



Final Report to USAID

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“Youth Eco Leadership Corps” (YELC)
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Marija Erić from Zvornik got a YELC enterprise grant for crops and a greenhouse and started a strawberry business.

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Srebrenica Eco-Action Team

“When you help, you become more human. This is more than ordinary friendships. This is about working together to make something better.” Natasha, 2012 YELC participant

1. Executive Summary

YouthBuild International with its local partners—PRONI Centre for Youth Development, Center for Energy Efficiency (CEEf), Center for Sustainable Development (CSD), Youth Information Agency (OIA), and four local youth and environment NGOs—implemented the Youth Eco Leadership Corps (YELC), a 21-month project, to place 750, 16-30 year old, women and men into future-focused roles through environmental action that directly improves the lives of children, rural families, and older citizens in 28 municipalities in the North-East Region BiH.

The goals of YELC were:

- 1) To establish a self-managing, sustainable corps of well-informed, engaged, and inspired young leaders to promote green policies, practices, and projects for the economic and social benefit of citizens of North East BiH;
- 2) Place young people into safe, stable, well-paying entry-level livelihoods in the green sector;
- 3) Build alliances among public, private, and NGO sector stakeholders focused on the green economy agenda.

Progress toward meeting YELC goals and objectives was impressive. Specifically,

- 719 out of 750 (15% above the target), 16-30 women and men completed training and contributed a total of 21,570 hours of volunteer labor into improving their communities;
- 75 community environmental projects such as landscaping, school improvements, playground repairs, trash removal, park revitalization, and public awareness campaigns were completed in 28 cities, towns, and villages;
- 810 low-cost, durable, solar lanterns were assembled and distributed to 25% of the 2,700 rural homes lacking regular electric service with a total return on investment of \$26,730 annually in energy savings;
- 30 sub-standard rural homes (17% above the target) were weatherized to improve energy efficiency for a \$3,600 per winter savings on heating fuel for 30 vulnerable families;
- 93 participants completed three-day residential skills trainings in solar technology, water-leak detection, green building, and bio-mass heating; 26 (47% of the target) of these trainees found jobs, internships, or further training in the green sector;
- 12 YELC graduates (20% above target) including four women won business start-up grants and launched income generating activities and micro-enterprises;
- 50 young people on the Policy Council engaged more than 4000 citizens through public environmental campaigns and promoted a national recycling policy;
- 232 companies, municipalities, schools, NGOs and other organizations joined the YELC Green Alliance to promote environmental stewardship;
- Graduates launched three new environmental NGOs in BiH.

The YELC formative evaluation observed,

“The collective picture emerging from survey data is strikingly positive about project experience, dovetailing with results of a January 23, 2013 online survey of 250 YELC participants conducted by OIA. Young people believe they have expanded their repertoire

of skills and knowledge in ways that enhance employability and boost competence and confidence as individual social actors and change agents. They place the highest value on friendships, leadership, and service. They are more circumspect about the impacts of the project on the overall community whose problems and conditions they see as less immediately amenable to change. “

YELC testifies to the fundamental transformative power of healthy peer-to-peer relations, which constitutes a guiding premise for YouthBuild and its local partners. These relations are cultivated through hard work to create a group ethos that holds members accountable to each other and to the local community and larger society to which they are a part. Individual and collective well-being are thus intertwined and reinforcing.

Using environmental stewardship as the thematic frame, YELC recruited, trained and deployed clusters of youth to get involved and make a difference. The ‘green projects’ that were carried out achieved over-lapping benefits. First, participants forged among themselves a sense of solidarity and joint purpose. Second, they conveyed to local residents a positive symbolic image, one in sharp contrast to the negative stereotype of youth as passive and apathetic. Third, they enhanced the quality of public life, as indexed by a cleaner river bank, a weatherized house or some other tangible public goods. And fourth, they raised environmental awareness among citizens, businesses and municipal authorities, laying the ground for on-going local campaigns.

The evaluation and direct on-the-ground experience of the project team also highlighted some of YELC’s weaknesses and challenges. The project was complicated, ambitious, geographically dispersed, and, in some cases, reaching beyond its realm of influence. Placement goals for graduates into jobs, internships, and further training proved nearly impossible to achieve in BiH’s stagnant, weakening economy. When placements were found, it was always in Sarajevo not in YELC hub communities and the project didn’t have resources to help students relocate from their homes to Sarajevo. As a result YELC reached only 47% of its target for placement.

The program was designed to mobilize large groups of youth for short-term sessions of environmental training, leadership development, and community asset building. With project activities going simultaneously in four hub municipalities the short-term sessions pushed the management team into a Herculean effort of recruiting, orienting, training, and supervising work teams in many locations simultaneously. Coordination and communication was complicated as a result. These complications coupled with the short-term, fast paced activity, challenged the technical staff to plan, organize, equip, and supervise the community asset building projects.

The political, social, and economic environment in BiH was discouraging to the Policy Council that worked hard to gain influence and a voice in local environmental policy. This group of 40 participants was able to effect change on the municipal level, convinced several political candidates to adopt environmental platforms, and attracted thousands of citizens to their cause. But the larger policy environment in BiH was impervious to their efforts and this discouraged participants.

The lessons learned and the recommendations that emerged out of YELC are,

Environmental Stewardship Motivates Young People

YELC demonstrated the incredible potential for engaging, developing, and deploying young people using green themes. As a tool for recruiting, organizing, inspiring, training, deploying, and retaining youth, environmental action resulted in remarkably high retention and graduations rates compared to other youth programs. As a result YELC's other themes of leadership development, inter-ethnic cooperation, community asset building, volunteerism, gender equality, peace, and economic security were absorbed by a large group of young people in Northeast BiH.

Community Asset Building Motivates Young People

The activity most highlighted by participants in the evaluation is community asset building. This YELC component engaged and mobilized young people who were idle but seeking a way to "plug in" to their communities outside of political activity. The YELC community asset building opened their eyes to the benefits of social action, volunteerism, and community service to both participants and to beneficiaries.

The YouthBuild "Corps" Model is Effective in BiH

The team orientation of YELC created meaningful lasting bonds among participants. In focus groups and interviews participants mention their YELC friendships, their seeing past ethnic differences, and enjoyment of working together for the common good. This structure also allowed for talented, motivated young people to rise into leadership roles on their teams, on the policy council, and in a few cases, onto the staff.

BiH Needs a National-Scale Youth Engagement Program

The intertwined trends of youth discouragement, youth marginalization, and youth unemployment do not bode well for the future of BiH. The frustration that young people voice over local politics, local media, outdated attitudes, political corruption, and economic stagnation is intense. And while disempowerment and resignation are common themes in the attitudes of youth in BiH, history has shown that eventually this passivity will give way to potentially devastating action. There is a window of opportunity open now to positively engage youth to help build BiH into a productive, peaceful member of the EU. A large scale youth program



based on national service, community asset building, employment training, non-partisan political activity, environmentalism, or other themes is urgently needed and would produce countless benefits for youth, their communities, and the nation.

Left, Community Cooperation in Pelagicevo: After resistance to the YELC program from some adults in the community, local children showed up on their own every day for a week to help the Eco-Action Team rebuild a school playground.

2. Overview of the YELC Activities and Accomplishments

In September 2011, the American people made an investment of \$991,790 through USAID into the development of young people in Bosnia and Herzegovina. Over the past 21 months, this investment has paid numerous dividends:

- 719, 16-30 women and men completed training and contributed a total of 21,570 hours of volunteer labor into improving their communities with a value of \$31,875 figured at the local minimum wage;
- 75 community environmental projects such as landscaping, school improvements, playground repairs, trash removal, park revitalization, and public awareness campaigns in completed in 28 cities, towns, and villages;
- 810 low-cost, durable, solar lanterns were assembled and distributed to 25% of the 2,700 rural homes lacking regular electric service with a total return on investment of \$26,730 annually in energy savings;
- 30 sub-standard rural homes were weatherized to improve energy efficiency for a \$3,600 per winter savings on heating fuel for 30 vulnerable families;
- 888 young people applied for 750 openings in the YELC program demonstrating that, if given the opportunity, young people are eager to join multi-ethnic teams to improve their communities, help vulnerable citizens, promote environmental stewardship, and improve their own skills;
- 96% of enrollees completed the six weeks of volunteer activity;
- 93 participants completed three-day residential skills trainings in solar technology, water-leak detection, green building, and bio-mass heating; 26 of these trainees found jobs, internships, or further training in the green sector;
- 80 participants attended business development training; 27 submitted business plans and 12 YELC graduates including four women won business start-up grants and launched income generating activities and micro-enterprises;
- 50 young people on the Policy Council organized six public awareness events, four pre-election issues forums with candidates, an environmental survey of 700 citizens, a youth advocacy handbook, and an advocacy campaign targeting 100 key stakeholders promoting a national recycling policy;
- 20 public and private entities adopted new environmental policies after working with YELC.
- 86% of participants have increased interest in environmental protection and energy efficiency
- 79% of participants have increased care on usage of water, electricity, plastic bags etc.
- 83% of participants have increased interest to be actively engaged in environmental protection in the future as activist or part of some environmental NGO
- 97% of participants want to continue their environmental activism;
- 232 companies, municipalities, schools, NGOs and other organizations joined the YELC Green Alliance to promote environmental stewardship;
- Graduates launched three new environmental NGOs in BiH.

YELC Program Goals and Components

YouthBuild International with its local partners—PRONI Centre for Youth Development, Center for Energy Efficiency (CEEF), Center for Sustainable Development (CSD), Youth Information Agency (OIA), and four local youth and environment NGOs—implemented the Youth Eco

Leadership Corps (YELC), a 21-month project, to place 750, 16-30 year old, women and men into future-focused roles through environmental action that directly improves the lives of children, rural families, and older citizens in 28 municipalities in the North-East Region BiH.

The goals of YELC were:

- 1) To establish a self-managing, sustainable corps of well-informed, engaged, and inspired young leaders to promote green policies, practices, and projects for the economic and social benefit of citizens of North East BiH;
- 2) Place young people into safe, stable, well-paying entry-level livelihoods in the green sector;
- 3) Build alliances among public, private, and NGO sector stakeholders focused on the green economy agenda.

YELC participants, working in multi-ethnic teams, built and delivered 810 innovative, low-cost, durable Taa Bora solar lamps to between 25%-30% of the 2,700 rural households in BiH that do not have consistent electrical service. YELC trained and deployed teams of young women and men to conduct energy assessments and weatherize sub-standard homes, create green play areas for children, detect and repair leaky water systems, build erosion controls, and make public presentations on “green” asset building, energy efficiency and environmental stewardship. YELC’s training, awareness-raising, and community work responded to leadership and employment opportunities in the burgeoning green sector of BiH’s economy where public policy, international investment, increased energy costs, and local needs are prioritizing green assets.

Drawing on YBI’s, action-oriented approach to youth leadership development, the program placed young people into visible, positive, productive roles creating green community assets in and around the four hub municipalities of Srebrenica, Tuzla, Bijeljina, and Brčko. Emphasizing, the common good inherent in environmental stewardship, YELC focused on improving the lives of children, the elderly and vulnerable families, especially in rural areas. Any 16-30 year old woman or man was eligible and all ethnic groups were recruited for roughly equal or proportional representation. Young women comprised at least 50 percent of recruits, graduates, and graduate leaders on the YELC policy council and now lead 40 percent against a target of 20% of the new green enterprises established by YELC. Where appropriate, women were organized into women-only work teams for projects such as solar lamp production, and project management that are culturally appropriate, practical, and place them in leadership roles.

Consistent with the YouthBuild approach to youth leadership development, the voice and perspective of young people was infused into all parts of the program planning, design, implementation, management and evaluation through the standing YELC Policy Council. There was a dedicated track of the learning program focused on the achievement of locally relevant leadership competencies.

Component 1: Establishing the YELC Policy Council, Eco-Team Leaders, and Designing Community Projects (Months 1,2,3,4).

YBI, PRONI, Center for Sustainable Development, Youth Information Agency, and local implementing NGOs designed and facilitated a selection and orientation process to establish a policy and decision-making council of young people to help design and direct the program in partnership with municipal leaders and the implementing NGOs. Forty young people from

among 28 municipalities were recruited to conduct a mapping of the regional green sector and to provide input into the design and execution of the YELC program. The council members were trained in group decision-making, conflict management, social marketing, community assessment, and project management. In choosing, planning, and creating green assets, participants practiced community mobilization, needs assessment, group decision-making, facilitation, problem-solving, communication, and project planning. The Council met monthly and organized eight public events to highlight green issues.

Component 2. Deployment of YELC Eco-Action Teams in 28 Municipalities

Local and regional NGOs collaborated with the leadership council to organize YELC Eco-Action Teams at implementation sites in four hub municipalities in the region. Cohorts of 30 corps members each per six-week session at each of four hub municipalities (30 participants x 4 communities=120 participants/session x 7 sessions= 750) were enrolled, oriented, trained, deployed, and graduated during each session. The basic training was designed to improve the use of applied knowledge for practical benefit by drawing on math and science young people learned in school but often don't know how to apply in a work setting. Participants worked in teams in collaboration with municipal officials, private companies, local citizens, and other stakeholders to research, identify, plan, and carry out environmental upgrades in different municipalities. Participants worked on:

- 1) Energy Efficiency: Teams learned about and conducted energy efficiency assessments and weatherization projects on homes, for vulnerable groups, to reduce energy costs, improve heating and ventilation;
- 2) Environmental Stewardship: Teams focused on landscaping, urban forestry, cleaning public areas, playgrounds, and public gardens;
- 3.) Water Conservation: Teams learned about and worked on leak detection, simple plumbing upgrades, and erosion and drainage controls;
- 4.) Renewable Energy: Teams learned about and worked on solar energy projects and build low-cost, durable solar lamps for rural homes.

Component 3: Eco-Enterprise Development. In the second half of YELC, 93 graduates from the action teams were re-enrolled in the program for advanced leadership training, technical credentialing, internships at private firms, and to plan small green enterprises. Six groups of 16 participants each traveled to the CEEF training facility outside Sarajevo for three days of intensive technical training and business development planning. This residential center enabled young people to gain hands on experience with water leak detection and repair, solar installations, bio-mass heaters, and other green technology. CEEF provided business development training and access to private sector partners for internships, jobs, and self-employment opportunities. YBI, CEEF, and a business specialist evaluated the 27 business plans and provided \$1000 start-up grants to the 12 most viable, well-planned enterprises.

Component 4: Sub-Grants and Technical Assistance to Local Community Based Organizations.

YELC built the capacity of four small community-based organizations, some of which are being managed by dynamic young leaders. In addition, YBI, through PRONI, provided small implementation grants to the local CBO's to cover the costs to recruit, provide space, provide lunch, and transport the Eco-Action Teams. (See Attachment: Memorandum on Component #4)

YELC Project Implementation Sites



Snapshot of PMP Outcomes

<p>Overall Intermediate Result: Engaging 720 (16-30 year old) women and men, into leadership roles through environmental action such as weatherized homes, distribution of solar lamps, upgraded community infrastructure that improves the lives of children, rural families, and older citizens in 28 municipalities in the North-East Region of Bosnia and Herzegovina (BiH).</p>				
<p>Intermediate Result 1: To establish a self-managing, sustainable corps of well-informed, engaged, and inspired young leaders to promote green policies, practices, and projects for the economic and social benefit of citizens of North East BiH.</p>				
INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	TARGET	OUTCOME	COMMENTS
1.1. # of youth deployed in YELC Policy Council who report personal behavioral changes, in choices or activities, in support of green policies and practices.	<p>Definition: Policy and decision-making council of young people established to promote green policies and practices. Unit: # of Policy Council youth who report personal changes in behavior or activities that promote green policies and practices.</p>	<p>Of the 40 youth deployed (both ethnically mixed and of mixed gender, at least 50% female); 30 (75%) report adopting personal changes and consistently and actively supporting green policies and practices.</p>	<p>83% of participants have increased or largely increased knowledge and information on environmental issues 86% of participants have increased or largely increased interest in environmental protection and energy efficiency 79% of participants have increased or largely increased care on usage of water, electricity, plastic bags etc. 72% of participants have increased or largely increased communication with others (family, friends, community) about environmental issues 83% of participants have increased or largely increased interest to be actively engaged in environmental protection in the future as activist or part of some environmental NGO 97% of participants want to continue their environmental activism.</p>	<p>YELC conducted an online survey of ALL participants in 2012 and collected responses from 294 participants including the 40 Policy Council members. (See attachments) The Outcome is the responses from the 294 respondents.</p>
1.2. # green policies and practices adopted by public or private entities after engaging with YELC Policy Council.	<p>Definition: YELC Council promoting green policies, practices, and projects for economic and social benefit of citizens in N.E. BiH. Unit: # of green policies and practices adopted by public and private enterprises in N.E. BiH.</p>	<p>Evidence of at least 20 policy or practices adopted by private or public entities.</p>	<p>5 public schools adopted recycling public awareness campaigns; 3 municipalities adopted environmental action plans; 2 municipalities installed recycling containers at their offices; 3 NGOs adopted environmental policies and are continuing YELC activity; 4 youth centers are recycling; 1 youth center is collecting and selling recycled waste for fundraising; 1 mayor incorporated environmental stewardship into his campaign; 1 municipality announced new investments into renewable energy projects.</p>	<p>YELC's policy impact was less than expected and focused mainly on community-level policy changes especially related to recycling which remains a complicated problem in BiH.</p>

Intermediate result 2: Placing young people into safe, stable, well-paying entry-level livelihoods in the green sector.				
INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	TARGET	OUTCOME	COMMENTS
2.1. # of youth that display increased employability by exercising skills and knowledge in YELC activities.	<p>Definition: Eco-Action Teams established in 4 hub municipalities, with capacities of youth strengthened through 6 six-week sessions of basic training and environmental action. Teams will collaborate with municipal officials, private companies, local citizens to research, identify, plan, and carry out environmental upgrades in different municipalities, focusing on energy efficiency, environmental stewardship, water conservation and renewable energy.</p> <p>Unit: # of enrolled participants exercising skills and knowledge that increase employability such as knowledge of green technology and practices, specialized tool use, effectiveness in teams, etc..</p>	<p>Of the 720 young people (50% women) enrolled in Eco-Action Teams. 576 or 80% complete the training.</p>	<p>719 (96%) out of 750 enrollees completed the voluntary YELC program including its skills training and work experience. 68% of survey respondents linked the project to livelihoods. They said that enhanced communication skills, deeper self-knowledge, and better leadership abilities would have a direct pay-off in the world of work. 12 graduates found self-employment.</p>	<p>96% completion for a voluntary program is excellent. In both an online survey of graduates and in focus groups most participants believed YELC improved their employability.</p>
2.1.1 # of youth that display increased employability by exercising skills and knowledge in YELC activities.	<p>Definition: Eco-Action Teams established in 4 hub municipalities, with capacities of youth strengthened through 6 six-week sessions of basic training and environmental action. Teams will collaborate with municipal officials, private companies, local citizens to research, identify, plan, and carry out environmental upgrades in different municipalities, focusing on energy efficiency, environmental stewardship, water conservation and renewable energy.</p> <p>Unit: # of enrolled participants exercising skills and knowledge that increase employability such as knowledge of green technology and practices, specialized tool use, effectiveness in teams, etc</p>	<p>Evidence of increased individual competences in livelihood knowledge, behaviors and skills, such as punctuality, reliability, initiative, technical skills, leadership, and other livelihood competencies.</p>	<p>719 (96%) out of 750 enrollees completed the voluntary YELC program including its skills training and work experience. 68% of survey respondents linked the project to livelihoods. They said that enhanced communication skills, deeper self-knowledge, and better leadership abilities would have a direct pay-off in the world of work. 12 graduates found self-employment.</p>	<p>See above</p>

<p>2.1.2 # of youth that display increased employability by exercising skills and knowledge in YELC activities.</p>	<p>Definition: Eco-Action Teams established in 4 hub municipalities, with capacities of youth strengthened through 6 six-week sessions of basic training and environmental action. Teams will collaborate with municipal officials, private companies, local citizens to research, identify, plan, and carry out environmental upgrades in different municipalities, focusing on energy efficiency, environmental stewardship, water conservation and renewable energy. Unit: # of enrolled participants exercising skills and knowledge that increase employability such as knowledge of green technology and practices, specialized tool use, effectiveness in teams, etc</p>	<p>Evidence of employer interest in graduates such as requests for interns, interviews, proposals, presentations, or workers,</p>	<p>719 (96%) out of 750 enrollees completed the voluntary YELC program including its skills training and work experience. 68% of survey respondents linked the project to livelihoods. They said that enhanced communication skills, deeper self-knowledge, and better leadership abilities would have a direct pay-off in the world of work. 26 graduates were placed into jobs, internships, or further training with green sector employers; 10 graduates found self-employment. 80 participants completed entrepreneurship training; 28 submitted business plans; 12 graduates planned and launched micro-enterprises that are showing positive revenue or showing orders for new business.</p>	<p>See above.</p>
<p>2.2. # of graduates secure jobs, internships, more training, or self-employment, related to the green sector.</p>	<p>Definition: Increase the economic security of unemployed youth through benefits of cooperative, multi-ethnic, multi-generational, community building to promote green policies, practices, and projects for the economic and social benefit of citizens. Unit: # of graduates to secure placements.</p>	<p>55 of the 103 graduates receiving intensive training (least 50% female).gain jobs, internships, or further training in green sector</p>	<p>93 YELC graduates completed intensive training—90% of target. 26 of 55 (47%) gained jobs, internships or further training in the green sector. 80 participants completed entrepreneurship training; 27 submitted business plans; 12 graduates planned and launched micro-enterprises that are showing positive revenue or showing orders for new business.</p>	<p>Placement into jobs and internships proved difficult due to a weak economy and that placement options were in Sarajevo not the communities where YELC students live.</p>
<p>2.2.1 # of graduates retained through the end of YELC in jobs, internships, self-employment that were secured prior to the YELC end date</p>	<p>Definition: Increase the economic security of unemployed youth through benefits of cooperative, multi-ethnic, multi-generational, community building to promote green policies, practices, and projects for the economic and social benefit of citizens. Unit: # of graduates retained in placements secured prior to the end of YELC</p>	<p>A subset of 20 of the 55 graduates to gain jobs, internships or further training prior to the end of YELC and are retained until the end of YELC</p>	<p>25 of 26 (96%) graduates placed into internships, jobs, or further training were retained until the end of YELC or remain in those positions.</p>	<p>Placement into jobs and internships proved difficult due to a weak economy and that placement options were in Sarajevo not the communities where YELC students live.</p>
<p>2.3. # of viable new</p>	<p>Definition: Increasing the</p>	<p>10 graduates lead the new</p>	<p>80 participants completed entrepreneurship training; 27</p>	

<p>micro- and small eco-enterprises organized by YELC graduates.</p>	<p>economic security of youth through benefits of advanced training, technical assistance and start-up grants to viable, well planned enterprises. Enterprise specialists will evaluate the 10 business plans and provide \$1000 start-up grants to viable, well-planned enterprises.</p> <p>Unit: # of viable eco-enterprises organized by YELC graduates.</p>	<p>green micro-enterprises (at least 50% female) and 50% show positive revenue or orders for new business that will result in positive revenue</p>	<p>submitted business plans; 12 graduates planned and launched micro-enterprises that are showing positive revenue or showing orders for new business.</p>	
<p>Intermediate result 3: Building green community assets in N.E. BiH.</p>				
INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	TARGET	OUTCOME	COMMENTS
<p>3.1. # of public, private, and NGO sector stakeholders to join YELC alliance to promote young leaders in the region</p>	<p>Definition: Public, private, and NGO sector stakeholders will be recruited to join the YELC alliance to promote green policies, practices, and livelihood in N.E. BiH. Promoting young leaders will be defined broadly to be virtually any evidence that adults see young people as being responsible, capable, and a positive force worthy of attention and respect. . Unit: # of alliance members engaging young leaders.</p>	<p>At least 8 local NGOs, 10 municipalities, and 4 private sector stakeholders produce evidence of engaging and promoting youth leaders by, for example, featuring YELC students in public or media events, hiring YELC graduates, or inviting input from YELC students.</p>	<p>88 local NGOs, 99 public institutions and schools, and 45 private sector entities joined the YELC alliance and featured YELC participants in events, media activities, internships, jobs, civic gatherings, political events, and other activities.</p>	<p>Interest in the YELC green agenda proved compelling for many schools, municipal leaders, NGOs, and businesses.</p>
<p>3.2. # of green community improvements and assets created including the delivery of Taa Bora solar lamps.</p>	<p>Definition: Teams deployed to conduct energy assessments and weatherize sub-standard homes, create green play areas for children, detect and repair leaky water systems, build erosion controls. Teams will build and deliver innovative, low-cost, durable Taa Bora solar lamps to a number of rural households that do not have consistent electrical service. Unit: # of green improvements and assets including solar lamps.</p>	<p>At least 50 entities—that is any public, private, civic, or NGO sector organization that benefits from YELC—plus 800 Taa Bora lamp recipients see benefits from the YELC green community improvements in N.E. BiH.</p>	<p>YELC weatherized 30 houses against a target of 25 homes; Installed 27 triple recycling containers; Completed 810 solar lamps against a target of 800; Completed 9 bird houses; And more than 75 community clean-up and improvement projects.</p>	<p>See sidebar on the return on investment for these projects.</p>

PMP NOTES: A Green Policy is any directive that an NGO, a public entity, or a private entity adopts that is intended to increase energy efficiency, reduce waste, conserve resources, or promote environmental stewardship; A Personal Change is any self-reported or observed difference in behavior, attitude, choices, or actions in an individual; Increased Employability is the gaining of skills, knowledge, attitudes, credentials, experience, resources and other assets known to be valued in any economy and in the labor market. YELC is not trying to demonstrate that gaining hands-on work experience increases employability since this is already well-documented and widely accepted as essential to work life. YELC is trying to ensure that participants do gain this practical, hands-on experience in their communities through the Eco-Action Teams. Also, since the market is a supply-demand equation and the economy of BiH has a jobs shortage (demand) not a worker shortage (supply), YELC is impacting only one side of this equation. Our hope is to make young people as marketable as possible so that when opportunities emerge our graduates are ready. But, in the design of YELC, we have limited impact on the demand side of the equation creating jobs.

A Green Asset broadly is any resource that benefits citizens that is derived from the environment such as parks, beaches, water features, outdoor "restorative spaces," protected or preserved land, , and other natural assets. Green Assets also can be human-made elements that benefit citizens while also conserving resources, protecting natural features, or restoring resources such as tree farms, reforested land, playgrounds, trails, recycling facilities, erosion controls, and coops or "swaps" for the exchange and reuse of construction or agricultural materials. On a small scale the Taa Bora solar lamp is a green asset for the home.



Above, a Tuzla Eco-Action Team, and right, Mara Stevanović started a bee keeping enterprise in Ugljevik. She purchased five hives and processing equipment with her YELC enterprise grant.



Explanation of PMP Outcomes

Intermediate Result 1: To establish a self-managing, sustainable corps of well-informed, engaged, and inspired young leaders to promote green policies, practices, and projects for the economic and social benefit of citizens of North East BiH.

YELC activities toward IR1 included outreach and recruitment in 28 towns, villages, and cities and collecting 888 applications for 750 program openings. Applicants attended rigorous weeklong orientation sessions that included theoretical, practical, and experiential learning activities related to environmental stewardship, green technology, and leadership development. From these sessions, Eco-Action teams of 30 participants each were organized to operate out of the offices of local community based “host” organizations in the four hub municipalities. These host organizations provided a local YELC point of contact, administrative support, offices, storage, refreshments, communications coordination, outreach, and meeting facilities. Working simultaneously in all four hubs, 120 young people participated in YELC activities for 30 hours each week in six weeks sessions. In this way a total of 719 young people participated. Classes,

public gatherings, media events, technical training, materials distribution, project planning, and community-based work projects were organized for each of the teams by pairs of local Eco-Team leaders.

These eight paid team leaders gained advance leadership and technical training, practiced management and supervision, and gained valuable work experience. Half of each team’s time was spent in planning, organizing, and implementing community asset building projects.



The YELC Policy Council, a sub-set of 40 participants that was coached by staff from the Youth Information Agency met for monthly meetings to plan quarterly public awareness events served to link the eco-teams’ activities and helped to communicate a unified message among all participants. This council engaged with more than 4000 citizens in Northeast BiH through pre-election events, citizen surveys, street events, and online campaigns. These efforts clearly inspired and mobilized a large number of young people in the region. In the second year young people from Serbia and Croatia were asking to apply to YELC. The Facebook page was seeing 3,500 hits a week at the peak of the program. For a glimpse of the Policy Council’s online campaigns see:

- Video with Infographics: <http://www.youtube.com/watch?v=MikqGHgTcao>

- Music Video done by PC Breko
members: <https://www.youtube.com/watch?v=zJhrDqGCY8k>
- Web for campaign with infographics: www.kampanja.mladi.info
- Facebook Advocacy Group: <https://www.facebook.com/groups/savjet.mel>

As noted earlier, YELC made significant, measurable improvements in the 28 target communities and young people rated their experiences in positive, meaningful terms. However, as the evaluation observed, the six-week cycle of activities was simply too little time to deeply impact participants or to prepare and deploy participants in large-scale, technically complicated, high impact work projects. Economic outcomes, leadership outcomes, and community asset building all could have had longer-term effects on both youth and their communities. As a result, much of the community asset building consisted of smaller scale service project such as clean-up, trash removal, landscaping, and painting. And while beneficial, it would have been more effective for young people to be engaged for longer sessions to achieve greater community impact. As a result, while YELC did inspire and mobilize a large number of participants and affect a large number of beneficiaries, it did not leave a “self-managing, sustainable corps” of young activists. It has left a group of inspired, motivated, environmentally conscious citizens who report an eagerness to continue working, organizing, and networking around green issues. In response, in the YELC Exit Strategy and Sustainability Plan which is included as an attachment, the project team has made long-term plans to maintain the YELC Facebook page, webpage, a local point of contact for alumni, and to organize a one-year YELC alumni gathering.

YELC will be “institutionalized” through a standing committee of the Policy Council which has agreed to continue meeting, has outlined an action plan, will maintain the Facebook page, will plan the alumni reunion, and will identify additional opportunities for YELC-related activities.

Intermediate result 2: Placing young people into safe, stable, well-paying entry-level livelihoods in the green sector.

Activities associated with IR2 included classroom-based theoretical training, classroom-based practical training, and worksite-based applied learning in both technical skills and soft skills. YouthBuild’s “Leadership for Livelihoods” approach to leadership development provided both theoretical and applied learning for young people to practice essential work skills that are notably absent among youth in the Western Balkans. At the same time, the technical training in green technologies was especially attractive to youth and relevant for the emerging green economy in the region. Participants were eager to learn, fully engaged with activities, and understood the value of the YELC approach, as evidenced by the project’s 96% completion rate. A majority of them reported in focus groups that their main reason for applying to YELC was to improve their employability. Participants did see value in the technical training and leadership development activities in improving their qualifications and prospects for work. YELC’s placement target was 55 but only 25 of the participants remained in jobs and internships by the end.

All placements were a result of CEEF’s excellent technical training. The residential technical training provided by CEEF at its training facility was particularly effective in building marketable skills for participants. For the 93 best performing participants selected for advanced training the experience was positive. The training was significantly more advanced than the basic YELC training and focused on active green sectors in BiH such as solar installation, water leak

detection, green building, and biomass heating. Graduates found jobs and internships in all these fields. Additionally, as a residential experience, CEEF's training offered the added benefit of peace-building, inter-ethnic cooperation, and leadership practice without explicitly highlighting these themes.

A high point related to IR1 was the YELC Eco-Enterprise Grants to graduates who completed an entrepreneurship training program, submitted a viable business plan, and signed a grant and mentoring contract. Eighty graduates entered this component of YELC, 27 submitted business plans and 12 won \$1000 grants. Participants submitted ingenious ideas and the 12 best planned concepts were funded. Along with their grants they receive daily mentoring and technical assistance from a business development coach.

The YELC enterprises include three agricultural businesses (blueberries, strawberries, and mushrooms), a woodworking business, the first electric bike assembler in BiH, a concrete fabricator, a corn vendor, a craft and jewelry artist, a fast food vendor, a bee keeper, an electronics assembler, and a web designer.

For a glimpse of a few businesses in action watch:

http://www.youtube.com/watch?feature=player_embedded&v=KC_nK_ENbpl



A tangential but potentially significant livelihood component for YELC was the energy efficiency credentialing training that YBI delivered to both the YELC technical staff and the eco-team leaders, all of whom are young people. This capacity building which resulted in certification based on international standards provides professional credentials in a new and expanding sector in BiH.

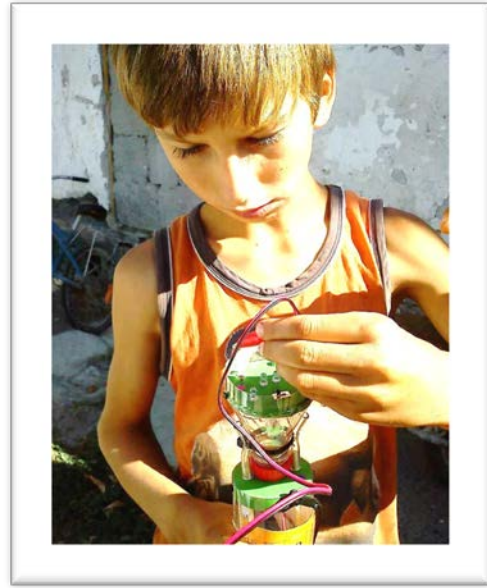
Above, Asmira Fejzić from Srebrenia started a blueberry farm on her family's land. She purchased 100 plants, fertilizer, and other materials with her YELC enterprise grant. Left, Amire Delić from Čelić started a woodworking business. He used funds to purchase new equipment.

Intermediate result 3: Building green community assets in N.E. BiH.

YELC was very successful in building green community assets in the target region. The environmental projects were visible, inspiring, and created lasting improvements for local citizens. YELC participants logged more than 20,000 hours of community service working on green improvements. Much of this work resulted in measurable financial returns for the beneficiaries.

Return on Investment from YELC Solar Lamp Distribution to Rural Homes in BiH

Of the estimated 2,700 homes in BiH without regular electric service, between 25 and 30% received Taa Bora lamps (Some homes received more than one lamp.). While electric rates vary in various parts of Bosnia, household rates average USD \$0.12 per KWH. As an example, if one light bulb represents 100W, a consumer who lights one light bulb for an average of eight hours per day will consume approximately \$0.10 per day. Assuming constant energy rates, keeping this light bulb on for eight hours a day for one year will cost \$35 in BiH.



The Taa Bora, a solar LED lamp, will consume \$0 for the first three years, since it is solar powered and the batteries normally last three to four years. When the batteries are replaced, the average cost is \$6.00. When amortized for three years, the yearly cost of the batteries is \$2 per year, giving a net annual electric savings of \$33 per lamp. YELC assembled and distributed 810 solar lamps for a total savings of \$26,730 in annual energy costs for poor families in N.E. BiH. Additional savings are gained through longevity. A typical incandescent light bulb lasts two to three years while the Taa Bora LED bulbs can last up to 20 years saving the cost of as many as 10 standard bulbs. The highly efficient LED bulbs emit 10% of their energy in heat and 90% of their energy in the form of light. By contrast, incandescent bulbs emit only 10% of their energy in light and the additional heat from these bulbs degrades electrical components which contributes to additional replacement costs. For families with no electricity, the Taa Bora provides inexpensive, clean, durable and bright lighting. And while these families may not



benefit from the financial returns, they do gain the benefits of increased family economic activity and educational activity that nighttime lighting has been shown to produce. (See: *Mona Dave's. When the Lights Go On: Household Electrification and Educational Outcomes in Rural India. Georgetown University, 2013.*)_____

Above, a young boy learns to charge the YELC Taa Bora lamp with a solar panel and below left a family receives solar lamps as part of a Red Cross humanitarian aid delivery.

*Return on Investment from YELC
Weatherization of Sub-Standard Homes in
BiH*

The calculation of the ROI for YELC home weatherization is based on a rural home in Lukavac which measures roughly 60 cubic feet and uses a smederevac (wood stove) as its heating source. This family, through the winter months, burned about 1.5 cubic meters on average of wood per month. In BiH, which sits at 44 degrees North Latitude, a typical home will use its smedervac for six months per year. After the YELC weatherization took place, the family reported they were burning about 1 cubic meter per month, a .5 cm reduction monthly. One cubic meter of burnable wood costs 70 BAM (roughly \$50) which means that this family was spending around 100 BAM/month on fire wood before the weatherization and about 70 BAM/month after the weatherization, a savings of 30 BAM (\$20) each month. The total annual cost savings for the 30 homes YELC upgraded is \$600/month or \$3,600/winter.



To put these numbers into perspective, an average worker—perhaps someone who works in a café—makes about 300 BAM (roughly \$200) per month. Assuming that this worker is working a five-day work week, this breaks down to about 15 BAM/day. According to these numbers, a typical café worker must use about a third of the monthly income solely to heat his/her home.

The YELC crews spent roughly \$917 in materials on each of 30 homes. At a savings of 30 BAM (roughly \$20) per month x six heating months per year equals a 7.6 years for cost recovery. This payback is directly connected to fuel consumption. Other factors, for example, the fact that less wood burned per household will have a direct correlation to the amount of CO/CO2 emitted whereby the home's air quality increases and therefore health risks decrease. So a



“physiological” payback could be argued. Decreasing the amount of wood burned means less demand for forested goods which would have a direct impact, however tiny, on the level of deforestation so an “environmental” payback occurs.

When asked if he was enjoying the savings, the man of the household replied, “Yes, the extra money goes towards medicine and books.” This statement was helpful in that it demonstrates (maybe not for every household) what voids lie in the general residential infrastructure, and how something like weatherizing a home can have a direct impact on both health and education.

Above and below left, weatherization consisted of energy assessments, insulation, improved ventilation, caulking, planting shade trees, upgraded windows and doors, and other improvements

3. Summary of Problems/Obstacles Encountered

Intense Management Demands

YELC was a complicated project involving a large group of participants across a wide geographic area with eight local implementing partners and a lofty set of goals. This ambitious design placed intense demands on the management staff. Project coordination and communication was constant as the key four implementing partners worked together to carry out numerous project activities simultaneously and in different locations. This coordination was further complicated by the involvement of four local community groups serving as “host” organizations for the YELC Eco-Action teams. These local hosts provided a point of contact, administrative support, office space, storage, outreach, and other help to the teams. These four host CBOs report to the project director at PRONI. These organizations benefited greatly from their involvement in YELC through both financial support and technical capacity building, but they added a layer of complication to the project.

YELC required a high degree of collaboration and coordination with public and private sector entities which brought more stakeholders into the mix. Community projects often required the approval of municipal officials, distribution of solar lamps and home weatherization required collaboration with humanitarian organizations, and policy council activities required communication with officials, the media, and policy makers. Project communication was extremely challenging but also paid off in the high visibility of YELC throughout BiH and into Croatia and Serbia.

Challenging Start Up

Administrative delays, personnel changes, religious holidays, and the worst winter in 100 years conspired to slow down the project start-up which had originally provided for four months of planning and organizing. With the loss of much of the up-front planning time, the team was forced to launch the project even as the management systems were still being put into place. The terrible winter weather in late 2011 and early 2012 forced the team to refocus the project on indoor activities which was challenging given YELC’s emphasis on building green community assets. The project was launched on schedule but the management team spent several months recovering from the challenges of the start-up problems at the beginning of the project.

Complex Schedule/Short-Term Engagement

YELC was conceived as an intensive, short-term engagement of young people in an environmental skill building and awareness raising process. Its six-week sessions allowed for 750 young people to be introduced to the YELC green concepts but also created a complicated schedule of activities and lacked the duration required for a deep impact on young people. As a result, the “absorption” of the YELC themes, principles, lessons, and skills did not achieve the level of effectiveness that they might have had with a longer-term engagement of participants. YELC did provide many youth with a positive experience of environmental education and activism—evidenced by the 96% completion rate—but it may have had a more profound effect with a smaller group of participants enrolled for a longer period of time. In the mid-term evaluation, participants made clear they wanted a longer project. A longer-term engagement might have produced stronger placement outcomes for jobs and internships.

This short-term engagement meant that the project director and management team were busy with a constant cycle of recruitment, enrollment, training, deployment all at the same time in four

different hub communities. Meanwhile the CSD technical team was traveling to different project communities every day, training participants, setting up community projects, coordinating materials delivery, and anticipating weather or other contingencies. As a result the consistency of the in-the-field technical training and community service experience varied from group to group with some getting better training than others.

Weakening Job Market and Limited Opportunities Outside of Sarajevo

When YELC started, youth unemployment was nudging toward 60% and it continued to climb through the 21 months of the project. The region's economy remained in a slump and jobs and internships were scarce. CEEF made contact with a vast number of private sector companies in the green sector but arranging for graduate placements provided difficult. Placement was further challenged by the fact that while YELC was based in four hub communities most placements were available in Sarajevo, not the small hub municipalities. If graduates could not afford a move to Sarajevo, taking a placement there was not possible.

Deteriorating and Discouraging Context for Youth People

The YELC evaluation makes painfully clear the corrosive effects on young people of the state of politics in BiH. As a leadership development program, YELC faced the countervailing effects of pervasive entrenched corruption and incompetence among local political leaders.

Unwieldy Size of the Policy Council

The small Working Group of the Policy Council proved to be more effective than the full 40-person Policy Council, so OIA is continuing to coach and advise this smaller group of highly motivated participants. Activities of this group are communicated to all alumni through the Facebook page. This group has become the YELC Standing Committee outlined in the Sustainability Plan.

4. Findings, Comments, Recommendations, and Lessons Learned

Environmental Stewardship Motivates Young People

YELC demonstrated the incredible potential for engaging, developing, and deploying young people using green themes. As a tool for recruiting, organizing, inspiring, training, deploying, and retaining youth, environmental action resulted in remarkably high retention and graduations rates compared to other youth programs. YELC's applicant pool was 15% greater than the available slots and the graduation rate was 96%, 15% higher than expected. As a result YELC's other themes of leadership development, inter-ethnic cooperation, community asset building, volunteerism, gender equality, peace, and economic security were absorbed by a large group of young people in Northeast BiH.

Community Asset Building Motivates Young People

The activity most highlighted by participants in the evaluation is community asset building. This YELC component engaged and mobilized young people who were idle but seeking a way to "plug in" to their communities outside of political activity. Also, many young people seem to believe that lack of employment must mean a lack of meaningful, productive daily activity. The YELC community asset building opened their eyes to the benefits of social action, volunteerism, and community service to both participants and to beneficiaries. YELC mobilized many university educated environmental engineers, scientists, and lawyers who had never worked in

their chosen fields and who had not found ways to engage their expertise or passion in the green sector.

The YouthBuild “Corps” Model is Effective in BiH

The team orientation of YELC created meaningful lasting bonds among participants. In focus groups and interviews participants mention their YELC friendships, their seeing past ethnic differences, and enjoyment of working together for the common good. This structure also allowed for talented, motivated young people to rise into leadership roles on their teams, on the policy council, and in a few cases, onto the staff.

BiH Needs a National-Scale Youth Engagement Program

The intertwined trends of youth discouragement, youth marginalization, and youth unemployment do not bode well for the future of BiH. The frustration that young people voice over local politics, local media, outdated attitudes, political corruption, and economic stagnation is intense. And while disempowerment and resignation are common themes in the attitudes of youth in BiH, history has shown that eventually this passivity will give way to potentially devastating action. There is a window of opportunity open now to positively engage youth to help build BiH into a productive, peaceful member of the EU. A large scale youth program based on national service, community asset building, employment training, non-partisan political activity, environmentalism, or other themes is urgently needed and would produce countless benefits for youth, their communities, and the nation.



Right, YELC participants were affected by meeting the beneficiaries of their work and learned that many of their fellow citizens lived in much worse circumstances than their own.

On-Line Survey of YELC Graduates



YELC – On-line Survey
<i>Final Report</i>
April 14, 2013

Period: January 8th – 22nd, 2013 and in addition April 8th – 14th, 2013

Number of responses: 294 (41% of YELC participants)

Profile of responders:

- **44%** Male and **56%** Female
- Under age 18 = **28%**, 18-24 = **50%** and 25-30 = **22%**
- From **22** municipalities/communities (all where YELC had program)
- Finished training cycle (1st = 14%, 2nd = 13%, 3rd = 15%, 4th = 16%, 5th = 29% and 6th = 13%)

Answers:

1. Did participating in YELC change your behavior toward or thinking about environmental issues?

Mark how much do you agree with following statements?

- **83%** of participants have increased or largely increased knowledge and information on environmental issues
- **86%** of participants have increased or largely increased interest in environmental protection and energy efficiency
- **79%** of participants have increased or largely increased care on usage of water, electricity, plastic bags etc.
- **72%** of participants have increased or largely increased communication with others (family, friends, community) about environmental issues
- **83%** of participants have increased or largely increased interest to be actively engaged in environmental protection in the future as activist or part of some environmental NGO

2. Did participating in YELC change your behavior toward or thinking about taking action to improve your community?

- **72%** yes (e.g. Through involvement in other projects, different eco actions, joining other NGO's, eco-clubs in school, with different behavior, taking part in Policy Council, initiating their own projects or creating their own organization etc.)
- **11%** skipped answer
- **17%** no (e.g. because of lacking the time, no NGOs or other projects in their community, no support from environment, other peers too passive etc.)

3. Rank in which degree your involvement in YELC developed your leadership skills: (5 – a lot, 4-increased, 3- some, 2- little, 1-not at all)

- **69%** of participants have increased or increased a lot communication and presentation skills (average mark = 3.88)
- **79%** of participants improved or improved a lot their team work and learnt division of tasks with others (average mark = 4.07)
- **87%** of participants have increased or increased a lot social network and met lot of other interesting people (average mark = 4.31)
- **76%** of participants have increased or increased a lot self-esteem and faith that young people can create their own community actions and bring some changes in their town/community (average mark = 4.08)
- **66%** of participants have increased or increased a lot ability to identify problems in community and to find out different solutions (average mark = 3.81).

4. Would you like to continue cooperation and networking on environmental and leadership issues with peers who took part in YELC program?

- **if yes, any suggestions how, on which activities?**

- **97%** yes and **3%** no

Some of the recommendations:

- to create new environmental projects
- to become educator
- to create workshops on environmental issues for school kids
- to organize branches of alumni organization in each YELC municipality
- to organize meeting for brainstorming follow up ideas
- to organize study visits between youth from communities involved in YELC
- to establish NGO for environmental issues
- to organize different types of community actions (e.g. cleaning, planting trees and flowers etc.)
- to organize different seminar and capacity building activities for YELC alumni
- networking
- on line community for sharing ideas, information and counseling
- advocacy and campaigning on different issues
- to initiate creation of YELC park in some town, where YELC will do all kind of activities



USAID | **BOSNIA-HERZEGOVINA**
FROM THE AMERICAN PEOPLE

Youth Eco Leadership Program (YELC)
A Mid-Term Evaluation of Project Implementation and Impact
February 2013



Evaluators:
Paul Aaron
Svetlana Kijevčanin



This evaluation represents the views of the evaluators only, and does not necessarily represent the views of the Partners' organizations or other organizations or persons referred to in the report.

The evaluators would like to thank all those who have provided information by participating in the focus groups, individual interviews and filling out evaluation questionnaires and helped this report to be completed. Every effort has been made to ensure that the information given here is correct, and any factual errors that might remain are unintended, and are the responsibility of the evaluators.

Paul Aaron
Svetlana Kijevčanin

Content of the Evaluation Report

1. Executive summary
2. Project description
 - 2.1. Comparisons between YELC and YBFBD
 - 2.2. Challenges of complexity
3. Map of regions, with implementing partner locations noted
4. Evaluation purpose
5. Evaluation methodology and approach
6. Evaluation findings, documented by evidence (relative to where the program is in its development);
 - 6.1. Relevance
 - 6.2. Effectiveness (progress towards objectives and results) and Impact
 - 6.3. Efficiency of Planning and Implementation
7. Conclusions: insights into the findings; reasons for successes and failures; innovations
8. Ongoing challenges, barriers to success
9. Recommendations (based on evidence and insights)
10. Questions for further research

List of Acronyms

YELC – Youth Eco-Leadership Corp
OIA – Youth Information Agency
CSD – Centre for Sustainable Development
YBI – YouthBuild International
CEEF – Centre for Energy Efficiency
YBFBD – Youth Building Futures in the Brčko District
PMP – Performance Monitoring Plan
NGO – Nongovernmental organization
BiH – Bosnia and Herzegovina
SDA – Democratic action party (Stranka demokratske akcije in BiH)
SDS – Serbian democratic party (Srpska demokratska stranka in BiH)

1. Executive Summary

USAID's Youth Eco-Leadership Corp (YELC) project is being implemented over 21 months in Northeast Bosnia and Herzegovina by YouthBuild International (YBI) and local partners PRONI Youth Centre, Centre for Sustainable Development (CSD), Centre for Energy Efficiency (CEEF), and the Youth Information Agency (OIA). This evaluation of the YELC program was initiated by YBI at month 15 of the project. The objective of this review is to take stock of the program and compare it to its original intent, tracking progress made relative to the original goals and measures identified in the USAID Performance Monitoring Plan (PMP). This evaluation assessed the strengths and limitations of the program in order for stakeholders to learn what components of the program are particularly successful and what components could be improved. The evaluation also takes an in-depth account of the program's impact to date on the participants' self-perceptions and on their knowledge and skills pursuant to youth leadership and community development in the context of post-conflict Bosnia and Herzegovina. YBI and its partners are implementing YELC simultaneously with another USAID program in Northeast Bosnia and Herzegovina, Youth Building Futures in the Brčko District (YBFD). This assessment draws preliminary comparisons between these two programs, both of which are based on the YouthBuild approach.

Working against a tight deadline for start-up, local implementing partners launched and executed a project that was innovative, large scale, logistically complex, geographically dispersed, and politically ambitious. All these challenges were tackled within a prevailing operational context that was itself beset with problems. 28 towns and villages widely scattered across Northeast Bosnia and Herzegovina comprised YELC's terrain. These communities were often characterized by high levels of unemployment, by cultural isolation, by entrenched sectarian partisanship, and by limited opportunities for young people to acquire and practice the skills of active citizenship.

Using environmental stewardship as the thematic frame, YELC recruited, trained and deployed clusters of youth to get involved and make a difference. The 'green projects' that were carried out achieved over-lapping benefits. First, participants forged among themselves a sense of solidarity and joint purpose. Second, they conveyed to local residents a positive symbolic image, one in sharp contrast to the negative stereotype of youth as passive and apathetic. Third, they enhanced the quality of public life, as indexed by a cleaner river bank, a weatherized house or some other tangible public goods. And fourth, they raised environmental awareness among citizens, businesses and municipal authorities, laying the ground for on-going local campaigns.

YELC registered impressive success in meeting or exceeding nearly all PMP "intermediate results." These included the establishment of "a self-managing, sustainable corps of well-informed, engaged, and inspired young leaders to promote green policies, practices, and projects for the economic and social benefit of citizens of North East Bosnia and Herzegovina;" the placement of a designated proportion of graduates into green sector training, internships, jobs, or self-employment opportunities; and the generation of "green community assets" as measured by the production of solar lamps and by the numbers of local municipalities which came to promote youth-led ecological activism through featuring YELC students in public and media events. From initial launch on October 1, 2011 to January, 2013, six cycles have been rolled out. Over this period, 689 young men and women from mixed ethnic background have gone through a

rigorous training and development experience. This figure represents a 15% premium above the proposed number of completers. Participants have produced 800 solar lamps; rehabbed and weatherized 23 houses; and carried out 76 community projects.

Forty youth have been recruited, trained and deployed in the YELC Policy Council. Eight from the Council have been hired on as local YELC team leaders in four municipalities. Ninety-eight graduates have been recruited for intensive business and technical training, a figure just shy of the 103 target. Fifty-five out of the 103 were meant to move on to the green sector via jobs, internships, more training, or self-employment. So far, only seven people have entered internships; one quit, and negotiations are underway to add a further nine. Thirty three participants went on to additional trainings; four have applied for summer training programs in Germany. The YELC placement target proved overly ambitious given the short time available to place graduates and the depressed regional economy.

In the case of a small subset of PMP benchmarks, results remain more ambiguous. For example, as noted above, progress towards reaching projected internship and placement numbers has lagged. This is partly because of an absence of companies in Tuzla, Bijeljina, Brčko and Srebrenica that specialize in the Eco sector. While a greater number of jobs and internships are concentrated in Sarajevo, YELC does not have funds to pay for the living costs of participants who would have to relocate to the capital from other towns and villages¹. In some instances, (i.e., “green policies and practices adopted by public or private entities”); it can be plausibly argued that the program set the bar too high. Triggering direct causal change in the economy or politics exceeded YELC’s scope and reach. A crucial lesson learned is that program credibility is best served when proposed impacts are modest, incremental, and pegged to program inputs.

YELC testifies to the fundamental transformative power of healthy peer-to-peer relations, which constitutes a guiding premise for YouthBuild and its local partners. These relations are cultivated through hard work to create a group ethos that holds members accountable to each other and to the local community and larger society to which they are a part. Individual and collective well-being are thus intertwined and reinforcing. According to YB’s theory of change, young people learn to internalize a sense of personal and civic responsibility less via seminars and roundtables than direct, hands-on practice. Through taking on tasks that teach by doing, through contributing to the production of tangible outputs that improve the lives of others, young people gain a sense of personal and collective efficacy that makes them more resilient, persevering and engaged.

But consolidating such change takes more than six weeks. YELC’s program cycle provided a gateway experience that began to improve knowledge and shift attitudes and behaviours. No matter the value of this introductory phase, a much more much protracted process is needed to cement and sustain the gains which have been registered. Without a concerted strategy among YELC stakeholders, the significant resources already invested in nurturing the human capital of

¹(As the PMP makes clear, “the market is a supply-demand equation...the economy of BiH has a jobs shortage (demand) not a worker shortage (supply), YELC is impacting only one side of this equation. Our hope is to make young people as marketable as possible so that when opportunities emerge our graduates are ready. But, in the design of YELC, we have limited impact on the demand side of the equation creating jobs.”)

young civic leaders are under threat of being squandered. To manage this risk, efforts should be made to provide opportunities for YELC graduates to remain affiliated with each other, to hone their talents through hands-on civic practice, to forge alliances with adult mentors, and to receive specialized training via domestic internships or study tours abroad.

Bosnia and Herzegovina confronts an obstacle course on the road to economic development, good governance and inter-ethnic trust and cooperation. The physical, social and moral energies of young people remain indispensable resources for a decent future. A core group has been equipped and encouraged to get involved and make a difference. However, external supports continue to be needed in order to boost collective hope and resilience. Left to go it alone before their new civic roles and identities have had a chance to become deeply rooted, young people may lose faith in themselves and each other and slip back into apathetic disengagement, surrendering the public arena to those driven by narrow sectarian agendas.

2. Project description

(Including amount of YouthBuild International's investment by year and cumulative, goals, objectives, and outcomes)

Youth Eco Leadership Corps (YELC) is a 21-month project designed to prepare 720, 16-30 year old women and men as environmental activists and leaders in the context of producing tangible goods targeted to disadvantaged beneficiaries. The operational area comprises 28 municipalities in the North-East region of Bosnia and Herzegovina. The goals of YELC are:

- 1) To establish a self-managing, sustainable corps of well-informed, engaged, and inspired young leaders to promote green policies, practices, and projects for the economic and social benefit of citizens of North East Bosnia and Herzegovina;
- 2) To place young people into safe, stable, well-paying entry-level livelihoods in the green sector;
- 3) To build alliances among public, private, and NGO sector stakeholders focused on the green economy agenda.

YELC participants, working in multi-ethnic teams, build and deliver innovative, low-cost, durable Taa Bora solar lamps to 800 of the 2,700 rural households in Bosnia and Herzegovina that do not have consistent electrical service. YELC mobilizes teams of young women and men to conduct energy assessments and weatherize sub-standard homes, create green play areas for children, detect and repair leaky water systems, build erosion controls, and make public presentations on "green" asset building, energy efficiency and environmental stewardship.

Drawing on YBI's action-oriented approach to youth leadership development, defined for each young person as "*taking responsibility to make things go right for you, your family, community, and nation,*" the program places young people into visible, positive, productive roles creating green community assets in and around the four hub municipalities of Srebrenica, Tuzla, Bijeljina, and Brčko. Emphasizing the common good inherent in environmental stewardship, YELC focuses on improving the lives of children, the elderly and vulnerable families, especially in rural areas. Any 16-30-year-old woman or man living in the North East Region is eligible. All ethnic groups are activity recruited with the intention to establish roughly equal or proportional representation. Young women comprise at least 50 per cent of recruits, graduates, and graduate

leaders on the YELC policy council and will lead 20 per cent of the new green enterprises established by YELC. Where appropriate, women will be organized into women-only work teams for projects such as solar lamp production, and other projects that are culturally appropriate and place them in leadership roles.

Specific outcomes will be 40 youth trained and placed on a self-managing policy council; eight youth hired and trained as team leaders; 720 youth enrolled and 620 graduates who gain marketable leadership and livelihood skills; 103 youth gain industry-recognized training and credentials in green technology; 55 youth are placed into jobs, internships, further training, and youth-led green enterprises; and graduates organize 10 new micro and small-scale eco enterprises. This report does not assess the YELC component of launching 10 graduate enterprises because this activity is planned for the final four months of the program.

2.1. Comparisons between YELC Its Sister Project Youth Building Futures in Brčko District (YBFBD)

Both programs shared a common concern with enhancing the civic and personal skills of ethnically diverse groups of young people between 16 and 30 years old; both deployed a youth development model that combined classroom activities and hands-on site-based practice. Both sought to engage youth in the production of tangible public goods as a means of bolstering individual self-esteem, forging group solidarity, and providing local residents with a model of voluntary action that combined concrete value and symbolic meaning. Both sought to address issues of conflict, prejudice, intolerance, leadership, and livelihoods.

But there are substantial differences in content, design and implementation between the two programs. Whereas reconciliation and economic security were framing principles for the YBFBD project, YELC adopted ecological awareness, environmental stewardship, and energy efficiency as thematic focal points around which to mobilize youth action, leadership development, and community improvement. It carved out a much wider geographic span than the YBF Brčko District initiative, operating from four regional hubs to deliver services to 28 towns, villages and municipalities encompassing the entire North East region of Bosnia and Herzegovina.

Its scheduled enrolment was almost two times as large: 720 participants against 400. Its production output of tangible community assets was geared correspondingly greater: 800 solar lamps; 25 weatherized and upgraded dwellings; 40 recycling bins, as opposed to 25 work sites in YBFBD. It involved a bigger coalition of implementing partners. And these diversified and widely dispersed activities were contained within a far shorter project cycle: six weeks per cohort instead of the four month duration provided by the YBFBD project.

A calculated trade off was made between breadth and scale, and depth and intensity. YELC opted to saturate a broad area over a brief period. The aim was to provide large numbers of participants an experience that would raise awareness about environmental issues, teach skills of leadership and team work, deliver tangible goods benefiting the most marginalized population, and convey to local communities a positive image of young men and women from different backgrounds labouring side by side in service to the public welfare.

Media and “branding” assumed a central importance. Newspaper, television and radio provided extensive coverage, running stories that depicted and in many cases endorsed the promoted the voluntary work being carried out. YELC established a highly visible presence across the entire range of Northeast Bosnia and Herzegovina. In the process, a message of hope was communicated and a positive synergy unleashed.

2.2. Challenges of complexity

YELC represented a compelling vision of region-wide “green” campaign that would harness the pent up civic energies of youth. The process of translating this vision into practice turned out to be extremely complex. YELC involved multiple moving parts that required careful synchronization. In each of 28 different locales, the project was required to introduce and cultivate buy-in from key stakeholders; recruit and orient youth; and identify appropriate community work sites. Besides YBI’s existing partners, PRONI and CSD, the project brought on board OIA and CEEF as additional implementing partners, adding another layer of detail. On top of this, the project set out to build a public and private sector alliance organized around the promotion of a “green economy.”

Meeting these logistical and coordination challenges demanded meticulous preparation. In order to test the fit between various component parts, a three month shake-down phase was built in. But this planning period was significantly reduced due to administrative delays, changes in key personnel, and year-end religious holidays. The result was the project being launched while still under construction, and in the worst Balkan winter in 100 years. Furthermore, the project's intricate and far-reaching agenda was meant to be advanced over the course six week operational cycles. Such a tight time frame forced activities to bunch up together.

Preparation to enrol new cohorts proceeded simultaneously with efforts to serve current participants. The frantic pace and back-to-back scheduling allowed little breathing room for reflection or fine-tuning. This also took a toll on efforts to track and monitor graduates, to place them in jobs, or to identify opportunities for them to upgrade their skills and knowledge as social and environment change agents.

Gruelling demands were imposed on staff from PRONI, the organization with direct charge for management and coordination. Under significant pressures to get the project up and running, staff evinced stamina and grit. Undeniably, the project went through growing pains. But in the end, significant results were achieved. Intended targets have been reached as measured through outputs of solar lamps, recycling containers, and repaired and weatherized dwellings. Lives have changed for hundreds of young men and women, many of them residents of isolated villages and towns. Participants gained knowledge not only about ecological issues but also about themselves and their relation to peers and to society. Teams of ethnically mixed young people generated visible products that went to improve conditions for those in greatest need. And in the process of contributing tangibly to the civic good, the youth conveyed a powerful symbolic message both to their peers and to the local adult population.

The Youth Policy Council: Launch pad and transmission belt

YELC achieved or surpassed proposed performance benchmarks in establishing “a self-sustaining corps of well-informed, engaged and inspired young leaders to promote green policies, practices, and projects for the economic and social benefits of citizens of Northeast Bosnia and Herzegovina.” Across the board, each of YELC’s 28 implementation sites continues to see significant levels of youth involvement. The Policy Council has served as spearhead and organizing framework. Its 40 members were recruited and trained by OIA, one of Bosnia and Herzegovina’s premier entities in the field of youth leadership development. The Council helped convene youth run community forums where candidates for municipal office underwent detailed questioning about their stance towards environmental issues. It remains uncertain whether or not the Council’s formal role will continue. What does seem clear is that significant dividends have already been paid. Many Council members used their experience as a launching pad and transmission belt for post-program community service via engagement in existing NGOs, or in some cases, via starting up their own organization.

Youth development and systems change

YELC also aimed to "to place young people in safe, stable, well-paying livelihoods in the green sector and to "to build alliances among public, private, and NGO stakeholders focused on the green economy." Insufficient time has elapsed to fully evaluate the extent to which these goals have been met. (This report was based on research conducted before the completion of YELC’s operational cycle.) But preliminary data suggest that on both scores, i.e. job placement and cross sector alliances, the program’s impacts will likely prove more contributory than directly causal

This is hardly surprising. YELC never deployed the resources sufficient to exert significant influence at the level of the economy or politics. Rather than direct change agent, its feasible role is as champion, advocate, convener, lobbyist and coach. But though implied, this differentiation should have been more explicitly spelled out as part of program design. Instead, it emerged over the course of practice. In retrospect, greater efforts might have been made at the front-end to define and delimit YELC’s locus of control, distinguishing between goals subsumed under a youth development agenda and those that fit better within a systems change strategy.

YELC has helped put a large cohort of young people on track to more robust civic engagement that over time can enhance environmental quality, improve lives and livelihoods, and generate a critical mass capable of leveraging social and political reform. Whether this happens depends upon many factors, not least a continuity of support for project graduates so that they remain affiliated with a positive peer group that provides a sense of shared identity and purpose. Without such support, a promising investment that has already begun to build valuable human capital risks leaving its full potential unrealized.

3. Map of regions, with implementing partner locations noted



4. Evaluation purpose

This evaluation of the YELC program is being initiated YouthBuild International at month 15 of 21-month project. The objective of this review is to take stock of the program and compare it to its original intent, specifically capturing the impact that has been made relative to the original goals and measures identified in the USAID Performance Monitoring Plan (PMP). This evaluation will assess the strengths and limitations of the program and enable stakeholders to learn what components of the program are particularly successful and what components could be improved. The evaluation will also take an in-depth account of the program's impact to date on the participants' perceptions of self, youth leadership, and community development in the context of post-conflict Bosnia and Herzegovina. The scope of this evaluation did not include an examination of the technical assistance and capacity building element of YELC for the four community-based organizations in the four hub municipalities that served as part of the program delivery system. Also, the timing of this assessment did not allow for an in-depth review of the

specialized technical training or the graduate enterprise start-ups scheduled for the last five months of the project.

5. Evaluation methodology and approach

Data gathering took place via a mix of qualitative and quantitative methodologies. These included extensive interviews with participants, project staff, municipal officials, private sector employers, community beneficiaries, and local media; written surveys²; scrutiny of internal project archives and reports; and a literature review of publications from academia, government, and international organizations. The evaluators also brought to bear their own lenses honed over decades of research experience in the Balkans, much of it focused on youth and conflict. Seventy five young people – participants were interviewed in total and filled out the questionnaires. They were divided into four focus groups and interviews took place in Vlasenica (for Srebrenica hub), Brčko (Brčko hub), Bijeljina (Bijeljina hub) and in Tuzla (Tuzla hub). Exact number of participants per focus group is presented below.

Place of living	N	%
Bakići/ Srebrenica	1	1,3
Milići/ Srebrenica	4	5,3
Srebrenica/ Srebrenica	4	5,3
Vlasenica/ Srebrenica	7	9,3
Hub SREBRENICA total	16	21,3
Brčko/Brčko	10	13,3
Gračanica/Brčko	7	9,3
Orašje/Brčko	2	2,7
Hub BRČKO total	19	25,3
Bijeljina/ Bijeljina	8	10,7
Ugljevik/ Bijeljina	4	5,3
Ravno Polje/ Bijeljina	1	1,3
Lopare/ Bijeljina	4	5,3
Zvornik Srebrenica/Bijeljina	7	9,3
Hub BIJELJINA total	24	32
Srebrenik/ Tuzla	3	4,0
Tinja/Srebrenik/Tuzla	1	1,3
Tuzla/ Tuzla	4	5,3
Lukavac/ Tuzla	2	2,7
Živinice /Tuzla	6	8,0
Hub TUZLA total	16	21,3
TOTAL	75	100,0

	N	%
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² The questionnaire is in Annex 2

Muslims/Bosniaks	22	29,3
Serbs/ Orthodox Christians	37	49,3
Croats	3	4
Other	3	4
No answer	10	13,3
Total	75	100

Twenty three people, representing partner organizations, stakeholders and beneficiaries were interviewed in total, representing different communities, presented in the table below. Two people were representing YBFBD project.

Place of living	N	%
Gračanica	2	8,0
Brčko	2 + 2	16,0
Brčko HUB	4	
Bijeljina	5	20,0
Lopare	1	4,0
Zvornik	1	4,0
Priboj/ Lopare	1	4,0
Bijeljina HUB	8	
Milići	2	8,0
Vlasenica	2	8,0
Srebrenica	2	8,0
Srebrenica HUB	6	
Srebrenik	2	8,0
Tuzla	2	8,0
Lukavac	1	4,0
Tuzla HUB	5	
Total	23 + 2	100,0

6. Evaluation findings

6.1. Relevance of underlying strategy

YELC's holistic youth development approach is well contoured to Bosnia and Herzegovina's complex needs and challenging terrain. The economy has been hit hard by the Euro zone downturn. The Economist Intelligence Unit estimates Bosnia and Herzegovina fell back into

recession in 2012, with GDP shrinking by 0.5%. This double-dip recession, triggered by the spill over from the regional crisis, has had a negative impact on trade, remittances from Bosnians working abroad, and foreign investment. A recent assessment suggested that the ramifications are likely to include greater unemployment, which is already edging toward 60 per cent for youth, and higher levels of social unrest and discontent³.

Overlapping vulnerabilities

Bosnia and Herzegovina's development has suffered from cumbersome governance structures, bloated bureaucracies, and crime and corruption. The public sector amounts to nearly 50% of the country's GDP. Lack of transparency and the rule of law act as a bar to vital foreign investment. Political demagogues still hold sway, mobilizing their ethnic base through fear-mongering rather than offering any solution to the shared problems that confront all three communities.

Vice President Joseph Biden captures the tone for the Obama Administration's policy toward Bosnia and Herzegovina. In a May 2009 speech delivered to the Bosnia and Herzegovina parliament, he warned that the "sharp and dangerous rise in nationalist rhetoric" that has occurred in Bosnia and Herzegovina since 2006 must end. He warned that Bosnia and Herzegovina faced a future of poverty and possibly even violence if it did not abandon this path.

Boosting the Immune System

The YELC project offers no quick fix or simple cure to the various ailments that afflict Bosnia and Herzegovina. Instead, it seeks to boost the collective immune system so that the country is better able to resist the virus of sectarian nationalism and achieve healthy growth together towards a shared future. Young people age between 16-30 represent the anti-bodies. The development of this cohort is meant to take across multiple domains. Towards this end, the project approach integrates a range of themes: youth leadership; employment and employability: natural resources, economic revitalization and the potential of a growing "green sector" to supply good jobs that can put frustrated and impoverished young people to work; inter-ethnic and gender cooperation; and social capital. The aim is to generate multiplier effects that enhance capacities at the level of the individual, group, and the community.

The YBI approach: on tap rather than on top

Entering Bosnia and Herzegovina's turbulent environment, YBI brought a consistency of focus and integrity of purpose that served as a calling card to local actors with principled agendas. Among the most important groups to respond were the Center for Sustainable Development, a firm with strong private sector credentials and technical expertise in the alternative energy field, and PRONI, which had been in the forefront of the youth work since the 1990s. Assuming the role of coach, guide and champion, and remaining on tap rather than top, YBI brokered a collaborative alliance in which the lion's share of USAID funding was deployed in support of the joint venture. Local partners saw this as compelling evidence of a commitment

³(UNDP, *the Impact of the Financial Crisis at the Local Level in Bosnia and Herzegovina, a qualitative study of the impact in 16 municipalities in Bosnia and Herzegovina, based on structured interviews with representatives of the municipal authority, the Centre for Social Work, and the Institution for Employment.* 2012).

to capacity building which ran deeper than rhetorical pledges made by many foreign NGOs operating in Bosnia and Herzegovina. The Center for Sustainable Development and PRONI both felt that their relation to YBI went far beyond any financial incentive. It was rooted in something more basic and enduring: mutual trust and respect; a shared vision of a just society and of the pivotal role of youth in helping to achieve it.

“Good leadership means taking responsibility for making things go right”

The value-laden nature of the bond reflects an essential and distinguishing aspect of YBI's appeal. On offer is the chance to become part of a positive group that fights for a better life. Optimism of the will is woven into the fabric of YB's own organizational lineage, which includes the civil rights struggle, the women's movement and self-help groups. This history demonstrates that when the disenfranchised find common cause and plan and act together, they discover power they never knew they had. And young people, who have the biggest stake in a decent future, often serve as the driving force for good.

The American experience, out of which these messages emerge, continues to embody a mythic spirit of civic enterprise and self-renewal that much of the world still finds compelling. Such a “can do” attitude contrasts sharply with the impotence and resignation that sap political will in Bosnia and Herzegovina, reducing many people to passive spectators to events they see as beyond their control.

A deceptively simple philosophic credo, which lies at the heart of everything YBI stands for and does, has been adopted by the PRONI and CSD and incorporated into their implementation of both USAID projects. "Good leadership is taking responsibility for making things go right" operates as slogan and touchstone across the entire program spectrum, from recruitment to orientation, from classroom training to community service. Excerpted from the YB manual, translated into Serbo-Croatian, and displayed on posters and bright yellow hands-outs, the message is one of agency: that each of us does matters.

Leadership is democratic and down-to-earth. Instead of being delivered from on high by heroic figures, it assumes meaning in small scale transactions between ordinary people who day to day confront the choice whether to evade a problem or to try to fix it, to go it alone or to share and care for each other. “*When you help, you become more human,*” explained Natasha, a YELC participant. “*This is more than ordinary friendships. This is about working together to make something better.*” Internalizing a sense of personal and civic responsibility happens more via direct, hands-on practice than seminars and roundtables. Through contributing to the production of tangible outputs that improve the lives of others, young people learn that what they do matters.

Preparing for the future: employability and the environment

A strong logic frame undergirds YELC's approach. Youth leadership assumes pride of place as the essential element and driving force. But the development and deployment of this asset unfolds as part of a larger strategic vision. This vision includes a focus on the marketplace, on the preparation of youth for future jobs, and on the importance of norms and values as part of the skill set which young people need to acquire.

Natural resources are seen as a competitive advantage and potential engine of growth. According to the United Nations Development Program, “Bosnia and Herzegovina has a natural resource base that is rich and extensive. However, with a generally low awareness of the linkage between environment and development, there is limited action in this area.” Spurred on by the country’s goal of fulfilling the UNDP-mandated Economic Development Strategy, the Bosnia and Herzegovina’s Strategy for Economic Development aims to diversify economic activities by developing environmental infrastructure and renewable energy, transport and telecommunications infrastructure, and developing agriculture and rural areas.

Taking full advantage of these natural resources requires a qualified workforce. Bosnia and Herzegovina has an abundance of human resources, but these need to be better utilized. At a time when critical thinking, entrepreneurial ingenuity, flexibility, and creative problem solving are becoming requisite attributes in the new economy, students in Bosnia and Herzegovina are held hostage to obsolete teaching methodologies that reward rote memory and passive obedience.

Building social capital

Trust is a key component of social capital, along with civic participation and norms of reciprocal behaviour. UNDP’s 2009 NHDR unpacked the concept of social capital, differentiating between two distinct forms: ‘inclusive’ and ‘exclusive.’ The first form derives from social networks that are open to diverse membership, while the second form refers to restricted networks which operate to bar “outsiders.” Strengthening inclusive social capital serves to promote broad-based participation and exchange across spatial, ethnic, gender and ideological boundaries, bringing benefits that accrue to both individuals and communities.

Bosnia and Herzegovina today faces enormous barriers in advancing good governance, transparency, rule of law and social cohesion. Corruption, nepotism, and sectarianism pervade politics and the economy. Narrow allegiance to ethnic-based parties and factions helps perpetuate spoils systems which not only diverts public resources but which eats away at civic trust. An especially pernicious effect is a growing sense of fatalism and “learned helplessness”⁴ felt by citizens in the face of what many see as entrenched structures beyond reform. The depleted stockpile of hope and solidarity operates not only as a consequence of protracted communal conflict but also as an underlying cause and continuing active element.

YELC is designed as a six week experience where young people have a chance to practice skills of leadership, team building and management, communication and conflict resolution; where they can gain increased awareness of “green” issues and at the same time producing concrete, environmentally friendly goods for people in need; where they can analyze wider social, political and economic forces at play; and where they can interact with beneficiaries of their labour, with local leaders, employers and other important stakeholders, thereby increasing amount of “inclusive” social capital the community can draw from.

6.2. Effectiveness (progress towards objectives and results)& Impact

⁴Peterson, C., Maier, S., and Seligman, M.E.P. (1993), [Learned Helplessness: A Theory for the Age of Personal Control](#). New York: [Oxford University Press](#).

The ambitious agenda of YELC was built around the accomplishment of three interlinked goals:

- Establishing a self-managing, sustainable corps of well-informed, engaged, and inspired young leaders to promote green policies, practices, and projects for the economic and social benefit of citizens of North East Bosnia and Herzegovina;
- Placing young people into safe, stable, well-paying entry-level livelihoods in the green sector;
- Building alliances among public, private, and NGO sector stakeholders focused on the green economy agenda.

Implementation activities have pushed this agenda forward. More remains to be done. As one of the project partners put it, "we're only half way there." But substantial impacts registered so far validate the strategic model and give hope for future progress.

Enhancing individual and collective efficacy

Youth development and youth leadership lie at the heart of the venture. A multi ethnic contingent drawn from locales across northeast Bosnia and Herzegovina has gone through a shared experience that has strengthened a sense of personal and collective efficacy. In an environment riddled with corruption, divided along fault lines of national identity, and awash with feelings of helplessness and hopelessness, a project now underway has begun to animate and activate a core group and forge bonds of mutual trust and shared purpose.

- Survey data indicate that more than half of respondents (56%) judge the project as "successful" or "extremely successful" in the context of Bosnia and Herzegovina:
"The program managed to connect a great number of young people from different ethnic origins; to positively influence their knowledge and skills in ecology, as well as their behaviour, attitudes and values and to move them towards action in their local communities; YELC participants gained new knowledge, attitudes and behaviour that change how they see themselves, others and the environment."
- Asked the three most important areas where gains had been achieved, participants' rank ordered communication, presentation skills, team building and leadership. 80% responded that the project experience had changed attitudes and behaviour vis-a-vis leadership. *"I understand leadership in a new way. As individuals, we can help engage the entire community"*. Commenting this same theme, others said they became more responsible and empowered, improved their negotiation skills, and gained increased self-confidence as public advocates.
- 60% of participants believe that YouthBuild's simultaneous pursuit of youth development and community development via training and asset creation was "extremely successful" in the context of Bosnia and Herzegovina.
- Responding to the question *"What are the objective changes in communities you can identify due to YELC?"* the most frequent answer was *"...stimulated ecological awareness and interest in learning more."* Asked to gauge *"...to what extent does YELC respond to*

community needs?" almost half of the participants (45,3%) said only "moderately", given the depth of those needs and the project's brief duration.

- Almost 25% of participants gave higher marks, saying the program responded "very much" to community needs. They stressed ecological awareness, help to vulnerable groups, and giving public expression to humane and socially responsible behaviour.
- Suggestions about ways to improve program design to yield greater impact on young people and communities included the following: *more local actions ("because only through them can we can make visible changes"); longer lasting workshops on ecology and environmental protection; more participants of different age groups joining together; and a program experience that continued beyond six weeks.*
- 68% of respondents linked the project to livelihoods. They said that enhanced communication skills, deeper self-knowledge, and better leadership abilities would have a direct pay-off in the world of work.
- Respondents were asked to measure the ethnic divide in local communities where the program was implemented. Estimates ran the gamut. 28% said the gap does not exist at all: *"people are connected and communicate regardless their ethnic origin..."* 22.7% said very small. These respondents indicated that such divisions are manufactured more than real, and that in any case the project didn't aim to deal with these issues. 24% said the gap was "very big". Those who say that there is very big ethnic division say that it is *"consequence of the war"* and that media and politicians incite ethnic animosities and create conditions where even benign incidents could be misrepresented and become flashpoint for conflict.
- 69.3% said that the project had done nothing to alter their perception of ethnic relations since their attitudes coming into YELC were already tolerant and open-minded. *"I grew up in a multi-ethnic community"... "I have friends from all backgrounds...People should only be judged based on their humanity..."*

Pride and shame

Asked to list at least three things that make them proud of Bosnia and Herzegovina, respondents most frequently mentioned the beauty of nature and the resilience of the people in the face of great hardships during the last decades. Respondents are most ashamed of politics, unemployment and prejudice in Bosnia and Herzegovina. Invited to rank other factors undermining prospects for a decent future, corruption and unemployment were assigned double the weight as ethnic division and intolerance. On the one hand, young people recognize the positive attributes of their homeland; on the other, they are painfully aware of Bosnia and Herzegovina's weaknesses and shortcomings. In its green focus and in its ethic of communal caring, YELC provides an opportunity for youth to express their sense of allegiance and attachment to what they respect and value, and to pose through their own positive behaviour an alternative to a culture contaminated by corruption.

Participants' motivation: self-improvement and community strengthening

Respondents were asked what motivated them to apply to YELC and what they expected to get.

- 82.6% said the chance to enhance their resume and improve employment skills;
- 49.3% said "helping my community;" and 47.8% said interest in the environment.
- 48% said initial expectations were fulfilled to a large or very large degree;
- 32% said modestly.

Asked to assess the usefulness of project themes and components on a scale of 1 to 5 (1 the least useful and 5 the most), marks of 5 were awarded to "helping people" by 64%; to "friendships with people in the group" by 80%; and to "practical work" by 60%.

Overall assessment of YELC experience: youth award high marks

The collective picture emerging from survey data is strikingly positive about project experience, dovetailing with results of a January 23, 2013 online survey of 250 YELC participants conducted by OIA⁵. Young people believe they have expanded their repertoire of skills and knowledge in ways that enhance employability and boost competence and confidence as individual social actors and change agents. They place the highest value on friendships, leadership, and service. They are more circumspect about the impacts of the project on the overall community whose problems and conditions they see as less immediately amenable to change.

Focus groups and one-on-one interviews fleshed out this picture and added new aspects. Several participants said that the project had opened up small isolated communities to broader perspectives. *"I am so glad it came to Srebrenik"* commented one young man. *"An international organization has never operated here... We have 40 local NGOs but most are not active or well managed; 13 people went to Tuzla for training and came back with energy to change things."* According a participant from Zivinice, it was the same story there as well: *"No culture of civic organizations, no ecological associations...a small town with small opportunities and among the people, limited motivation."*

What youth recommend going forward

A number of recommendations were surfaced. Several participants spoke about the need to build cross-age alliances. Referring to a new proposed law that would force workers, approaching retirement to stay on longer before becoming pension eligible, they alluded to the risk of one generation being pitted against the other in a struggle for survival. They said that it was more and more difficult to enter the work force and secure an economic toe-hold, a situation that could grow worse if fewer placements were to open up. Children, parents and grandparents need to join together on behalf of a just future in which they all have a common stake.

Many young people argued for the importance of connecting environmental problems to systems of power and politics which often not only contribute to creating such problems to begin but which also actively work to thwarting their resolution. A member of the Eco-leaders Youth Council told an illustrative personal story. *"In this group, we have people who represent professions which are rare and valuable but who can't find work. The legal and political framework serves as a barrier. I am an agricultural engineer trained in environmental protection. Under the law, firm of a certain size can't sell seeds or plants or pesticides without*

⁵ Annex 4a

having someone in this position. But businesses lobbied to have the law changed. They wanted 'labour flexibility.' So with some money changing hands to buy political influence, the law was erased. Pesticide use is now out of control. That directly endangers the environment and public health. In the area where I live, 100 tons of pesticides are being used, way too big in comparison with the agricultural production. The lack of any system of law means that people are exposed to food that is may be poisoned. Plus, a job that I was trained to fill is no longer there...We need to reform policy, to pressure, mobilize and recruit...we need to put a gigantic magnifying glass on problems and issues so that people understand what is going on and what is at stake."

Another Council member said that the project needed to help participants develop a deeper analysis and understanding of where and how decisions get made that shape environmental practice and policies. *"It's good that we change our individual behaviour but that's not enough...the changes that make the most difference happen at another level."* He provided an example from his own community. *"We have three coal mines surrounding Zivince. They pollute two rivers that feed into a lake from which the municipality gets its drinking water. But those mines do what they want because they are big employers and give financial support to the mayor."*

He spoke about "Flame of Hope," a small community group he just created. One of its purposes is to promote and research alternatives to fossil fuels, including biomass, of which there are abundant local supplies. *"I want to come up with a plan to that shows how we can do better, even though the past of Bosnia and Herzegovina is telling us that is impossible to approach problems in a systematic way."*

As indicated by survey data, respondents regarded themselves as free from prejudice. But they were quick to acknowledge that ethnic divisions did exist, largely because of efforts by sectarian opportunists to maintain power, distribute favours and evade accountability. They reported that lack of civic hope and energy, high levels of politicization of the public sector, and the complex and fragmented structure of governmental systems represent serious impediments to effective implementation of reforms. Observations often focused on schools, where political parties can exert undue influence, with the power to appoint boards, directors, and in some instances even teachers. Buying grades, and other forms of corruption, are commonplace, undermining educational quality and breeding cynicism among students. "This is a society that needs to promote honest behaviour, not stealing," said Leila, a participant from Brcko. "In YELC, we give back, not take."

Media as a conflict driver; poverty as a fear factor

A number of participants spoke about the media's destructive role in helping political elites stoke ethnic fear and division. *"Every day of our lives we're manipulated...The public only gets images and stories of scandal and conflict,"* said a young woman from Vlasenica. She and others emphasized YELC's importance as a counter narrative that portrayed cooperation in action.

Many felt their experience in YELC had strengthened a faith that change can happen when individuals join with others to take a stand. *"We've been always told 'You can't fight the windmill' or 'you can't fight those with horns.' We learned not to feel so helpless."* But others

argued that a huge amount of fear still remains in place. *“I am not employed. My mother is not employed,”* said a 24 year old youth. *“If a go to a demonstration my father will not have his job.”*

Another participant took up this theme of vulnerability. *“Blue and Red: if you do not wear the colours of SDS or SDA, you are alone, unemployed and unprotected. Keep with the party and you will be safe.”* According to some, this was a holdover from the past: *“The worst of socialism has survived while the best has disappeared...”*

Work, skills, and community impact

Participants credited the practical work they performed with helping to forge group cohesion, at the same time that it delivered tangible benefits on behalf of the community at large and the poor and excluded in particular. However, criticisms did surface about a perceived mismatch between assigned tasks and requisite skills. According to a YELC graduate from Srebrenica, the brief training given to teams sometimes proved too short. While general weatherization protocols could be learned after several days of training, particular dwellings required more substantive physical repairs that demanded carpentry and construction skills that went beyond what was taught. *“There was no way anyone could have picked up enough in a few days to achieve the professional levels needed to properly install insulation or put in windows or doors.....I say this based on ten years in this field.”*

Another phase of practical work brought up a different problem. One of the assigned activities was the construction of eco-containers with four separate holes for recycling metals, plastics, paper and organics. These receptacles were then meant to be set up in prominent public places. Some youth appeared to have ignored the fact that all of separated items would eventually wind up together in the same landfill, since none of the locales had established a full system for recycling. There was a mismatch between the purely symbolic as opposed to functional utility of the eco-containers.

Nonetheless, symbols can help trigger spread effects. Raising awareness is a key step to generating momentum for tangible change in social behaviour. The presence of the containers gave encouragement to “green minded” citizens to press for recycling to be put on the local political agenda. And YELC served as a conduit and switch-point for information about “best practices.” In one municipality, for example, an entrepreneur had pioneered a commercially viable scheme to collect and re-process plastic bottles; this example was then shared across the wider network of YELC sites.

YELC: framing expectations

A number of participants said the project's six week cycle often makes it difficult to perform demanding activities with a high degree of rigor or to delve into complex issues and implications with the depth they ideally deserve. This underscores an essential question: what constitutes fair and reasonable expectations for goals that be achieved within such a short span?

Implicit in such a question is the need for modesty and realism. Taking this into account, YELC's agenda laid out at the beginning of the section must be seen as long-term and aspirational. "A self-sustaining corps" of young activists; youth placed into "safe, stable, well-paying entry-level

livelihoods in the green sector"; a coalition "among public, private, and NGO sector stakeholders focused on the green economy" represent highly ambitious goals. YELC deserves credit for having made significant progress towards meeting them. But the journey is far from over. And those who have embarked on it deserve continued support in order to complete the course.

6.3. Efficiency of Planning and Implementation

Managing project implementation proved enormously demanding. The multiple component parts that had to be synchronized; the regional scale; the sheer volume of participant population; the rapid turnaround between one six week cycle coming to a close and the next one starting up: all these factors combined to create a nexus of complexity. Unravelling the knots demanded discipline and patience. As the project lead, PRONI met the test. The great preponderance of PMP⁶ targets have been reached or surpassed, an accomplishment especially impressive given the extremely challenging nature of the operational environment.

From initial launch on October 1, 2011 to January, 2013, six cycles have been rolled out. Representing a marked premium above the stipulated number of 620 completers, 689 young men and women from mixed ethnic background have gone through a rigorous training and development experience. At the Brčko hub, the figure was 180; at the Bijeljina hub, 171; at the Srebrenica hub, 162; and the Tuzla hub, 176. These participants have produced 800 solar lamps; rehabbed and weatherized 23 houses; and carried out 76 community projects. A 'green alliance' has begun to take shape. In 15 municipalities, youth leaders have been featured in media stories, participated in public events, or been invited to consult with local officials about ecological issues.

Forty youth have been recruited, trained and deployed in the YELC Policy Council. 8 from the Council have been hired on as local YELC team leaders in 4 municipalities. 98 graduates have been recruited for intensive business and technical training, a figure 20% above the original target goal. 50 out the 80 were meant to move on to the green sector via jobs, internships, more training, or self-employment. So far, 7 people have entered internships; one quit, and negotiations are underway to add a further 9. 33 participants went on to additional trainings; 4 have applied for summer training programs in Germany. Progress towards reaching projected internship and placement numbers have temporally stalled. This is because of an absence of companies in Tuzla, Bijeljina, Brčko and Srebrenica that specialize in the Eco sector. While a greater number of jobs and internships are concentrated in Sarajevo, YELC does not have funds to pay for the living costs of participants who would have to relocate to the capital from other towns and villages⁷.

7. Conclusions

⁶ Summary of PMP chart is in Annex 6

⁷(As the PMP makes clear, ""the market is a supply-demand equation...the economy of BiH has a jobs shortage (demand) not a worker shortage (supply), YELC is impacting only one side of this equation. Our hope is to make young people as marketable as possible so that when opportunities emerge our graduates are ready. But, in the design of YELC, we have limited impact on the demand side of the equation creating jobs.")

Main findings:

- YELC gave participants the opportunity to learn and to apply new concepts of leadership rooted in team work and public service; to expand circles of friendship; to gain knowledge about environmental sustainability; and to become better prepared for the world of work.
- A large cohort of young men and women from mixed ethnic backgrounds was formed which in time could become a critical mass in support of a decent future for Bosnia and Herzegovina. But such a result is far from guaranteed. Seeds planted over six weeks cannot be expected to put down deep roots. Further cultivation is required in order to fulfil collective civic potential and protect the significant project resources already invested.
- Young people are highly positive about their brief project experience and want to remain engaged and affiliated⁸. The task at hand is to help graduates consolidate the gains they have made so they become more competent and confident to take on the enormous challenges which lie ahead.
- A growing mismatch is opening up between the desires and priorities of young citizens and the agendas and performance of ruling political elites. But it remains an open question whether discontent can be translated into an effective movement for change and reform.
- Cynicism, apathy and fatalism take a toll, sapping the stamina and resolve needed to take on entrenched regimes and stay the course in what is bound to be a protracted struggle.
- Given such a context, it becomes a strategic imperative to shore up young peoples' sense of individual and collective efficacy. This can only happen within a robust framework of support.
- YELC has helped put such organizational framework in place. PRONI brings a long and distinguished track record equipping and encouraging young people to get involved and make a difference in their local communities and in society at large. OIA has trained groups of youth activists from all over Bosnia and Herzegovina. CSD and CEEF are repositories of expertise on the economy, the energy sector and the environment. YB represents a global conduit through which program practitioners can exchange ideas, insights and experience, and through which young activists themselves can expand horizons and forge a sense of transnational solidarity.
- Key resources have already been assembled. Now required is a deployment plan that leverages the success of this particular venture in order to further strengthen the civic assets and political will of youth in Bosnia and Herzegovina.

8. Ongoing challenges, barriers to success

- The continuing crisis within the Euro zone will put downward pressure on the BiH economy, with serious implications for job development and youth employment.

⁸In response to the question, "Would you like to continue cooperation and networking on environmental and leadership issues with peers who took part in YELC program," 96% said yes. This according to January 23, 2013 on-line survey of 250 participants conducted by OIA.

- The NGO community in Bosnia and Herzegovina, especially the youth field, faces an uncertain future as international donors draw down investments. Local government, political parties, and the private sector offer no substitute base of support. Scarcity of resources has already begun to spawn institutional survivalism, resulting in greater competition between existing NGOs and diminished sectoral collaboration and efficiency.
- The overall political context continues to suffer from opportunism, sectarianism, polarization and corruption. Governance structures are inefficient and unresponsive to community needs.
- Media is often a tool for demagoguery, operating more to sow fear than to create common ground.
- Ethnic division is entrenched and communities tend to be isolated from each other and mistrustful.
- Youth who are best skilled, brightest, most tolerant and most democratically minded are also those with the greatest possibility to move abroad and with the deepest motivation to do so. Such a “brain drain” will further deplete Bosnia and Herzegovina of the economic and civic assets that it needs to regenerate and progress.

9. Recommendations

Specific recommendations include:

- Recalibrate the balance between breadth (exposing large numbers of enrollees to a minimum six week "treatment dose" across 28 municipalities) and depth (delivering a more intense, high impact experience to a smaller contingent in fewer locales.)
- Increase the time between the end of one cycle and the beginning of the next to allow for on-going reflection and review.
- Spend more time doing community reconnaissance and community outreach in order to explain program purposes, elicit suggestions and feedback, and lay the ground work for a local buy-in and eventually for local ownership.
- Organize regular group events that convene project graduates.
- Provide opportunities for the best, brightest and most committed project graduates to travel abroad on short courses, internships/temporary job placements, study tours, or peer exchanges.
- Explore web-based dialog between young civic and environmental change agents in Bosnia and Herzegovina and their peers both in countries of the EU and of ex-Yugoslavia.
- Sharpen theory and practice vis-a-vis ethnic conflict and division.
- Forge inter-generational alliances based on a common vision of a decent future.
- Conduct grassroots, municipal-level campaigns around issues of corruption, rule of law, accountability and economic justice.
- Create a system to inventory skills, aptitudes and interests of young people as the basis for linking youth to organizations and individuals for customized mentorships.

10. Questions for further research

- How can the career paths and ongoing civic ‘life cycles’ of YELC participants be tracked over time in order to yield a more fine-grained understanding of long-term impacts linked to program experience?
- What will it take for the ideas and preferences of youth to inform and influence program planning undertaken by local municipalities as well as the donor community, including USAID?
- How can young people become better equipped and trained as social entrepreneurs, innovators and investigators?

Annexes to the Evaluation Report

1. Terms of Reference for the evaluation
2. Data collection tools, including questionnaires, interview guides and other tools as appropriate
3. List of individuals interviewed and of stakeholder groups and/or communities consulted
4. List of supporting documentation reviewed
5. Summary tables of progress towards outputs, targets, goals (based on where the project)
6. Summary of PMP chart
7. Short biography of the evaluator(s)



**Youth Eco-Leadership Corps
Exit Strategy and Sustainability Plan
December 2012**

Introduction

This document outlines a likely exit strategy and a plan for sustaining the investment and impact of the existing USAID program, Youth Eco-Leadership Corps (YELC). The future of this project—explored in detail below—is supported and intertwined with other YouthBuild International (YBI) projects and activities in the region. YBI has made a long-term strategic commitment to the young people of Bosnia Herzegovina and the rest of the Western Balkans. Specifically, YBI has assembled a network of implementing partners, donors, graduate leaders, cooperative municipal officials, and private sector stakeholders to continue programs based on the YouthBuild principles that support youth development and the building of community assets in the region. By the end of 2013, 1,200 YouthBuild students will have worked to improve their communities while exercising leadership and cultivating livelihood skills. Currently, more than 20 staff have been trained, 10 NGOs have been strengthened, 28 municipalities have been engaged, 12 businesses recruited, and project hubs have been established in five municipalities in Bosnia and Serbia.

This infrastructure of aligned stakeholders is the foundation on which YBI intends to continue serving the young people of the region. And the cornerstone to this foundation is the partnership with USAID which has supported the development of two YouthBuild projects in Northeast BiH with an investment of nearly \$2.2 million in project funding. The *Youth Eco-Leadership Corps* (YELC) has received \$991,000 of this USAID funding while *Youth Building Futures in the Brčko District* has received the remainder. (The project in Serbia is supported with non-USG funds.)

YBI's "exit" from these USAID-funded projects and the plan for sustaining future activity related to both YELC and YBFB builds on this existing infrastructure but at the same time is flexible to allow for changes in funding, changes in priorities, and new opportunities. For the YELC project, the exit strategy will begin with a proposed non-cost extension (NCE) that will provide for about two additional months of activity and will include some changes in project activities. For example, the NCE will emphasize the specialized technical training being provided by the YELC partner Center for Energy Efficiency (CEEF) and Center for Sustainable Development's weatherization of sub-standard homes since these trainings provides participants with highly marketable skills. Additionally, YELC is exploring the possibility of opening a new employment path by getting a group of students credentialed in Permaculture, that is, sustainable ecological design for agriculture, forestry, landscaping, and other types of work. The exit also will consolidate the work of the YELC Policy Council into a smaller YELC Standing Committee (see below for details).

Assembling the Building Blocks of Sustainability

Evidence of Success: The first step toward long-term sustainability is in documenting that YELC has succeeded in its aims. Quantitative and qualitative measures already are being assembled as part of the routine project documentation. Anecdotal evidence is abundant. Also, in late 2012 and early 2013, two evaluators will be working on-the-ground to interview participants, staff, and partners to establish a more thorough assessment of the project. By March, this assessment will be available. YBI expects that the assembled evidence of the YELC project will strongly support YouthBuild's approach to young people. This report coupled with the USAID evaluation being conducted in BiH of the USAID YBFB project and existing studies of YouthBuild programs elsewhere will make a compelling case for further YELC activity.

Multi-Sector Consortium of Supporters: Eight NGOs are helping to implement YELC. Municipal officials in 28 communities are involved along with 12 businesses. In addition, 90 NGOs have signed on to YELC alliance to promote green policies and practices. As mentioned above, several additional donors have expressed interest in the project. So, despite the potential unwieldiness of such a diverse consortium, it does represent a broad, multi-sector base of support that can be recruited to help sustain the project for the long term. Part of this process must include the "migration" to European and regional donors.

Stable, Skillful, Capable, Local Implementers: YBI has invested significantly into the development of its local implementing partners so that the YouthBuild approach to youth engagement can be carried out as designed with technical expertise and cultural competence. Of the eight local NGOs sub-contracted for the YELC project, three have become eligible for USAID funds since working with YBI. YBI has provided materials, e-consulting, and on-site consultation and training to all implementing partners in the region to ensure that they have the capacity to implement YouthBuild programs.

Resource Development after the Current USAID Cooperative Agreement

The current YELC cooperative agreement provides for activity until the end of March, but with a no-cost extension (to be submitted December 18), the project will continue serving young people until May or June under the original proposal. After this date, retaining the current level of project funding and project activity will be challenging, but YBI has laid the groundwork for both the possibility of new USAID funding through a Global Development Alliance (GDA), and for funding from new donors.

USAID GDA: In October, YBI launched a nearly \$7 million GDA in Mexico and, as a result, has the necessary expertise to assemble such an alliance in BiH. Toward this end, YBI has met with Ken Lee, USAID Senior Alliance Advisor, Dana Beegun, USAID BiH Director of Democracy and Government, and Stephanie Hilborn, USAID BiH YELC AOR to explore the prospects of a GDA that builds on YELC's successful recruitment of private sector partners.

YBI envisions a program that unifies the two existing USAID projects into one and that sustains and extends the impact the two projects are now seeing. This unified project would retain both projects' focus on civic engagement and community service as essential building blocks in economic security through livelihood development. In this way, "Leadership for Livelihoods" would remain a central theme for all participants going forward and would reflect the mission's two DOs. A GDA would expand the role of both the private sector and government entities in

the project as a way of systematizing youth livelihood development as a response to labor market needs. By intensifying the skills training, and expanding business development training, the GDA would seek to become a “job generator” by emphasizing self-employment and entrepreneurship especially in the green sector where new opportunities are emerging.

YBI has focused successfully on the green sector where there is growing international investment, demand for new technology, and new opportunities of interest to young people. The following local corporations have already signed on to YELC to provide internships, jobs, and self-employment opportunities for graduates:

- Kovan Gracanica (pellet boilers)
- FiskusVitez (LED lighting)
- Xella Tuzla (energy efficient building materials)
- Bioenergy Vitez (bio-mass heating)
- Association of Biomass Producers in BiH
- Vaillant Tuzla (solar collectors and heat pumps)
- Helioplast Gracanica (various green projects)
- Mega Drvo (wood processing for heating)
- Savox Milici (wood processing)
- Vocar Brčko (energy efficiency in food industry)
- RIMP Tuzla (heat pumps)
- Delma Gradacac (solar collectors)
- Telrad Bijelina (various, energy efficiency).

YELC has benefited from the 10-year track record of YouthBuild in the United States working with private sector partners and the US Department of Labor to introduce students to green construction practices and to career pathways in the expanding alternative energy sector. Bank of America, Walmart, St. Gobain, (a French company with a presence in BiH), and others have been essential corporate partners to YouthBuild’s green jobs projects in the US, investing more than \$15 million. YouthBuild International has started to expand the impact of these partnerships to other countries. Also, as an industry-accredited training provider, YouthBuild has introduced credentialing training in energy assessment and weatherization to BiH that improves graduates’ viability in BiH’s emerging green sector.

Of course, beyond a GDA, YBI continues to monitor USAID solicitations that might support a new revised version of YELC following the end of the existing program.

Private Donors: In October, 2012, **C.S. Mott Foundation** committed funding for YBI projects in the Western Balkans through the end of 2014. A portion of this grant can be applied to a GDA. This funding, in particular, will support the development of a sustainability plan for YBI projects in the region.

The **German Marshall Fund/Balkan Trust for Democracy** provided the original funding to YBI to develop a presence in the Western Balkans. GMF/BTD has requested a second proposal from YBI to strengthen projects in Serbia and Bosnia, including the YELC project. YBI expects to secure this funding in mid-2013, and while it will help to sustain YELC activities, it will not be enough to fully fund the project.

The **Open Society Fund Bosnia** has invited a proposal from YBI in 2013 for a project that builds on the existing YELC project. Leadership and civic engagement tied to economic security, for example, are top priorities for OSF.

The **Rockefeller Brothers Fund** contacted YBI and its partners as part of its needs assessment of BiH. RBF has requested from YBI a regional proposal to focus on youth civic engagement, advocacy and activism. If this proposal is successful, funds would be available in late 2013.

Other Prospective Partners: YBI has met with the **Swedish International Development Agency** and **Manpower, Incorporated**, the global human resources firm, to discuss partnerships that could support YELC-related activities and possibly a GDA.

Sustaining and Expanding the Effects of YELC

With the coming end of the current USAID funding, the scale of the project will be reduced but some YELC activities will continue. YBI's goal—understanding that future funding is still unclear—is to retain a core staff team that is well-trained and experienced in implementing YBI programs in BiH. This team will continue to plan and deliver on-the-ground projects as funding permits. Also, they will maintain an online presence for YELC and will convene small groups of YELC leaders as opportunities for actions and events emerge. As the lead local partner, PRONI will continue to incorporate YELC graduates and activities into its regional work that it has carried out for more than a decade. YBI foresees carrying on the following specific activities to help extend the positive effects of the program:

YELC Point of Contact: YBI intends to retain the project director, Jasmin Jasarevic as a part-time YELC Point of Contact (POC) so that graduates, donors, USAID, the media, and local partners will be able to communicate with YELC for updates, inquiries, and other information. YBI will use private funding to retain this POC for at least a year after the end of USAID funding.

YELC Standing Committee: Prior to the scheduled end of YELC, OIA will coach the Policy Council through an election process that establishes a standing committee to include a President, Vice President, and Local Representatives for each of the hub communities. This self-managing committee will work with the POC to plan and carry out YELC activities as opportunities and funding arise. The committee will continue as the public face and voice of youth advocating for green policies and practices in BiH.

YELC Webpage and Facebook Page: PRONI and the YELC Standing Committee will continue to host the YELC online presence which has been one of the most dynamic and active elements of the project. Both the webpage on the PRONI page and the YELC Facebook page will be overseen and monitored by the PRONI staff and the YELC POC. This activity will continue indefinitely depending on the relevance of the pages and the continued participation of young people. This electronic presence will be used to promote green policies and practices, youth activism, personal change, and green jobs for youth.

Annual YELC Graduate Gatherings: Using private funds, YBI and PRONI will ensure that the YELC graduates will have the opportunity to plan and organize an annual YELC gathering for

graduates for at least two years after the project. This event will be centered on green community actions and community improvements and entirely planned and managed by the YELC standing committee.

YELC Agreements with Municipal Governments: The project director has sent requests to 20 municipalities requesting that the local YELC eco-action teams be incorporated into the municipal youth action plans. Three of these governments have agreed to institutionalize YELC locally. This request includes financial support of several thousand BAM for each team. These agreements could generate KM40,000 to KM60,000 annually for project activities.

YELC Advocacy Handbook: OIA will assemble as a deliverable under the proposed no-cost-extension a guide for all YELC policy council members to continue their environmental advocacy work.

Regional Networking: The PRONI, CSD, OIA, and CEEF staffs all are active in regional networks focused on a wide range of issues. These organizations will continue to include YELC graduates in these networking opportunities as funding permits.

YELC Green Sector Alliance: Prior to the scheduled end of YELC, the project director will reach out to the alliance of stakeholders—including NGOs, municipalities, and businesses—to secure agreements that they will continue to announce opportunities for jobs, internships, self-employment, and volunteer opportunities for YELC graduates. It is a top priority for YBI to keep this alliance active and engaged after YELC.



**Building the Organizational Capacity of the
Youth Eco-Leadership Corps, Local, “Host” Organizations
December 17, 2012**

Introduction

This memo details activity associated with Component 4 of the Youth Eco-Leadership Corps (YELC) project: “Local Grants and Technical Assistance” to small local NGOs in the four hub communities to host the YELC eco-action teams. The four YELC components are:

1. YELC Policy Council: A multi-ethnic group of 40 young women and men will learn and use leadership and governance skills to oversee the activities of the YELC and to promote green policies and practices in Northeast BiH;
2. YELC Eco-Action Teams: Based in four hub municipalities and serving 28 surrounding towns and villages, the teams of 30 young people will plan and carry out green upgrades;
3. Eco-Action Enterprise Development: 103 graduates will receive specialized technical training, business development services, and 10 graduates will receive small start-up grants for micro enterprises. They will also pursue internships, jobs, and further training in the green sector.
4. Local Grants and Technical Assistance: Small local community-based NGOs in each of the four hub communities will receive small operational grants and technical assistance to serve as home base for the Eco-Action Teams.

Component 4 is in line YouthBuild International’s approach to in-country program delivery. Specifically, YBI seeks like-minded local partners willing and able to design and deliver YouthBuild projects. YBI does not seek to build a global network of offices and staff tethered to a U.S. headquarters. YouthBuild’s first two partners in BiH, PRONI and Center for Sustainable Development (CSD) had never managed USAID funds prior to working with YBI and now both organizations manage large USAID projects with YBI support. And while it is not directly associated with Component 4, it is important to note that, CSD and PRONI each have received from YBI a total of more than two months of specialized, on-site, technical assistance, training, and consultation to help build their capacity. Both organizations have proven to be reliable, skillful, and highly-professional partners.

The YELC Component 4 is to engage four local NGOs to host YELC eco-action teams operating in their respective communities. In the spirit of USAID Forward, this component also provides for building the capacity of these organizations through technical assistance, training, coaching, and other supports in exchange for their essential role within the YELC delivery system—that is, in providing a “storefront” presence in local communities for the YELC program. This delivery system has provided an efficient, reliable platform on which to operate the program. And while the system of host NGOs has been challenging to manage at times, the option of having PRONI

open, equip, and staff regional offices to deliver the YELC program would have been costly and would have created competition rather than capacity building for these local NGOs. By contrast, the positive impact of the project on these NGOs will continue to benefit them, their communities, and will help to sustain the themes of youth leadership, environmental stewardship, and local action.

Four Host NGOs to Support Local Eco-Action Teams

At the beginning of the project, four host NGOs were selected based on their previous work with youth, previous good work with PRONI Youth Center, credibility within their local communities, and interest in the YELC project. The component provides for each NGO to receive a \$1,200/month sub-sub-grant from PRONI to cover the basic costs of supporting the eco-action teams. The grants are flexible so that each organization can use the funds as needed so long as they each provide the contractually-required supports to the eco-action teams as spelled out in their grant agreements. In return, in addition to the grant funds, each NGO was provided with technical assistance, consultation, materials, and other supports to help strengthen their capacity to deliver the YELC program and to carry out their other projects as well. The four host NGOs selected to participate in the YELC program are:

1. Brčko, “Firefly” Youth NGO
2. Bijeljina, “Helsinki Committee for Human Rights” Youth Group of HCHR
3. Srebrenica, “Youth Council Vlasenica”
4. Tuzla, “Youth Resource Center”

They are diverse organizations in terms of their existing capacity, history, experience, mission, and willingness to embrace organizational change. The small Youth Council of Vlasenica proved to be the most eager for input and improvement.

Supports for the Local, Eco-Action Teams

The most important role for the host NGOs has been to serve as the local Point of Contact (PoC) and “storefront” for the YELC project. Giving the project local visibility with a reputable, pre-existing, local organization was essential in building interest in and visibility for YELC. This credibility created attention for the project and drove recruitment efforts. As the PoC for the project, the host NGOs also provided a staff person and address where youth and local citizens could learn about YELC, drop off applications, and communicate with the Eco-Team Leaders who are based at the NGOs but spend most of their time in the community and with the eco-teams. Support to the leaders includes a computer, phone, work area, and storage space. The local organizations played a key role in recruitment since they had had previous contact with many young people in the area. The NGOs served as liaisons to municipal officials, local businesses, and other organizations that have been key resources to the YELC project. The local NGOs are required to provide lunch and refreshments to the YELC teams. Also, local transportation is provided by the NGOs for YELC participants. These participant costs have accounted for most of the sub-sub-grant expenditures.

The Eco-Team Leaders in Tuzla wrote about their host NGO, “the technical support from Youth Resource Center Tuzla is functioning flawlessly, which is the result of great communication and mutual engagement.”

Technical Assistance for Capacity Building Provided to Local NGOs

14 months ago, at the start of YELC, none of these NGOs had received USG funds and none were eligible for USAID funding. At that time, the most pressing technical assistance task was to build the financial management capacity of the NGOs. The PRONI and CSD management and finance staffs delivered three, separate training workshops in Brčko for the four organizations. The focus of these workshops was on budgeting, financial systems, and specifically, USAID financial management and reporting. VAT reconciliation was part of these workshops. The YELC finance specialist at CSD provided daily support and continues to provide ongoing coaching and guidance to the NGOs on reporting.

After each YELC Eco-Action Team cohort is completed, PRONI convenes the four host NGOs in Brčko for full-day meetings/workshops to evaluate YELC, develop new planning tools, share lessons on the management of youth programs, and outline improvements for the upcoming YELC sessions. Four of these events have been organized in the past year. Following these workshops the PRONI and CSD administrative staffs continued to follow up regularly by email and phone with all four sub-sub-grantees.

As part of this process, PRONI provided to each organization a set of program templates for financial management, program management, recruitment, enrollment, event management, policies and procedures, municipal outreach, and legal issues. These document templates have provided the framework for each organization to develop new systems and approaches that support all their respective programs. PRONI also has provided management assistance in engaging the local municipal officials in project activities at each of the NGOs. Interestingly, the two smallest and most inexperienced NGOs proved to be the most nimble and eager to change. The two bigger NGOs posed more resistance.

Each week, as part of both monitoring duties and technical assistance efforts, the PRONI Eco-Team Manager visits at least a couple of the NGOs to meet with the staff, observe operations, verify supports for YELC, and to consult on emerging issues. The Manager has provided follow up support on use of the management templates and on the information provided at the training workshops.

An essential part of the capacity building has been in supporting operations and equipment purchases. While the vast majority of the grant resources go directly to supporting the YELC teams, each NGO has used some grant funds for office equipment, space rental, phones, computers, and other basic needs necessary for any NGO to be effective. These purchases are fully documented in the reports.

Impact of Technical Assistance on Host NGOs

Professionalization: Each organization has seen an improvement in the professional capabilities of its staff, especially related to management and finance. This is evidenced in the improved financial and program reports that each NGO submits. Also, these local staff members have participated in planning, evaluation, reflection, and problem-solving sessions facilitated by PRONI that upgraded their skills in these areas, making them better program implementers. The material support provided to the NGOs has provided them with essential equipment, part-time staff, and space for sustained operations. Most of these organizations have, at times, operated with no paid staff and no office making it nearly impossible to effectively deliver programs.

Now, their well-established presence in the community increases their ability to influence issues and contribute to civil society. One of the NGOs, the Helsinki Committee for Human Rights, was recently approved for USAID funding.

Effective Delivery System for YELC: YELC is a complicated, challenging project and the delivery system provided by the four NGOs has played an important role in the project's success. Whatever challenges this approach may have faced, the option of opening new, temporary PRONI offices in four communities for the 18 months of the project would have been costly, short-lived, and less impactful locally. These NGOs had credibility with local youth and were able to create a vast recruiting system that has attracted more young people than the project can enroll.

Increased Local Recognition: YELC has become a high-profile project with a lot of positive popular and media attention. This attention has benefitted not only YELC, but the other projects being implemented by each of the NGOs. YELC's systematic outreach to municipal officials and to private sector stakeholders has put the local NGOs in direct contact with prospective allies and partners for future initiatives. While the prominence of YELC has not, as hoped, increased the NGOs' interest in or involvement in environmental issues, each has told PRONI that they want to continue participating in the YELC green alliance after the end of the project.

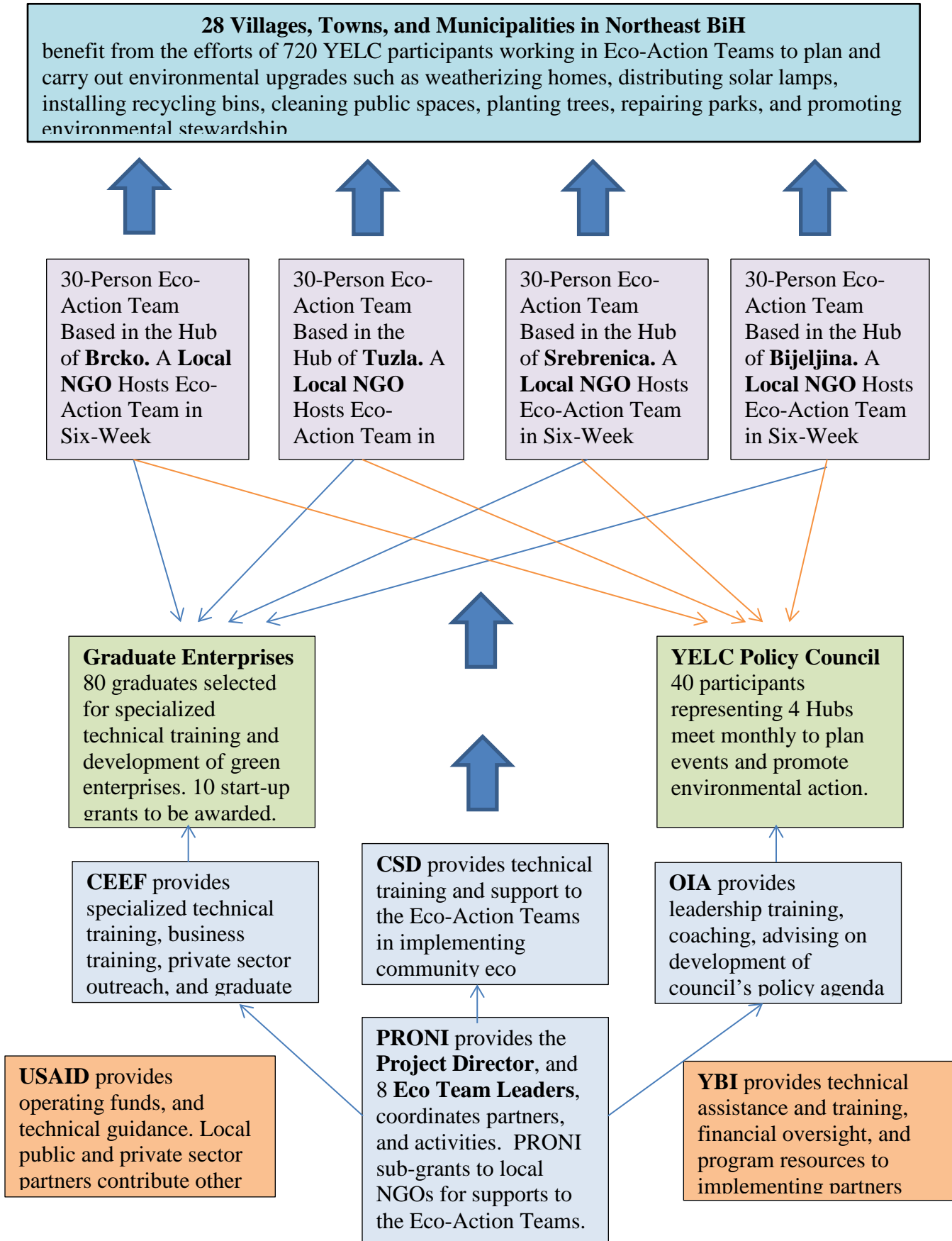
Increased Foot Traffic at NGOs: YELC has brought hundreds of young people and citizens into these NGOs who might have never entered the offices. As with increased local recognition, this increase in foot traffic has enabled the NGOs to promote their other projects and services to local citizens.

Strengthened NGO Network: Poorly resourced local NGOs often work in isolation, and the YELC program has allowed for four local NGOs to work face-to-face with partners in Northeast BiH that, over the long run, will strengthen the regional network of cooperating NGOs. Regional cooperation supports larger programs, increased cooperation, and greater impact.

Sustainability for YELC: After 18 months of project implementation, these local NGOs will be well versed in the YELC themes, activities, and objectives. This familiarity will make them essential resources in the long-term sustainability of YELC as it migrates to a less-visible, virtual project with fewer on-the-ground activities. As the four regional hubs, they may continue with a reduced role as the local "storefronts" for the YELC program in whatever ways it unfolds in the coming year.

The Youth Council Vlasenica, the host in the Srebrenica hub wrote, "All cooperation with PRONI and other stakeholders in the project has contributed to our organization the quality of work and the development of technical and human resources. Given that this project was very demanding activities most of which were on the field together only managed to overcome them and to finalize the project with all objectives achieved. One thing we get through this project is that we as an organization are mature enough and can lead or to be a partner on major regional projects because we have proven that we are capable of leading the activities in a geographic area and the financial part of this time, which was not easy."

Organogram for the USAID YELC Program



YELC Branding and Recruitment Material



USAID
FROM THE AMERICAN PEOPLE



Youth Eco Leadership Corps
Mladi Eko Lideri
Млади Еко Лидери

BUDI I TI MLADI EKO LIDER

Mladi od 16 do 30 godina
APLIKACIJU PREUZMITE NA www.pronibrcko.ba
ISPUNITE I ŠALJITE NA mladiekolideri@gmail.com
do **2. februara, 2012. god.**

PARTNERI:
YouthBuild International
PRONI centar za omladinski razvoj
Centar za održivi razvoj
Omladinska informativna agencija i Centar za energetske efikasnost

www.youthbuildinternational.org



Youth Eco Leadership Corps
Mladi Eko Lideri
Млади Еко Лидери



www.youthbuildinternational.org
mladiekolideri@gmail.com
Mehmedagića 24, 76100 Brčko Distrikt BiH
Tel/Fax: +387 49 217 695

 **USAID** FROM THE AMERICAN PEOPLE

 Youth Eco Leadership Corps
Mladi Eko Lideri
Млади Еко Лидери

PARTNERI:
YouthBuild International
PRONI centar za omladinski razvoj
Centar za održivi razvoj
Omladinska informativna agencija i Centar za energetske efikasnost



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Youth Eco Leadership Corps
Mladi Eko Lideri
Млади Еко Лидери

BUDI I TI MLADI EKO LIDER

O projektu "Mladi eko lideri"

"Mladi Eko Lideri" je osamnaestomjesečni projekat (26.09.2011.-25.03.2013.) sa ciljem mobilizacije 720 mladih ljudi, uzrasta 16 do 30 godina iz sjeveroistočne BiH, koji će povesti inicijativu podizanja javne svijesti, politike(a) vladajućih struktura i privatnih investitora oko pitanja zaštite životne okoline i obnovljivih energija u regiji. Mladi ljudi iz Srebrenice, Tuzle, Brčko distrikta BiH i Bijeljine, okupljeni oko Eko Akcionih Timova (sastavljenih od po 30 mladih ljudi) će u okviru ovoga projekta razviti alate i steći znanja i sposobnosti za rad na akcijama zaštite prirodnog okoliša, kao što su: parkovi, bašte, pošumljavanje javnih površina, igrališta, solarne lampe, kontrola erozije i sl., u 28 lokalnih zajednica sjeveroistočne BiH. Eko Akcioni Timovi će se fokusirati na četiri vrste projekata u zajednici: 1) energetska učinkovitost kroz toplotnu izolaciju; 2) briga o okolišu u cilju očuvanja resursa; 3) očuvanja vode; i 4) obnovljivi izvori energije, uključujući i izgradnju solarnih lampi za seoska domaćinstva. Osim brige o okolišu, teme programa uključuju fokus na mogućnosti za žene, ekonomsku sigurnost, ruralni razvoj, transformaciju konflikta i sticanje zajedničkog iskustva u radu za opšte dobro kod multi-etničkih grupa mladih. Projekat „Mladi Eko Lideri“ je dizajniran da se nadopuni i koordinira sa već postojećim USAID projektom "Mladi Grade Budućnost u Brčko Distriktu" koji provode Centar za održivi razvoj, PRONI Brčko, i YouthBuild International.

Strateški partneri projekta:
USAID i C.S. Mott Foundation.

Implementatori projekta:
Youth Build International, PRONI Centar za omladinski razvoj, Centar za održivi razvoj (CSD), Centar za energetska efikasnost (CEEf) i Omladinska Informativna Agencija (OIA).

Programski ciljevi:

- 1.) Uspostaviti neovisno vođenu grupu dobro informisanih, uključenih i inspirisanih mladih lidera da promovišu "Zelene politike", prakse i projekte od ekonomskog i društvenog značaja za građane Sjeveroistočne BiH;
- 2.) Uključiti mlade u sigurna, održiva, dobro plaćena zanimanja u "Zelenom sektoru";
- 3.) Izgraditi saveze između javnog, privatnog i NVO sektora fokusirane na "Zelenu ekonomiju".

Programske komponente:

1. Savjetodavno vijeće Mladih Eko Lidera: Multi-etnička grupa od 40 mladih koji će voditi, upravljati i inicirati aktivnosti Mladih Eko Lidera;
2. Eko Akcioni Timovi: Sa sjedištem u 4. središnje opštine djelovat će na 28 okolnih zajednica;
3. Eko Preduzetnički Razvoj: 80 sertifikovanih mladih ljudi proći će specijalizovani tehnički trening, razvoj biznisa i male početničke grantove za mala i mikro preduzećstva. Oni će takođe imati mogućnost stažiranja, zapošljavanja i daljnijeg edukovanja u Eko sektoru;
4. Lokalni Grantovi i Tehnička Podrška: Lokalne nevladine organizacije imat će manje operativne grantove i tehničku pomoć za podršku Eko Akcionim Timovima.

Pozivamo mlade od 16 do 30 godina da se priključe projektu „Mladi Eko lideri“, projekat koji je finasiran od strane američkog naroda kroz USAID. Prvih 30 prijavljenih u toku dva mjeseca proći će obuke iz oblasti liderstva, te ujedno steći tehničke i praktične vještine iz domena ekologije, zaštite okoliša i energetske efikasnosti. Za najbolje učesnike će biti omogućene specijalizovane obuke za razvoj poslovnih ideja iz navedenih oblasti, te za deset najboljih poslovnih ideja dodijelit će se i novčana sredstva u iznosu od 1000 USD. Svi zainteresovani aplikaciju mogu preuzeti na www.pronibrcko.ba u **DOWNLOAD sekciji.**

Svoje popunjene aplikacije i upite šalžite na mladiekolideri@gmail.com.



www.youthbuildinternational.org
mladiekolideri@gmail.com

PARTNERI:
YouthBuild International
PRONI centar za omladinski razvoj
Centar za održivi razvoj
Omladinska informativna agencija i Centar za energetska efikasnost

CEEF Report on Advanced Technical Training

As a part of the YELC effort in 2011-2012 CEEF organized 15 hands on experience training sessions in the RERTC Training Center in Pazaric. The following topics were addressed:

- **Trainings on Wood Biomass – Trainer Miroslav Stipovic**

Theoretical part of the training:

- Theoretical presentation of biomass, biomass division
- Industrial and household use of biomass, with special emphasis on wood biomass
- Processing plant biomass, conversion to other forms of energy
- Combustion of biomass, with special reference to burning biomass in the form of pellet
- Demonstration of biomass pellet boiler of 20 KW
- Woody biomass: logistics, transport, management, employment

Site visit to pellet factory EUPAL, Pale

- Demonstration of production at the facility and the company

Workshop:

- Establishment of a company whose core business is closely related to biomass (Moderator has set the parameters for routing)

- **Trainings on Solar Energy – Trainer Esad Karalic**

Theoretical part of the training:

- Exploring the possibilities of using solar energy
- Using solar energy to generate electricity (photovoltaic panels)
- Using solar energies for the production of thermal energy
- Introducing the vacuum tube solar collectors

Practical part of the training:

- Mounting tube solar panels
- Mounting system for managing solar heating
- Increasing solar panel with boiler for hot water

- **Trainings on Energy-efficient Construction– Trainer Jasmin Huremovic, Ademir Catovic**

Theoretical part of the training:

- Energy-efficient buildings - concept and importance of energy efficient buildings
- Energy-efficient buildings - Passage heat, calculated "U" values
- Energy-efficient buildings - Thermal insulation in winter
- Energy-efficient buildings - Thermal insulation in summer
- Energy-efficient buildings – YTONG technology building system
- Energy-efficient buildings - YTONG Multipor. New material for insulation
- Energy-efficient buildings - Construction YTONG Passive Houses

Practical part of the training: Construction with YTONG materials for construction

Site visit: Passive house "Bozinovic" in Sarajevo

- **Trainings on Water Leak Detection – Trainer Rade Romić**

Theoretical part of the training:

- Production and distribution of water
- Maintenance of water distribution networks
- The use of GIS systems in the network maintenance
- Water balance and research failures

Practical part of the training:

- Presentation of equipment SEBA KMT for Water Leak Detection Leaks
- Work with equipment on Polygon for Water Leak Detection

- **List of Workshops and Participants and Hometowns**

13.-15.06.2012 Energy-Efficient Construction	
Name	City
Mirna Halilovic	Tuzla
Mensur Đedovic	Kalesija
Milica Mihojlic	Bijeljina
Aleksandar Rasevic	Brcko
Sekulic Nino	Vogosca
26.-28.06.2012 Solar Energy	
Name	City
Selma Puzic	Tuzla
Semir Šabic	Brcko
Asmir Mulaimovic	Bijeljina

Ljubinka Gavric	Brcko
Dragan Slomojlovic	Bijeljina
Admin Salihovic	Brcko
11.- 13.07.2012 Wood Biomass	
Name	City
Milijana Cvijetinović	Vlasenica
Erna Hodžić	Tuzla
Amra Hurić	Brčko
Miloš Đokić	Lopare
Risto Lujčić	Lopare
17.-19.07.2012 Energy efficient construction	
Name	City
Nikola Krstovic	Bijeljina
Sladana Cuvaj	Tuzla
Nesib Mustafić	Tuzla
Stojanka Pavlovic	Lopare
Mirsad Alic	Brcko
25.-27.07.2012 Solar Energy	
Name	City
Zlatko Stanković	Tuzla
Lejla Muminović	Brčko
Sretan Danilović	Vlasenica
Tamara Zarić	Vlasenica
Anes Čandić	Brcko
23.-25.08.2012 Energy-efficient construction	
Name	City
Nikola Mijatović	Srebrenica
Jelena Mijatović	Srebrenica
Marija Erić	Srebrenica
Malik Živković	Tuzla

Muamer Nurkić	Živinice
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12.-14.09.2012 Solar Energy	
Name	City
Petar Rajković	Zvornik
Srđan Domuz	Zvornik
Radenko Pantić	Zvornik
Selma Džinić	Živinice
Jasmin Husadzinović	Brčko

26.-28.09.2013 Energy-efficient construction	
Name	City
Andjela Losic	Srebrenica
Kristina Tripunovic	Srebrenica
Denis Jamakovic	Tuzla
Kristijan Andric	Tuzla
Emir Henjakovic	Brcko

10.-12.10.2012 Wood Biomass	
Name	City
Selma Osmanović	Živinice
Mersed Hasić	Živinice
Ružica Ilić	Bijeljina
Anela Jurkić	Domaljevac
Magdalena Mikić	Orašje
Đurđica Ivić	Domaljevac

31.10.-2.11.2012 Water Leak Detection	
Name	City
Željana Maksimović	Zvornik
Jelana Milošević	Zvornik
Irina Zejnilović	Lukavac
Nedim Imamović	Lukavac
Marko Nikolić	Srebrenica
Željkan Krsmanović	Srebrenica

Denis Sekulić	Srebrenica
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15.-17.11.2012 Wood Biomass	
Name	City
Sanja Vidović	Brčko
Petar Mikić	Orašje
Đorđe Sekulić	Srebrenica
Miroslav Andrić	Vlasenica
Asmir Memić	Lukavac
Dino Dajdžić	Lukavac
Davor Eric	Zvornik
Dragana Spasić	Zvornik

29.11.-01.12.2012 Water Leak Detection	
Name	City
Sandra Srabović	Lukavac
Demir Kunić	Lukavac
Katarina Došan	Zvornik
Jelena Kojić	Lopare
Borisav Lopandić	Bijeljina
Siniša Stević	Lopare
Nemanja Pantić	Lopare
Boban Josipović	Bijeljina

7.-9.02.2013 Wood Biomass	
Name	City
Samra Sumbić	Gračanica
Samir Husić	Gračanica
Verica Simić	Milići
Dušica Bećarević	Milići
Dražen Jugović	Ugljevik
Ana Mičić	Bijeljina
Alvin Sinanović	Srebrenik
Atifa Buldić Bešić	Srebrenik

14.-16.02.2013 Solar Energy	
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Name	City
Milica Mitrić	Šekovići
Nikola Antonić	Milići
Bratislav Krsmanović	Brčko
Mirza Džafić	Gračanica
Mahir Bričić	Gradačac
Tajib Mešanović	Gračanica
Edina Potoković	Janja
Nenad Zelenovic	Ugljevik

15.17.05.2013 Water Leak Detection	
Name	City
Ramic Adis	Tuzla
Almira Cavalic	Celic
Dinka Vehbic	Tuzla
Mirza Tokic	Banovici
Tijana VeljkoviC	Tuzla
Melisa Zahirovic	Srebrenik
Mirnesa Puskar	Srebrenik

Final Statistics:

	Number of participants
Biomass	27
Solar energy	24
Detection of water leaks	22
Energy-efficient construction	20
TOTAL	93

As a part of the YELC effort in 2011-2012 CEEF organized further education, training, jobs, and internships for 26 graduates.

List of graduate's placement

Company Name:Xella d.o.o. BIH
Name:
Elvedina Memić

Erna Hodzic
Srecko Banovic
Merima Kalaba
Lejla Selimovic
Suada Brcaninovic
Mirzeta Tokic
Selma Dzinic
Total Number: 8

Company Name:Eko Line Kovan
Name:
Mirza Dzafic
Amra Sumbic
Almin Dogic
Anel Saric
Esmal Grbic
Tajib Mesanovic
Samir Husic
Total Number: 7

Company Name: Heliplast d.o.o. Gracanica
Name:
Asmir Memic
Total Number: 1

Organization Name: NERDA
Name:
Sladana Cuvaj
Total Number: 1

Company Name: Savox d.o.o. Milici
Name:
Verica Simic
Dusica Becarevic
Total Number: 2

Company Name: Vocar d.o.o.
Total Number: 1

Company Name: Boris Glas d.o.o.
Total Number: 4

Organization Name: GIZ
Total Number: 2

Statistics on placements

Company Name	Number of placement
Xella d.o.o. BIH	8
Eko Line Kovan	7
Helioplast d.o.o. Gracanica	1
NERDA	1
Savox d.o.o. Milici	2
Vocar d.o.o.	1
Bori Glas d.o.o.	4
GIZ	2
TOTAL	26

CEEF continues to forward current information regarding employment opportunities and additional education to all YELC graduates.

CSD's Inventory of YELC Green Community Asset Building Projects Completed

Total of field work:

- weatherized 30 houses
- installed 27 triple recycling containers
- completed 810 solar lamps
- completed 9 bird houses
- great number of eco actions in every hub (cleaning, painting)

List of field work

Hub Brčko

First group:

1. Cleaning (2) market place in the city
2. Cleaning walking area and riverside by the river Brka
3. Building and installing (2) triple recycling containers in previously agreed locations
4. Building and installing (2) bird houses
5. Furnish and put together all team tools and install Eco signs

Second group:

1. Completed (30) solar lamps with the second group participants and given to eco team leaders for distribution.
2. Completed and installed (1) triple recycling container
3. Completed weatherization of (2) homes

Seventh group:

1. Building and installing (3) triple recycling containers
2. Completed weatherization of (3) homes

Hub Bijeljina

First group:

1. Cleaning old railroad station and surrounding area in the city
2. Cleaning downtown area in the city and promoting the eco-action to the community
3. Clean walking area in the city
4. Building and installing (3) bird houses
5. Furnish and put together all team tools and install Eco signs

Second group:

1. Completed (30) solar lamps with the second group participants and given to eco team leaders for distribution.
2. Completed and installed (1) triple recycling container
3. Completed weatherization of (1) home

Hub Tuzla

First group:

1. Cleaning walking area for young people
2. Cleaning walking are by the river Jala
3. Cleaning park Partizan in the city
4. Building and installing (2) triple recycling containers in previously agreed locations
5. Furnish and put together all team tools and install Eco signs

Second group:

1. Completed (30) solar lamps with the second group participants and given to eco team leaders for distribution.

2. Completed and installed (1) triple recycling container

3. Completed weatherization of (1) home

Seventh group:

1. Completed (25) solar lamps team leader for distribution.

2. Completed and installed (1) triple recycling container

3. Completed weatherization of (3) homes

4. Painted elements of one children's playground and one school playground

5. Cleaning five children's playgrounds

Hub Srebrenica

First group:

1. Cleaning high school area and the facility room used to build the recycling containers in Vlasenica

2. Cleaning city area in the city Vlasenica

3. Cleaning city area in the city Srebrenica

4. Building and installing (4) triple recycling containers in previously agreed locations (2) in Vlasenica and (2) in Srebrenica

5. Furnish and put together all team tools and install Eco signs

Second group:

1. Completed (30) solar lamps with the second group participants and given to eco team leaders for distribution.

2. Completed and installed (1) triple recycling container

3. Completed weatherization of (2) homes

4. Planted flowers in front of the youth center, park, and school

Fourth group:

1. Completed (50) solar lamps

2. Finished and installed (1) triple recycling container with the third group

3. Cleaned, painted, installed pedestrian borders and gravel at the elementary school basketball sport field.

4. Completed weatherization of (2) homes

Pelagićevo

Third group:

4. Completed (45) solar lamps

5. Weatherization of (2) homes

6. Cleaning and painting the school soccer and basketball sport field and benches in the park

Lopare

Third group:

4. Completed (50) solar lamps

5. Building and installing (1) triple recycling container

6. Completed weatherization of (2) homes

7. Cleaning and painting the school soccer and basketball sport field and benches in the park

Živinice

Third group:

4. Completed (45) solar lamps
5. Building and installing (1) triple recycling container
6. Completed weatherization of (2) homes
7. Cleaning and painting children's playground and the benches in the park

Zvornik

Third group:

4. Completed (25) solar lamps
5. Building and installing (1) triple recycling container
6. Completed weatherization of (2) homes
7. Cleaning, painting, installing pedestrian borders and gravel at the elementary school basketball sport field.

Fourth group:

1. Completed (50) solar lamps
2. Finished and installed (1) triple recycling container
3. Cleaned and painted the middle school fence
4. Completed weatherization of (2) homes

Orašje

Fourth group:

1. Completed (50) solar lamps
2. Weatherization of (2) homes
3. Cleaning and painting (2) school soccer and basketball sport fields

Lukavac

Fourth group:

1. Completed (50) solar lamps
2. Finished and installed (1) triple recycling container
3. Cleaned and painted children's playground and the concrete trash cans in the park
4. Completed weatherization of (3) homes

Gračanica

Fifth group:

1. Completed (50) solar lamps
2. Cleaned, sanded, patched and painted (1) kinder garden
3. Built(1) recycling container
4. Cleaned Bosnian Cultural Center surrounding area

Ugljevik

Fifth group:

1. Completed (50) solar lamps
2. Completed (2) walkway paths in the school yard
3. Cleaning school surrounding area
4. Built, painted and put together 4 bird houses

Srebrenik

Fifth group:

1. Completed (50) solar lamps
2. Patched, sanded, and painted 350m² wood stage in the Cultural Center
3. Painted stair hand rails and radiators at the Cultural Center
4. Cleaned Cultural Center and Red Cross surrounding area

Milići

Fifth group:

1. Completed (50) solar lamps
2. Patched, sanded and painted walls in Youth Club
3. Remodeled bathroom in the Youth Club (furnished and installed sink, water installation, door locks, light, refinished the walls, and installed ceramic tiles)
4. Cleaned Youth Club surrounding area

Gradačac

Sixth group:

1. Completed (25) solar lamps
2. Cleaned and painted (1) orphanage support home and built shelves
3. Finished and installed (1) triple recycling container

Janja

Sixth group:

1. Completed (25) solar lamps
2. Cleaned library and surrounding area
3. Finished and installed (1) triple recycling container with the sixth group

Čelić

Sixth group:

1. Completed (25) solar lamps
2. Cleaned and painted (1) hand rails in the high school three floors
3. Finished and installed (1) triple recycling container with the sixth group

Šekovići

Sixth group:

1. Completed (25) solar lamps
2. Cleaned and painted walls and install hangers in the high school gym
3. Finished and installed (1) triple recycling container with the sixth group

Inventory of Participants in the YELC Entrepreneurship Training

Name	Email	Phone	City
Mirnes Hasanovic	m_hasanovski@hotmail.com	062/742-581	Srebrenik
Mersed Hasić	mersed_h@hotmail.com	061/425-024	Šerici, Ribac bb, Živinice
Selma Džinić	dzinic_selma@hotmail.com	061/656-781	visca-zivinice
Kristijan Andrić	krile007@hotmail.com	62348448	Zivinice
Merima Kalaba	mlilithe@gmail.com	+38761886147	Tuzla
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Suljo Topčagić	bayern_suljo@hotmail.com	61882580	Gračanica
Gorana Planinčić	goranap89@gmail.com	065 958 414	Bijeljina
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