS%202017\\_BS\\_ENG.pdf](http://www.bhas.ba/tematskibilteni/TB_ARS%202017_BS_ENG.pdf)

<sup>2</sup> [http://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---program/documents/genericdocument/wcms\\_582294.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_582294.pdf)

<sup>3</sup> [http://ba.one.un.org/content/dam/unct/bih/PDFs/UNDAF\\_20102015\\_ENok.pdf](http://ba.one.un.org/content/dam/unct/bih/PDFs/UNDAF_20102015_ENok.pdf)

<sup>4</sup> <http://europa.ba/wp-content/uploads/2015/09/Reform-Agenda-BiH.pdf>

## 1.2 Project objectives and expected results

**Overall objective** of the “Support to Local Employment Partnerships in Bosnia and Herzegovina” project is to contribute to the strategic development of Bosnia and Herzegovina’s labour market and its **specific objective** is to foster sustainable, partnership-driven active labour market frameworks at the local level for an increased access to formal employment, particularly in flood-affected areas.

The LEP project aims to achieve the specific objective through the **four interlinked components**:

**Component 1:** Country-wide awareness raising activities on the funding opportunities available, and selection of eligible applicants

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**Component 3:** Monitoring, Institutional strengthening and capacity development activities for LEPs

**Component 4:** Dissemination of project results and multiplication activities

If the project delivers as planned it will have the following **estimated results**:

**Result 1:** Key local stakeholders across the country have increase awareness and capacity to participate in the LEP scheme and funding opportunities available.

**Result 2:** Eligible LEPs successfully design local employment development initiatives for financing from the EU and local resources.

**Result 3:** LEPs are capable of successfully defining and steering the implementation of active labour market policy measures supporting the execution of employment/human resources integrated development strategies, in line with specific local needs.

## 1.3 Main target groups and institutions

Main target groups are the LEPs’ members, including local labour market stakeholders from public, private and civil society sectors (existing LEPs, unemployed, employed, business owners, regional and local PES, employer organisations, trade unions, chambers of commerce, regional development agencies, non-governmental organisations, formal and non-formal education providers, regional and local governments) in selected municipalities. At the moment of the mid-term evaluation there were 15 LEPs supported by the project.

## 1.4 Final beneficiaries

Final beneficiaries are the unemployed and economically inactive women and men living in the areas where the LEPs are established through the project action.

## 1.5 Funding Arrangements

“Support to Local Employment Partnerships in Bosnia and Herzegovina” project is part of the EU Programme for Local Development and Employment which is funded by the EU in the amount of EUR 19 million. Three projects that operate under the Programme are implemented by UNDP, GIZ and ILO, until January 2019.

The LEP project is worth 4,444,444.44 EUR, with EU funding of 4 million EUR, ILO contribution of 144,444.44 EUR and LEP support scheme recipients contributing with 300,000 EUR.

## 1.6 Organisational Arrangements

All project activities are implemented in Bosnia and Herzegovina. The Project operation base and project office is in Sarajevo.

A Project Team (PT) has been established for the Project comprising:

- Mr. Dzermal Hodzic, National Project Coordinator, based in Sarajevo
- Ms. Marinela Domanicic, Monitoring and Evaluation officer, based in Sarajevo
- Ms. Mirela Kadribasic, Administrative Assistant, based in Sarajevo
- Ms. Ildiko Rigo, part-time Programme Assistant, based in Budapest

The team mobilization process started in February 2016 and the Project Team has started working on the coordination of the project as of April 2016.

The project is backstopped by the ILO Employment Specialist, who is also the Project Team Leader, in the ILO Decent Work Technical Support Team and Country Office for Central and Eastern Europe in Budapest.

### **1.7 Contributions from Role-players**

In addition to the PT and backstopping ILO officer, the Project is guided by a Project Executive Steering Committee (PESC). The PESC of the project was established for provision of strategic, political and technical guidance to the project, monitoring progress and, where possible, assistance in overcoming any obstacles to progress in any aspect of the contract. The Steering Committee members include Ministry of Foreign Trade and Economic Relations of BiH, Ministry of Civil Affairs of BiH, BiH Agency for Labour and Employment. Although participation of Employers' Associations and Trade Unions were foreseen, only a representative of the Confederation of Trade Unions of BiH participated in the Committee until March 2017 when the representative resigned. No substitute has been appointed so far. With regards to representation of the Employers' Associations, the matter is on hold, since the Employers' Association participated in the Call for proposals and this represented a conflict of interest. The EU Delegation participates in the PESC actively as a full member. The PESC is chaired by the ILO/LEP National Project Coordinator.

The Project Executive Steering Committee ordinarily meets at least twice a year. The first meeting was held on 27 April 2016, the second on 27 October 2016, third meeting was on 21 March 2017 and the fourth meeting was held on 19 September 2017.

In addition to the Project Executive Steering Committee, the project has a Project Advisory Committee (PAC) comprised of representatives of : Ministry of Labour and Social Policy of FBiH, Ministry of Labour and Veterans of RS, BD Government Directorate of Economic Development, Sports and Culture, Ministry of Development, Entrepreneurship and Crafts of FBiH, Ministry of Public Administration and Local Self-Government of RS, Ministry for Human Rights and Refugees, Representatives (at Director General level) of public employment services of FBiH, Representatives (at Director General level) of public employment services of RS, Representatives (at Director General level) of public employment services of BD, Directorate for European Integrations (DEI) responsible for coordination of EU donors, Association of cities and municipalities of FBiH, Association of cities and municipalities of RS, Association of Employers of the Federation of BiH (UPFBiH), The Union of Employers' Associations of Republika Srpska (UUPRS), Confederation of Independent Trade Unions of Bosnia-Herzegovina (SSSBiH), Confederation of Trade Unions of Republika Srpska (SSRS) and Trade Union of the Brčko District of Bosnia and Herzegovina (SBDBIH).

Project Advisory Committee meets once a year. The first meeting was held on 30 June 2016 and the second meeting is planned for 18 December 2017.

## **2. EVALUATION BACKGROUND**

### **2.1 Purpose, objectives and scope of the Evaluation**

The purpose of the Mid-Term Internal Evaluation (MTIE) of the "Support to Local Employment Partnerships in Bosnia and Herzegovina" project is to assess effectiveness and efficiency in the period from 1<sup>st</sup> February 2016 to 24<sup>th</sup> November 2017, contribute to organizational learning and accountability and make recommendations for improvement on further implementation, so as to ensure the sustainability of achieved results at the end of the project.

The objectives of the evaluation are to:

- a) Determine the extent to which the outcomes of the project have been achieved, the kind of changes produced so far, the intended or unintended effects of the project, and an assessment of the reasons/factors that helped to produce these changes and effects;
- b) Obtain feedback from the national partners and other stakeholders: what is working, what is not and why and to assess that feedback against broader evaluation evidence;
- c) Provide suggestions, recommendations to better target the next steps, future strategies and new areas of technical cooperation.

The mid-term evaluation exercise enables the project staff, constituents and other relevant stakeholders to provide their own assessment on the progress made towards the achievement of the project outcomes in the considered period and, based on this evaluation, to take steering implementation measures in the remaining lifespan of the project.

This evaluation covers the project from its start on 01<sup>st</sup> February 2016 until 24<sup>th</sup> November 2017.

This evaluation was conducted from 13<sup>th</sup> November 2017 to 22<sup>nd</sup> January 2018. The operational sequence of the evaluation is summarized as:

Activity	13 -20 November	20-27 November	28 November 01 December	11 -21 December	22 December 15 January 2018	15-22 January 2018
Inception						
Documents Review						
Interviews						
Draft Report						
Comments						
Final Report						

A first draft of this report was prepared on 21<sup>st</sup> December 2017, for which feedback was received. The Report was finalized on 16<sup>th</sup> January 2018.

## 2.2 Clients of the Evaluation

The internal evaluation will serve the following external and internal clients:

- The ILO DWT/CO Budapest management and technical specialists, RO for Europe and central Asia;
- The tripartite constituents and other national partners in Bosnia and Hercegovina;
- The Donor;
- The Project Executive Steering Committee;
- The National staff of the project;
- The ILO National Coordinator for Bosnia and Hercegovina.

## 2.3 Evaluator

This evaluation was carried out by Emil Krstanovski, ILO National Coordinator in Skopje.

The logistics of the evaluation (supply of documents and organization of interviews) were organized by the national project staff, whose coordination and liaison are gratefully acknowledged.

### 3. METHODOLOGY

#### 3.1 Evaluation Criteria and Questions

The Terms of Reference (included as Appendix 1) requests the evaluation consultant to focus on the following criteria:

- 1) Review the achievements of the Project by assessing to what extent the stated objectives and major outputs have been achieved;
- 2) Review the efficiency and effectiveness of the project implementation;
- 3) Review to what extent the programme is still relevant and is continuing to meet the needs of its original target groups;
- 4) Review the likelihood of sustainability of the project outcomes;
- 5) Review emerging risks and opportunities;
- 6) Draw conclusions in terms of the progress made and if need be, recommends steering measures to be taken in the further implementation of the project.

This project evaluation addresses the progress of the project to date – in this, it deals with the following main ‘effect and impact concerns’: validity of project design, delivery of project strategy, and project performance. The latter include relevance, effectiveness, efficiency, sustainability, causality and unanticipated effects, alternative strategies and gender concerns. In keeping with the above evaluation criteria, a number of evaluation questions were suggested, as outlined in the Terms of Reference of the evaluation.

#### 3.2 Evaluation standards

This mid-term project evaluation has been carried out in adherence to the ILO Evaluation Policy, ILO Policy Guidelines for Results-Based Evaluation and OECD/DAC Criteria for Evaluating Development Assistance.

In accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of projects”<sup>5</sup> the gender dimension has been considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implied involving both men and women in the consultation and evaluation analysis.

#### 3.3 Evaluation Methods and Instruments

The evaluation was based on:

- a) Desk review: review of project reports and other documentation (listed in Appendix 2);
- b) In-person interviews with national government representatives, employers’ representatives, media expert, donor representative, representatives of 3 LEPs. Total of 8 interviews.
- c) In-person interviews with the ILO National Coordinator for Bosnia and Hercegovina and the national project staff. Total of 2 interviews.
- d) Field visit to Sarajevo and municipalities of Novi Grad Sarajevo, Zepce and Zavidovici in Bosnia and Hercegovina.

The List and Schedule of Persons Interviewed is provided in Appendix 3. The interviews were structured and guided by the evaluation questions that are part of the Terms of Reference (Appendix 1).

This evaluation report is structured in line with ILO Checklist 5: Formatting Requirements for Evaluation Reports (ILO, Revised March 2014) and the Terms of Reference (Appendix 1).

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<sup>5</sup> [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)



### 3.4 Sources of Information

The sources of information are listed in Appendix 2.

### 3.5 Limitations of the Evaluation

- Due to the recent resignation from the Project Executive Steering Board, the project team was unable to schedule a meeting with the representatives of the TUs.

### 3.6 Rationale for Stakeholders Participation in the Evaluation Process

The reasons for stakeholders' participation in the evaluation process include:

- Strengthened national ownership and commitment,
- Importance of stakeholders' inputs for the project achievements and sustainability of the project results.

## 4. REVIEW OF IMPLEMENTATION

A summary of activities/outputs that were carried out in the period **1<sup>st</sup> February 2016 to 24<sup>th</sup> November 2017** may be found further in the text, as follows:

In summary, the key milestones of the **inception phase** (Component 0) have been:

- ✓ Project start: 1<sup>st</sup> February 2016
- ✓ Mobilisation of the national project team: April 2016
- ✓ Establishment of the PESB: 27 April 2016
- ✓ Approval of Inception report by the donor on 3 June 2016

***Under the Component 1: Country-wide awareness raising activities on the funding opportunities available, and selection of eligible applicants***

*The following activities/outputs were completed:*

1.1 Preparing the documentation and design of the financing scheme (eligibility criteria, indicative allocations, indicators, size, co-financing requirements, preferred types of activity, selection procedure, contracting arrangements)

- ✓ Complete scheme documentation, including the documents related to the Call for Proposals was prepared and published on 15 July 2016.

1.2 Broad public awareness raising activities on the new funding opportunities (including country-wide promotion of the LEP financing scheme).

- ✓ 46 Project presentations were delivered in 3 cycles in 16 cities. Total of 687 persons (301 women and 386 men) participated in the presentations.
- ✓ Created, developed, coordinated and finalised the content for the project web site named [www.partnerstvo.ba](http://www.partnerstvo.ba); and project Facebook and Twitter profiles.

1.3 Launching the Call for Expressions of Interest

- ✓ On 15 July 2016 in three daily newspapers and on the websites of UN and EU in BiH.

1.4 Selecting eligible applicants based on pre-established criteria and assessment by an Evaluation Committee

- ✓ Criteria and assessment tools were produced and available for the evaluators of the concept notes.
- ✓ 48 eligible applicants from the 157 received applications selected and invited to submit full application.

***Under the Component 2: Capacity development and technical support for eligible applicants, and selection of LEPs.***

***The following activities/ outputs were completed:***

2.1 Providing technical assistance to all eligible applicants for drafting the proposals and increasing LEPs capacities, including those related to developing a project portfolio, i.e. pipeline of projects for existing and new LEPs based on the effective matching between labour market demand and supply.

- ✓ Seven (7) out of nine (9) planned one day clinic were realized, with total of 87 participants (51 women and 36 men) from 56 institutions.
- ✓ Five (5) Q&A sessions were organized.
- ✓ LEP Development Guide (a compilation of solutions and programme materials developed for all trainings) was published on 16 December 2016.

2.2 Invitation for Proposals from eligible applicants

- ✓ Invitations with the full application dossier was sent on 16 December 2016.

2.3 Selecting LEPs

- ✓ Project pipeline methodology guide for appraisers prepared.
- ✓ Selected 15 LEPs from the 47 application received.
- ✓ Grant to 15 LEPs awarded on 27 March 2017.

2.4 Publication of the Call for proposals for LOT 2: provision of capacity building for selected LEPs

- ✓ Call for proposals on the 02 November 2017.

***Under the Component 3: Monitoring, Institutional strengthening and capacity development activities for LEPs***

***The following activities/ outputs were completed:***

3.1 Providing technical assistance to LEPs for managing and implementing the LEP's plan and conducting projects' monitoring and evaluation activities (implementation exchange, advisory and peer-to-peer sessions).

- ✓ Fifteen (15) trainings on Project management, monitoring and evaluation, with total of 139 participants (72 women and 67 men).
- ✓ Monitoring and evaluation guide for LEPs produced.
- ✓ Four (4) trainings on Finance management and reporting , with 42 participants ( 26 women, 16 men).
- ✓ Financial management Guide for LEPs produced.

3.2 Assisting LEPs (LEP members) in managing and facilitating effective partnerships (team work, information sharing, joint decision-making, conflict resolution, communication, facilitation)

- ✓ Four (4) trainings on Conflict resolution, communication, facilitation, with total of 59 participants (29 women and 30 men).
- ✓ Conflict resolution and communication Guide for LEPs produced.
- ✓ Four (4) trainings on Managing and facilitating effective partnerships, with total of 62 participants (29 women and 33 men).

## 5. MAIN FINDINGS

The main findings are structured in line with the evaluation questions relating to design and relevance, project effectiveness and efficiency, sustainability, and emerging risk and opportunities.

### 5.1 Design and Relevance of the Project

The project "Support to Local Employment Partnerships in Bosnia and Herzegovina" was designed in consultations with the national Government and the EU delegation in the country, and to some extent with the main employers' and workers' organizations operating in the country.

The project was designed to address the immediate problems faced after the 2014 floods in the country, but mainly to address the low job creation and inactivity (especially among women), and dynamize the local labour market through local employment partnerships. The Project is considered highly relevant by all the stakeholders, and most of the persons interviewed express satisfaction with the concrete benefits the project actions bring to the country. According to the interviewees the project design reflects desired results, and is still relevant when it comes to the national reality and their needs, as it has been the case couple of years ago, when the consultations around the project have been launched.

The Project supports and contributes to achievement of country priorities under the Economic Reform Programme of BIH 2017-2019 and Reform Agenda for Bosnia and Herzegovina 2015 – 2018, supporting the country's efforts on its path towards EU integration. The Project is also embedded in the United Nations Development Assistance Framework 2015-2019 for Bosnia and Herzegovina

During the Inception phase two activities were added under the second component, activity 2.4 and 2.5, to reflect the process and actions leading to awarding grants under the LOT 2. Furthermore, activity 2.2 become activity 2.1, while activity 2.1 become activity 2.2, in order to reflect the logical order of delivery under the project.

According to the project document, the main purpose of the foreseen grants under LOT 2 was to provide capacity building to grants selected under the LOT 1 (the 15 LEPs), but the project team modified this approach and opted for funding of additional four (4) LEPs. Major reason for this is the shortcoming in the project design, which planned this activity as a capacity building of already established and funded LEPs. Since the project had already selected the best applicants, and they did not need such interventions, the project team had to modify this activity. The activity as it was originally planned would only have the logic if it was targeting the LEPs in the period between the concept note and full proposal phase, allowing assistance to LEPs with limited capacities, but potential to deliver. The decision by the project team was timely and the additional selected LEPs should have sufficient time to deliver the project activities, especially having in mind the size of these grants is four times smaller.

## 5.2 Project Effectiveness and Efficiency

### 5.2.1. Effectiveness

Realization of the project objectives is supported by 25 activities under the 5 components, as set out in the project document. A desk-review of the available project documentation and interviews with the project staff resulted in the following review of completed and on-track activities:

*Under the Inception component* all five (5) activities were completed (0.1; 0.2; 0.3; 0.4 and 0.5;)

*Under the Component 1: Country-wide awareness raising activities on the funding opportunities available, and selection of eligible applicants*

All four (4) activities were completed (1.1; 1.2; 1.3 and 1.4).

*Under the Component 2: Capacity development and technical support for eligible applicants, and selection of LEPs.*

Three (3) activities were completed (2.1; 2.2 and 2.3), one activity is on track (2.4) and one activity has not commenced yet (2.5).

*Under the Component 3: Monitoring, Institutional strengthening and capacity development activities for LEPs*

Two (2) activities were completed (3.1 and 3.2) and six (6) have not commenced yet (3.3; 3.4; 3.5; 3.6; 3.7 and 3.8).

*Component 4: Close down*

The three (3) activities (4.1; 4.2 and 4.3) under this component have not commenced yet.

From the above review it could be noticed that 14 activities or **56 percent were completed** in the referenced period, and remaining 11 activities or **44 percent of activities are on track** and should be delivered in the remaining project period.

***At the moment of the mid-term evaluation it was possible to determine the current status of the following objectively verifiable indicators set in the project log frame (Appendix 4):***

Indicator 1.1 At least 80 municipalities/towns present concept notes to be considered by the Call for Expression of interest (disaggregated by location: flood affected area / non-affected area)

*Status: 112 Municipalities were part of the concept notes presented*

Indicator 1.2 At least 60% of the concept notes submitted are selected to participate in the call for Proposals (disaggregated by location: flood affected area / non-affected area)

*Status: 37.5% (48 selected out 129 that met the administrative criteria to be evaluated)*

Indicator 2.1 At least 90% selected LEP members are trained to present their detailed project proposal

*Status: 87 persons (51 women and 36 men) from 48 LEPs participated in the training.*

Indicator 2.2 At least 27 municipalities/towns are selected in the Call for Proposals (disaggregated by location: flood affected area / non-affected area)

*Status: 22 municipalities (5 floods affected)*

In-person interviews that were conducted with representatives of the project beneficiaries during the field mission to Bosnia and Herzegovina revealed that the project activities are relevant to the stated objectives and needs of project beneficiaries, as well as the information and other outputs that have been provided since its inception. The project faced delay in the inception phase and it the project team started working in April 2016. The approval of the inception report also took more time then envisaged, as some of the PESC members objected the report and complained on lack of consultation.

Due to the objections by two members of the Project executive steering committee who asked the PESC to have the final decision making power in the selection processes, the decision on the selection of the applicants from the concept note phase to be invited to submit full application was delayed. This lead to overall delay in the selection of the 15 LEPs and belated start of their implementation. It was clarified to the PESC that, as stated in the project document, the ILO has the right to final decision on selection of applicants. This clarification of the roles led to the resignation of the TU's representative from the PESC, despite the fact that project team involved the PESC members in the reviewing of the dossier for the call for expression of interest and in the process of reviewing the possible LEPs in the concept note phase, which is beyond the PESC envisaged role, to approve the project inception and the project interim reports.

The project team successfully overcome the delays in the inception phase and first selection phase and managed to fully operationalize 15 LEPs by June 2017. These delays should not influence the delivery of the project, but the project will operate under tight deadline for delivery, which may lead to a request for 3-6 months extension.

The selected Local Employment Partnerships are implemented in 22 municipalities, out of which five (5) are in the areas affected by 2014 floods. The LEPs foresee direct employment of 627 persons and during the filed visit of the evaluator, the first 5 employments took place under the LEP of Novi Grad Sarajevo.

It needs to be pointed out that if there are no additional efforts by the supported LEPs to include women in their activities, it is unlikely that the project will achieve equal gender participation and benefit both women and men in all the activities under the LEPs, including employment and training.

The interviewed government representatives expressed the overall satisfaction with the project implementation and cooperation with the project team. They suggested measures to make the selection of LEPs a more transparent and inclusive process, by involving Government representatives as observers in the selection processes. This would also allow them to learn and to familiarize themselves with the selection procedures and processes under the ILO and EU rules. This would, in their view, contribute to the transparency of the process of selection of applicants. It appears that PESC members had the impression they will select the applicants, which at the end created confusion and discontent among some members of the PESC. One additional issue they raised is the unavailability of the selection criteria prior to the submission of applications. They would also like to have more opportunities to visit the established LEPs and to be included in monitoring of the LEPs activities. Government representatives expressed concern about the marginal role of the local Public Employment Service offices in the project and established LEPs, asking for increase in their involvement. The Government plans to continue promoting the LEP concept through their sectoral planning for the funds of the EU Instrument for Pre Accession.

In another interview with Government representatives it was mentioned that when it comes to involvement of persons from the different institutions involved in the activities of the project, they are always invited, but rarely have the time to attend. The decision to have national evaluators (national ILO staff plus one national expert) instead of international evaluators in selection of concept notes (as planned with the project document) was seen as unusual, but he expressed full confidence in the project team. He suggested to educate the new emerging organizations on writing project proposals, as some good ideas cannot be realized due to unexperienced applicants. Regarding the success of LEP selected projects, the opinion is that the good monitoring will ensure good implementation.

Representatives of the Employers have expressed their concerns over their participation in the project activities and lack of information about the project implementation. According to them, the content of the selected LEP is questionable and flood affected areas are not in the focus of the selection, although they

should be the prioritized. They suggest to have more attention to the content and idea of the proposed projects and assist the applicants in improving their applications. The Employers' Association of the Federation of Bosnia and Herzegovina project proposal was not accepted, but they did not received feedback on the project proposal and the reasons for not selecting them. They express concern about the transparency of the process and the evaluation criteria used, as they were not published with the call for proposals.

The project attracted a lot of attention and now more projects that are submitted to the EUD follow the same project logic and direction at local level and forging partnerships. At the beginning, first communication products were not of best quality and according the EU visibility guidelines, hence it was not clear that this is an EU funded project. Since then, the project improved considerably and now it is a good example of donor and action visibility. The EU representatives are always invited to the events organized by the projects and this practice is welcomed. The project management structure with two different committees seems complicated. Unclear roles of the committees led to delays: a) in the inception report approval, as some members reacted they were not consulted and did not approve the inception report; b) blocking the results of LEP evaluation, as two members objected the selection report. There were also reactions among beneficiaries on the decision to have national evaluators (national ILO staff plus one national expert) instead of international evaluators in selection phase 1 as planned with the project document. It was also unusual not to publish the selection criteria before the selection process, but the project is implemented under the ILO rules. The EUD representative had positive view on the selection process, as the evaluators used the EU procedures, work of selection panel was transparent and all the received concept notes were carefully examined. EUD representative point it out that women are one of the main target groups in the project document, but it is not so apparent in the project implementation. The same remarks is valid for the inclusion of the Roma.

The media expert prepared the current project communication strategy and it appears the strategy is producing good results, with high visibility of the project and its actions. Communication Guide for the LEPs was also prepared, but some of LEPs lack experience in dealing with media and in development and implementation of communication plans.

The interviewed representatives from three supported LEPs expressed their satisfaction with the support they receive from the project and with the content of the provided trainings for the representatives of the LEPs. This is further supported by the results of the evaluations of the conducted trainings, which show that all the trainings have been positively evaluated by the participants. **The average score for the overall satisfaction is 4.57 out of 5. Total number of persons that received training through the project so far is 389 (207 women and 182 men).**

The field visits to LEPs in Novi Grad Sarajevo and in Zepce/Zavidovici demonstrated the real and tangible benefits of this project for the local communities. LEPs visited are operational and in the case of Novi Grad Sarajevo the LEP already produced the first five (5) employments.

### 5.2.2 Efficiency

Most of the outputs/activities were delivered in a timely manner, unless their delivery was associated with external factors which are beyond the ILO control.

From the technical resource perspective, technical expertise and advice are deemed to be sufficient and adequate, but there are requests for more exposure to media and communication training. Concerning the accessibility and responsiveness of the ILO staff engaged in the project and particularly of the national project staff no concerns have been expressed in that regard.

The project has had sufficient and adequate financial resources to implement its activities. Project resources were used in a cost effective way and synergies between the activities were created whenever possible.

### **5.2.3 Effectiveness of Monitoring**

The project is regularly monitored by the PESC, the National Project Coordinator and the National Monitoring Officer. The National Project Coordinator reports on the progress in the project implementation to the PESC and the donor.

The PESC is regularly updated on the progress of the project implementation, and both the PESC and beneficiaries of the project received the Inception Report and the first Narrative Interim Report which provided a comprehensive review of the activities delivered in the first year of the project implementation, i.e. in the period from 1<sup>st</sup> February 2016 to 31<sup>st</sup> January 2017. Also, the donor has been provided with two brief non-formal reports on undertaken project activities in the first year of the project implementation.

### **5.3. Gender Concerns**

Gender issues were adequately addressed in the preparatory phase of the LEP selection and the project team ensured gender balance in all the activities it has organized. Women participation in the project activities was strongly encouraged and most events provided gender disaggregated data of participants, with demonstrated good gender balance in all the activities, with participation of women of 47%. The total number of participants to all the activities organized by the project is 1076, out of which 508 women and 568 men.

As indicted before, no specific efforts by the LEP's to include women can be observed and from this perspective it appears unlikely that the project will achieve equal gender participation and benefit both women and men in all the activities under the LEPs, including employment and training.

### **5.4. Sustainability**

The project attracted a lot of attention and now more projects that are submitted to the EUD follow the same project logic and direction at local level and forging partnerships.

The field visits to LEP's in Novi Grad Sarajevo and in Zepce/Zavidovici demonstrated the real benefits this project has for the local communities. The created partnerships have the potential to be formalized and institutionalized on the local level, for which the ILO experience and support will be highly needed. This will ensure sustainability of the LEPs beyond the lifespan of the project.

The results that this project is likely to produce will confirm the validity of LEP approach for the benefit of local communities. The Government is eager to continue the support the LEP approach, which will contribute to their sustainability and activity. Sustainability of the project results will also depend on human and financial resources of some project beneficiaries, among which some are understaffed and faced with challenges of financial nature. Therefore in the mid-term period strong political commitment and continuous financial and operational support by the Government and donors to the newly created LEPs will be crucial for securing its sustainability beyond the lifespan of the project.

The project was designed to ensure sustainability of the activities by addressing weaknesses of the existing system of support to job creation through direct participation of the local stakeholders. Inclusion of diagnostics in all the components of the project as a starting point in defining courses of action is also likely to support the sustainability of actions in the afterlife of the project as they have guided LEPs in building lasting partnerships. Provision of learning methodologies will enable beneficiaries of such methodologies to carry out learning activities after the completion of the project, and will also provide one element of sustainability in the long run.

## 5.5 Emerging Risks and Opportunities

The concept of LEP attracted a lot of attention in the country, and there is a big potential for promoting new partnerships. Success stories might attract other municipalities into creating their own LEPs.

## 6. CONCLUSIONS AND RECOMMENDATIONS

### 6.1. Conclusions

From the foregoing and in regard to relevance and strategic fit, it can be concluded that the project is suitable to the objectives of the ILO and the ILO constituents in Bosnia and Herzegovina. In particular, the Project is in line with ILO Programme and Budget 2018-19 Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects, with the country priorities under the Economic Reform Programme of BIH 2017-2019 and Reform Agenda for Bosnia and Herzegovina 2015 – 2018, supporting the country's efforts on its path towards EU integration.

In regard to the design, the project is structured appropriately to the context of the country and needs of unemployed and economically inactive women and men.

Country-wide promotion of Local Employment Partnerships as a concept to address socio-economic challenges at local levels has been praised as an excellent approach. The Project team's enormous efforts to promote the LEP concept yielded unprecedented interest for the establishment of Local employment partnerships in the country.

The project team successfully overcome the delays in the inception phase and first selection phase and managed to fully operationalize 15 LEPs by June 2017.

The rather complicated support project structure with two types of committees and unclear roles of the members of the committees, led to misunderstandings and delays in their functioning.

ILO constituents suggested to make the selection of LEPs a more transparent and inclusive process, and to involve their representatives as observers in the selection processes.

The current project communication strategy appears to produce very good results, with high visibility of the project and its actions. Much was done on promoting the LEPs concept, now the efforts should be focused on promotion of success stories, establishing exchange of experiences and practice between the LEPs. More proactive approach and commitment of all the LEPs is required to achieve the set goals regarding inclusion of women in the labour market.

The created partnerships have the potential to be formalized and institutionalized on the local level, for which the ILO experience and support will be highly needed. This will ensure sustainability of the LEPs beyond the lifespan of the project.

There is high satisfaction with the trainings provided by the project among the partner organizations and there is gender balanced participation in events. There are requests for additional training in some identified areas (media and communication, and activation and inclusion of women).

The project was designed to ensure sustainability of the activities by addressing weaknesses of the existing system of support to job creation through direct participation of the local stakeholders. Provision of learning methodologies will enable beneficiaries of such methodologies to carry out learning activities after the completion of the project, and will also provide one element of sustainability in the long run. The Government is eager to continue the support the LEP approach, which will also contribute to their sustainability and activity.



In a situation when some project activities suffered delays due to external factors, and the additional selection of four LEPs, it might be difficult to achieve indicators of success within the project cycle, unless the project is extended beyond the planned date of closure.

## **6.2 Recommendations**

At this point of the project, and based on this Internal Mid-Term Evaluation, it is possible to make a number of recommendations with a view to addressing key issues and ensuring the Project remains on track, as follows:

1. The project team may wish to consider introducing of media and marketing planning training for the LEPs.
2. The project team may wish to facilitate regular exchange of experience (community of practice) among the established LEPs.
3. The project team needs to collect and promote success stories of women, Roma and young people, and promote inclusion of women, Roma and young people in the labour market.
4. Members of the Project Executive Committee should participate in the filed visits to the LEPs, as this will contribute to the better understanding of the project activities and accomplishments.
5. The Project team should include the representatives of the institutions and organization represented in the Project Executive Steering Committee as observers in the process of selection on beneficiaries under LOT 2. This will have double impact: it will increase the transparency of the selection process and will familiarize the institutions with the selection procedures (learning objective).
6. The project team should make clear the rules and procedures of the grant selection processes, especially by clarifying the role of Project Executive Steering Committees and sharing the selection criteria in advance.
7. Trade Unions should nominate their representative in Project Executive Steering Committee as soon as possible.
8. The Project Coordinator may wish to submit quarterly flash reports to the donor and the members of the PESAC, in order to keep them informed regularly.
9. The Project team should share the information on the project activities, plans and results with the TU's and the EO's on regular basis.
10. The Project should reconsider the usefulness of the Project Advisory Committee meetings and instead of meeting, inform the organizations and institutions that are part of the PAC about the project activities and request their feedback via e-mail twice a year.
11. The Project team may wish to include the representative of the Public Employment Service of BiH and of the PESs on entity levels in the monitoring of the LEPs.
12. The project team should focus its future efforts to formalize and institutionalize the existing LEP. One of the possible models is through establishment of Local Employment and Social Councils.
13. The project team should prepare the information on the current status of indicators of success as soon as possible, as foreseen in the project document.
14. The project team should focus on promoting gender equality through the established LEPs and it may wish to include a gender mainstreaming training for the LEPs as early as possible.
15. The project team needs to ensure that gender segregated data is produced for all the activities under each of the LEPs.
16. The project team may wish to reconsider the timing of the activities under component 3 (3.6, 3. 7, 3.8) and move them earlier in the project.
17. The project team should update the project web site regularly and it may wish to explore the possibility to upgrade the project web site and optimize its mobile version, in order to make it user friendly.

## 7. Lessons Learned and Good Practices

A pro-active approach by the project team in the initial phase of the project proved to be essential for the success in the implementation of the core component of the project and establishment of all the LEPs. Continuous support provided by the project team to the established LEPs contributes to successful implementation of LEPs' activities.

Roles and responsibilities of the social partners in the project should be clear and well introduced from the start of the project in order to avoid misunderstanding and delays in the implementation phases.

The implementation of the LEP concept in Bosnia and Herzegovina is example of good practice, and the ILO methodology and experience might be replicated in the other countries of the subregion.

The ILO rule/or practice of not disclosing the selection criteria when publishing a call for proposals for grant scheme should be reconsidered, as it is seen as not transparent by the beneficiaries and the donors.

## APPENDICES

### Appendix 1

#### TERMS OF REFERENCE MID-TERM INTERNAL EVALUATION OF THE PROJECT

Project Title: Local Employment Partnerships / BIH/15/01/EUR  
Country: Bosnia and Herzegovina  
Sub-region: **Central and Eastern Europe**  
Lead Office: ILO Budapest  
Duration: 36 months (1 February 2016 – 31 January 2019)  
Donor agency: Delegation of the European Union to Bosnia and Herzegovina (funding by European Commission)  
Budget: EUR 4,000,000.-

**National Counterparts: Regional and local Public Employment Services, Local Vocational Education and Training Centers, selected Local Authorities, Local Businesses, Employers' Organizations and Trade Unions**

#### I. Introduction and Rationale for Evaluation

The mid-term internal evaluation of the IPA II funded Local Employment partnership project is undertaken in accordance with the project workplan and in line with the ILO Evaluation Policy (November 2005) and ILO policy guidelines for evaluation<sup>6</sup> (2017, 3<sup>rd</sup> edition) which provide for systematic evaluation of programmes and projects in order to improve quality, accountability, transparency of the ILO's work, strengthen the decision-making process and support constituents in forwarding decent work.

Due to the size of the budget the project is subject to two evaluations – a midterm internal evaluation (November 2017) and a final independent evaluation (scheduled for the end of the project December 2018/January 2019). The overall purpose of the Mid-Term Evaluation is to look for ways on how to improve project programming, for the remaining duration on the project. The project evaluator should review and assess the progress and achievements of the project from February 1, 2016 to date.

#### II. Brief Background on Project and Context

In Bosnia and Herzegovina, the ILO promotes decent work as a national objective and assists constituents to make progress towards achieving that objective. Promoting employment and sustainable enterprises is one of the priorities of the draft DWCP for Bosnia and Herzegovina 2017-2020 and it has been one of the priorities of the past DWCP for Bosnia Herzegovina (2012-2015) as well.

The EU funded project "Local Employment Partnership" contributes to achievement of the UNDAF 2015-2019 Focus area 2. Sustainable and equitable development and employment.

The **overall objective of the Action** is to contribute to the strategic development of Bosnia and Herzegovina's labour market. The **specific objective** is to foster sustainable, partnership-driven active

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<sup>6</sup> ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed. (Aug. 2017) [http://www.ilo.ch/eval/Evaluationpolicy/WCMS\\_571339/lang--en/index.htm](http://www.ilo.ch/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)

labour market frameworks at the local level for an increased access to formal employment, particularly in flood-affected areas.

The project is managed and technically backstopped by the ILO DWT and Country Office for Central and Eastern Europe, based in Budapest, which provides the necessary administrative support and technical and project-backup services. A Local project office is set up in Sarajevo to manage and coordinate the activities with one National Project Coordinator for the entire duration of the project, one Monitoring and Evaluation Officer for 30 months, two administrative support staff (one in Budapest and one in Sarajevo). The project team reports directly to the Senior Specialist on Employment based in DWT/CO Budapest.

A Steering Committee of the project was established for provision of strategic, political and technical guidance to the project, monitoring progress and assistance where possible in overcoming any obstacles to progress in any aspect of the contract. The Steering Committee members include Ministry of Foreign Trade and Economic Relations of BiH, Ministry of Civil Affairs of BiH, BiH Agency for Labour and Employment. Although participation of Employers' Associations and Trade Unions were foreseen only representative of the Confederation of Trade Unions of BiH participated in the Committee until March 2017 when the representative resigned. No substitute has been appointed so far. With regards to representative of the Employers' associations it is on hold as entity associations participated in the Call for proposals and it represented conflict of interest. The EU Delegation participates in the Steering Committee actively as a full member. The Steering Committee is chaired by the ILO/LEP National Project Coordinator.

The Steering Committee ordinarily meets at least twice a year, while Advisory Committee (comprised of 34 different institutions and organizations) meets once a year.

### **III. Purpose, scope and clients of the evaluation**

The purpose of the mid-term evaluation is to review progress, contribute to organizational learning and recommend improvements and planning of the next steps, including the envisaged second phase of the project.

The objectives of the evaluation are to:

- d) Determine the extent to which the outcomes of the project have been achieved, the kind of changes produced so far, and the intended or unintended effects of the project, and an assessment of the reasons/factors that helped to produce these changes and effects;
- e) Obtain feedback from the national partners and other stakeholders: what is working, what is not and why and to assess that feedback against broader evaluation evidence;
- f) Provide suggestions, recommendations to better target the next steps, future strategies and new areas of technical cooperation.

The evaluation covers the project as a whole, from its start until November 2017.

The evaluation will serve the following - external and internal - clients' groups:

- ILO tripartite constituents and national project partners
- The Donor
- ILO management and technical specialists (in the ILO /Budapest and cooperating departments at the Headquarters)
- Project staff

### **IV. Evaluation Questions**

The evaluation will address the following aspects of the project:

#### **1. Relevance**

- How relevant is the project to the particular needs and constraints of the target countries?

- Is there a fit between the project design and the direct beneficiaries' needs?
- How well has the project adapted during implementation?
- To what extent does the project design help meet the ILO's strategic and national policy frameworks?
- To what extent has the project contribute to the implementation of the Decent Work Country Programme?

## **2. Effectiveness**

- What progress has the project made towards achieving its specific objectives? Is this progress sufficient? What are the reasons/factors behind that progress?
- Did the project produce the intended results? What reasons/factors enabled the results to be achieved or not achieved?
- How and how well have stakeholders been involved in the implementation?
- Are constituents satisfied with the quality of tools, technical advice, training and other activities, delivered by the project?
- To what extent did the project use gender/women specific tools and products?
- Have there been any resulting changes in constituents' capacities?
- Have women and men in the target groups benefited equally from the project activities?
- Has there been any additional demand for additional support created by the project? How does that influence/strengthen the outcomes?
- How has the project promoted fundamental principles and rights at work and international labour standards? Was it effective in assisting the country in translating such standards into national policies, programmes and results?

## **3. Efficiency and management arrangements**

- Have the resources been used in an efficient manner? (technical expertise, staff, time, information and other resources)
- Has the project received adequate technical and administrative support from the ILO DWT/CO-Budapest, ILO HQ and partners?
- Is the management structure adequate?
- Is staffing adequate?
- How well did the project management processes work in delivering project outputs and results?

## **4. Sustainability**

- What is the likelihood of sustainability of outcomes? Are the results and benefits likely to be durable?
- Are the national partners able to continue the project agenda and results after the end of the project (capacity of people and institutions, laws, policies)?
- What more should be done to improve sustainability? What is needed to leave sustainable results in the particular thematic areas addressed by the project?

## **5. Impact**

- Is the project likely to have a tangible impact on target groups, systems, institutions?

## 6. Lessons learned

- What are the main lessons learned, good practices, innovations? What were the key factors of success?
- Are there any areas where difficulties are being experienced? What are the reasons? Are there any alternative strategies which would have been more effective?

## 6. Recommendations:

- Are there any suggestions, recommendations for further programming (i.e., per each of the specific objectives of the project)?
- What would be the most appropriate next steps?
- What would be the future priorities?

*Note: OECD/DAC Criteria for Evaluating Development Assistance will be used to interpret the answers to the evaluation questions.*

## V. Methodology

**Document Review:** The evaluator will review project background materials before conducting any interviews or trips to the region:

- Literature Review
- Decent Work Country Programme
- Country Brief, National Policy Documents
- Project Document
- Baseline Surveys.
- Logical Framework
- Work plans
- TORs
- Progress reports
- Reports on specific activities
- Training tools and service packages used and/or produced
- Publications and promo materials
- Mission reports
- Project staff list and roles + support staff list and roles
- Reports of financial assessments
- UNDAF

**Planning Meeting:** The evaluator will have a consultation with the ILO representatives, Specialists and project team in Budapest. The objective of the briefing is to reach a common understanding regarding the status of the project, the project background and materials, the follow-up on the findings of the midterm evaluation, priority assessment questions, available data sources and data collection instruments and the structure of the final evaluation report.

**Individual Interviews and/or Group Interviews:** Individual or group interviews will be conducted with the following:

- a. ILO Budapest Management Team, Senior Specialists, Project Executive Team members, Project Staff, ILO National Coordinator in Bosnia and Herzegovina and other relevant ILO staff
- b. Representatives from the following groups:
  - National Project Steering Committee members and constituents
  - Government staff who have worked with the project,
  - Employers, unions, individual experts who have received training or otherwise worked with the project

- UN, other development agencies in the countries
- Where pertinent – representatives of industry, branch, company level staff who participated in project capacity building events or other activities.
- Other stakeholders

**Field Visits:** The evaluator will visit Sarajevo/Bosnia and Herzegovina for meetings with the project stakeholders in November 2017. Meetings will be scheduled in advance of the field visits by the ILO project staff, in accordance with the evaluator's requests and consistent with these terms of reference. If relevant, the evaluator will also visit the local municipalities that benefited from the project.

**Debrief in the Field:** The final day of the field visits, the evaluator will present preliminary findings to the constituents and the ILO field staff. Debrief with NPC and ILO Backstopping Officer?

**Post-Trip Debriefing:** Upon completion of the report, the evaluator will provide a debriefing to ILO/Budapest on evaluation findings, conclusions and recommendations.

## VI. Main Outputs (Deliverables)

- A. Initial Draft Report in English (in electronic format);
- B. Final Report in English (in electronic format);
- C. Translation of essential parts of the Final Report into Bosnian (to be arranged by the project).

### SUGGESTED REPORT FORMAT

The final version of the report will follow the below format<sup>7</sup>:

1. Title page
2. Table of Contents
3. Acronyms
4. Executive Summary
5. Background and Project Description
6. Purpose, scope and clients of Evaluation
7. Methodology
8. Findings (organized by evaluation criteria)
9. Conclusions, Lessons Learned, Recommendations
10. Annexes (TOR, list of interviews, meetings' notes, relevant country information and documents, completed Lessons Learned and Good Practice templates per each of the lessons or good practices identified in the Conclusions<sup>8</sup>)

## VII. Management Arrangements

THE INTERNAL EVALUATION WILL BE CONDUCTED BY AN ILO OFFICIAL WITH NO PRIOR INVOLVEMENT INTO THE PROJECT. IT WILL BE MANAGED BY THE ILO PROGRAMME OFFICER AT DWT/CO BUDAPEST.

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<sup>7</sup> Please refer to the ILO Evaluation Unit checklist for formatting requirements at [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165967/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm)

<sup>8</sup> <http://www.ilo.org/legacy/english/edmas/eval/template-lesson-learned.doc> and <http://www.ilo.org/legacy/english/edmas/eval/template-goodpractice.doc>

## ROLES AND RESPONSIBILITIES

The Internal Evaluator is responsible for conducting the evaluation according to the terms of reference (TOR). He/she will:

- Review the TOR and provide input, propose any refinements to assessment questions, as necessary
- Review project background materials (e.g., project document, progress reports)
- Develop and implement the assessment methodology (i.e., prepare interview guides, conduct interviews, review documents) to answer the assessment questions
- Conduct preparatory consultations with the ILO prior to the assessment mission
- Analyse interview recordings
- Prepare an initial draft of the assessment report
- Conduct briefing on findings, conclusions and recommendation of the assessment
- Prepare a final report based on comments obtained on the initial draft report

The Evaluation Manager is responsible for:

- Drafting the TOR
- Finalizing the TOR with input from colleagues
- Preparing a short list of candidates with a proposal of the evaluation consultant for submission for senior management approval including RO Europe evaluation focal point and EVAL
- Providing the Internal Evaluator with the project background materials
- Participating in preparatory meeting prior to the assessment mission
- Assisting in the implementation of the assessment methodology, as appropriate (i.e., participate in meetings, review documents)
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback
- Reviewing the final draft of the report
- **Submitting the final draft report to RO Europe evaluation focal point and EVAL for final approvals**
- Disseminating the final report to all the stakeholders
- Coordinating follow-up as necessary

The Project Manager (NPC) is responsible for:

- Reviewing the draft TOR and providing input, as necessary
- Providing project background materials, including surveys, studies, analytical papers, reports, tools, publications produced
- Participating in preparatory meeting prior to the assessment mission
- Scheduling all meetings
- Reviewing and providing comments on the assessment report
- Participating in debriefing on findings, conclusions, and recommendations

## TIMEFRAME

The following is a tentative schedule of tasks and anticipated duration of each:

<u>(1) Preparatory research in home country</u>		4
<u>(2) Field research:</u>		
Mon 27 <sup>th</sup> Nov	Travel to Sarajevo	1
Tue 28 – Thu 30 <sup>th</sup> Nov	Interviews in Bosnia and Herzegovina	4
Fri 1 <sup>st</sup> Dec	Debrief with NPC, NC and ILO Backstopping Officer	1



(3) Analysis of interviews	3
(4) Initial Draft Evaluation Report	5
(5) De-briefing with ILO/Budapest (over skype)	1
(6) Presentation of initial findings (over skype)	1
(7) Finalization of Evaluation Report	1
<b>Work days in total</b>	<b>21</b>

Overall duration: 8 weeks, starting from 13 November 2017

*The economy class flight ticket for the above missions will be purchased directly by DWT/CO-Budapest.*

## VIII. Norms and Standards

The evaluation will be carried out in adherence with the ILO Evaluation Policy, ILO Policy Guidelines for Results-Based Evaluation; UN Evaluation Group Norms and Standards, Ethical Guidelines, Code of Conduct<sup>[1]</sup> and the OECD/DAC Evaluation Criteria.

In accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of projects”<sup>[2]</sup> the gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and, if feasible, the evaluation team. Moreover the evaluator should review data and information that is disaggregated by sex and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

Ethical safeguards should be maintained during the evaluation process and women and men will be interviewed in ways that avoid gender biases or reinforcement of gender discrimination and unequal power relations.

## Appendix 2

### Sources of Information

1. Project document
2. Project Log Frame
3. Project Action Plan
4. Revised Project Action Plan
5. Inception Report
6. Narrative Interim Report for the period February 1st 2016 – January 31<sup>st</sup> 2017
7. Draft Narrative Interim Report for the period February 1st 2017 – November 15<sup>th</sup> 2017
8. First and Second Informal Reports to the Donor
9. Evaluation results of the delivered trainings
10. Guides produced within the project

<sup>[1]</sup> <http://www.unevaluation.org/unegcodeofconduct>

<sup>[2]</sup> [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)

## Appendix 3

### List and Schedule of Persons Interviewed during the field mission to Bosnia and Hecegovina

#### ILO internal evaluator's visit Programme

28.11.2017		
12.00 – 13.00	Delegation of the European Union Ms. Ajša Adrović Bešlagić	
15.00 – 16.00	Employers' Association of the Federation of Bosnia and Herzegovina Mr. Milan Pandurovic and Ms. Mersiha Jusić, LEP Advisory board member	
29.11.2017		
10.00 – 11.00	Labour and Employment agency of Bosnia and Herzegovina Samir Zuko, member of LEP Executive board	
12:00 - 13:00	Meeting with media expert Mr. Nikola Gaon	
14:00 – 16:00	Meeting with LEP project team Dzermal Hodzic and Mirela Kadribasic	
30.11.2017		
10.00 – 11.00	Ministry of Civil Affairs of BiH Slavica Vučić Vojnović – member of LEP Executive board	
11.30 – 14.30	Visit to training “Local labor market needs as a basis for creating new services for unemployed  Mr. Ivan Beno, LEP Capljina Ms. Meliha Gacanin, LEP Gorazde	
1.12.2017		
9.30 – 11.30	CEBOS ceremony on completion of training and first employment within the project LEP Novi Grad	
11.30	Field visit: LEP Žepče/Zavidovići Mr. Erol Medić , Association of entrepreneurs and employers Zepce Mr. Aldin Šušić, Development agency Zavidovići	

## Appendix 4

### Logical Framework of the Project-ILO LEP BiH

<b>OVERALL OBJECTIVE</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS (OVI)</b>	<b>SOURCES OF VERIFICATION</b>	
To contribute to the strategic development of Bosnia and Herzegovina's labour market	The following BiH Employment strategy targets reached: 2% increase of employment rate 2.5% increase of women employment rate 30% decrease of youth unemployment rate)	Employment strategies, Yearly LFS, Reports of the Agency for Statistics of BiH	
<b>SPECIFIC OBJECTIVE</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS (OVI)</b>	<b>SOURCES OF VERIFICATION</b>	<b>ASSUMPTIONS</b>
To foster sustainable, partnership-driven active labour market frameworks at the local level for an increased access to formal employment, particularly in flood-affected areas	<p>By the end of the project, at least 42 organizations participating per implementing LEP (disaggregated by type of organization: private sector, NGO, public sector, social partners)</p> <p>By the end of the project, 20% increase in the number of services offered by implementing LEP members to job seekers, employees and entrepreneurs (disaggregated by location: flood affected area / non-affected area)*</p> <p>By the end of the project, 20% increase in the number of people placed in formal jobs after receiving implementing LEP members' support (disaggregated by location: flood affected area / non-affected area, age and sex)*</p> <p>By the end of the project, 5 LEPs report the creation of links, councils or partnerships between private sector and education and TVET providers</p>	<p>Statistics from employment agencies<sup>9</sup></p> <p>Labour market surveys</p> <p>ALMM evaluation reports</p> <p>ALMM budgets</p> <p>Project reports</p> <p>Steering Committee Minutes</p> <p>LEPs reports and meeting minutes</p>	<p>Macroeconomic outlook of BiH remains stable.</p> <p>Local policy makers supporting labour market development efforts.</p> <p>Key stakeholders are committed to participating in Local Employment Partnerships.</p> <p>Applicants can meet 10% co-financing requirement</p>

<sup>9</sup> RS Public Employment Service, FBiH Public Employment Service or BD Public Employment Service, depending on where the beneficiary municipality is situated.

	<p>(disaggregated by location: flood affected area / non-affected area)</p> <p>By the end of the project, 20% decrease in the cost per beneficiary of the implementation of active labour market measures</p> <p>By the end of the project, at least 4 local employment offices offering either tailored-made services to vulnerable groups and hard-to-employ people or having mainstreamed ways for effective access by them.</p> <p>By the end of the project, 20% increase in number of people with raised qualifications (disaggregated by location: flood affected area / non-affected area, sex disaggregated, )*</p> <p>By the end of the project, 5 LEPs report the creation or equipment of innovative teaching methods and curricula for schools (disaggregated by location: flood affected area / non-affected area)</p> <p>* Given the action's timeline, it will not be possible to measure job retention within the lifetime of this project.</p>		
<b>RESULTS</b>	<b>OBJECTIVELY VERIFIABLE INDICATORS (OVI)</b>	<b>SOURCES OF VERIFICATION</b>	<b>ASSUMPTIONS</b>

<p><b>Result 1:</b> Key local stakeholders across the country have increase awareness and capacity to participate in the LEP scheme and funding opportunities available.</p> <p><b>Result 2:</b> Eligible LEPs successfully design local employment development initiatives for financing from the EU and local resources.</p> <p><b>Result 3:</b> LEPs are capable of successfully defining and steering the implementation of active labour market policy measures supporting the execution of employment/human resources integrated development</p>	<p>1.1 At least 80 municipalities/towns present concept notes to be considered by the Call for Expression of interest (disaggregated by location: flood affected area / non-affected area)</p> <p><b>Status : 112 Municipalities were part of the concept notes presented</b></p> <p>1.2 At least 60% of the concept notes submitted are selected to participate in the call for Proposals (disaggregated by location: flood affected area / non-affected area)</p> <p><b>Status : 37.5% ( 48 selected , 129 out of 157 met administrative criteria to be evaluated)</b></p> <p>2.1 At least 90% selected LEP members are trained to present their detailed project proposal</p> <p><b>Status: 87 persons ( 51 women and 36 men) from 48 LEP's participated in the training</b></p> <p>2.2 At least 27 municipalities/towns are selected in the Call for Proposals (disaggregated by location: flood affected area / non-affected area)</p> <p><b>Status:</b> <b>22 municipalities( 5 floods affected)</b></p> <p>3.1. At least 1,000 unemployed or working poor trained (soft skills, vocational skills) through LEPs -financed actions (disaggregated by location: flood affected area / non-affected area, age and sex). At least 33% of which should be youth, minorities, returnees, IDP's, flood-affected population, low-qualification, long term unemployed or people with disability*</p>	<p>Local Employment Partnership Agreements and MoUs</p> <p>Progress reports</p> <p>Monitoring reports</p> <p>Evaluation reports</p> <p>Annual Reports</p> <p>LEPs reports and meeting minutes</p> <p>Local employment strategy documents</p>	<p>There are sufficient resources for continuing and expanding local employment policies and measures.</p>
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strategies, in line with specific local needs	<p>3.2. At least 500 employed trained (re-training, life-long learning) through LEPs - financed actions (disaggregated by location: flood affected area / non-affected area, age and sex)*</p> <p>3.3. At least 50 companies receive support to strengthen their services (training, finance, technical assistance)</p> <p>3.4 At least 250 people receive support to start their own enterprise (training, technical assistance, finance, etc.) through LEPs -financed actions (disaggregated by location: flood affected area / non-affected area, age and sex)*</p> <p>3.5. 20% increase in the number of implementing LEPs that adopt local employment strategies and/or action plans</p> <p>3.6 50% of implementing LEP members include programming aspects in their local employment strategies</p> <p>3.7 Number of employment related project proposals prepared and implemented in line with strategies/action plans</p> <p>3.8. 20% increase in the number of beneficiaries to whom local public employment offices and other implementing LEP members are offering tailored-made VCCG services, including vulnerable groups and hard-to-employ people</p>		
ACTIVITIES	MEANS	OVERALL COST	ASSUMPTIONS
<b>Activities</b> <b>Inception Phase</b> 0.1. Establishing the project management structure (office, staff, utilities, Steering	Contribution Agreement with International Organisation Training Materials Project Pipeline Studies Grant Scheme Call for Proposal	4,44 Million euro	Data of the local labour market is available and reliable  Secondary procurement is met with sufficient interest from reliable suppliers

<p>Committee)</p> <p>0.2. Reviewing background materials and final reports from relevant previously implemented EU-funded projects</p> <p>0.3. Building awareness of the Action</p> <p>0.4. Drafting Communication Strategy and Visibility Plan</p> <p>0.5. Drafting the Inception Report</p> <p><b>Activities</b></p> <p><b>Component 1:</b></p> <p><b>Country-wide awareness raising activities on the funding opportunities available, and selection of eligible applicants</b></p> <p>1.1 Preparing the documentation and design of the financing scheme (eligibility criteria, indicative allocations, indicators, size, co-financing requirements, preferred types of activity, selection procedure, contracting arrangements)</p> <p>1.2 Broad public awareness raising activities on the new funding opportunities (including</p>	<p>Contracts with selected beneficiaries</p>		
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<p>country-wide promotion of the LEP financing scheme)</p> <p>1.3 Launching the Call for Expressions of Interest</p> <p>1.4 Selecting eligible applicants based on pre-established criteria and assessment by an Evaluation Committee</p> <p><b>Activities</b></p> <p><b>Component 2: Capacity development and technical support for eligible applicants, and selection of LEPs</b></p> <p>2.1 Launching the Call for Proposals for eligible applicants only</p> <p>2.2 Providing technical assistance to all eligible applicants for drafting the proposals and increasing LEPs capacities, including those related to developing a project portfolio, i.e. pipeline of projects for existing and new LEPs based on the effective matching between labour market demand and supply</p> <p>2.3 Selecting LEPs</p> <p><b>Activities</b></p> <p><b>Component 3: Monitoring, Institutional strengthening and capacity</b></p>			
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<p><b>development activities for LEPs</b></p> <p>3.1 Providing technical assistance to LEPs for managing and executing the implementation agreement, and conducting projects' monitoring and evaluation activities (implementation exchange, advisory and peer-to-peer sessions)</p> <p>3.2 Assisting LEPs (selected LEP members) in managing and facilitating effective partnerships (team work, information sharing, joint decision-making, conflict resolution, communication, facilitation)</p> <p>3.3 Assisting LEPs (selected LEP members) in assessing the needs of job seekers, identifying measures to expand the labour demand at the local level, including skills, unsatisfied vacancies and the needs of employers and potential investors</p> <p>3.4 Assisting LEPs (selected LEP members) in interpreting the local labour market supply needs and developing new and innovative services targeting</p>			
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<p>the unemployed, with a focus on vulnerable groups</p> <p>3.5 Assisting LEPs in institutional building (governance, type of organization, legal status, management, financing, sustainability)</p> <p>3.6 Reviewing and assessing current employment strategies in the areas where LEPs are located</p> <p>3.7 Developing local active labour market measures and employment action plans</p> <p>3.8 Training LEPs (selected LEP members) on monitoring and evaluation of employment action plans and strategies</p> <p><b>Activities</b></p> <p><b>Component 4:</b></p> <p><b>Close Down Phase</b></p> <p>4.1 Development of summarized reports on project implementation and results</p> <p>4.2 Dissemination and multiplication of project results</p> <p>4.3 End of project Conference</p>			
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