



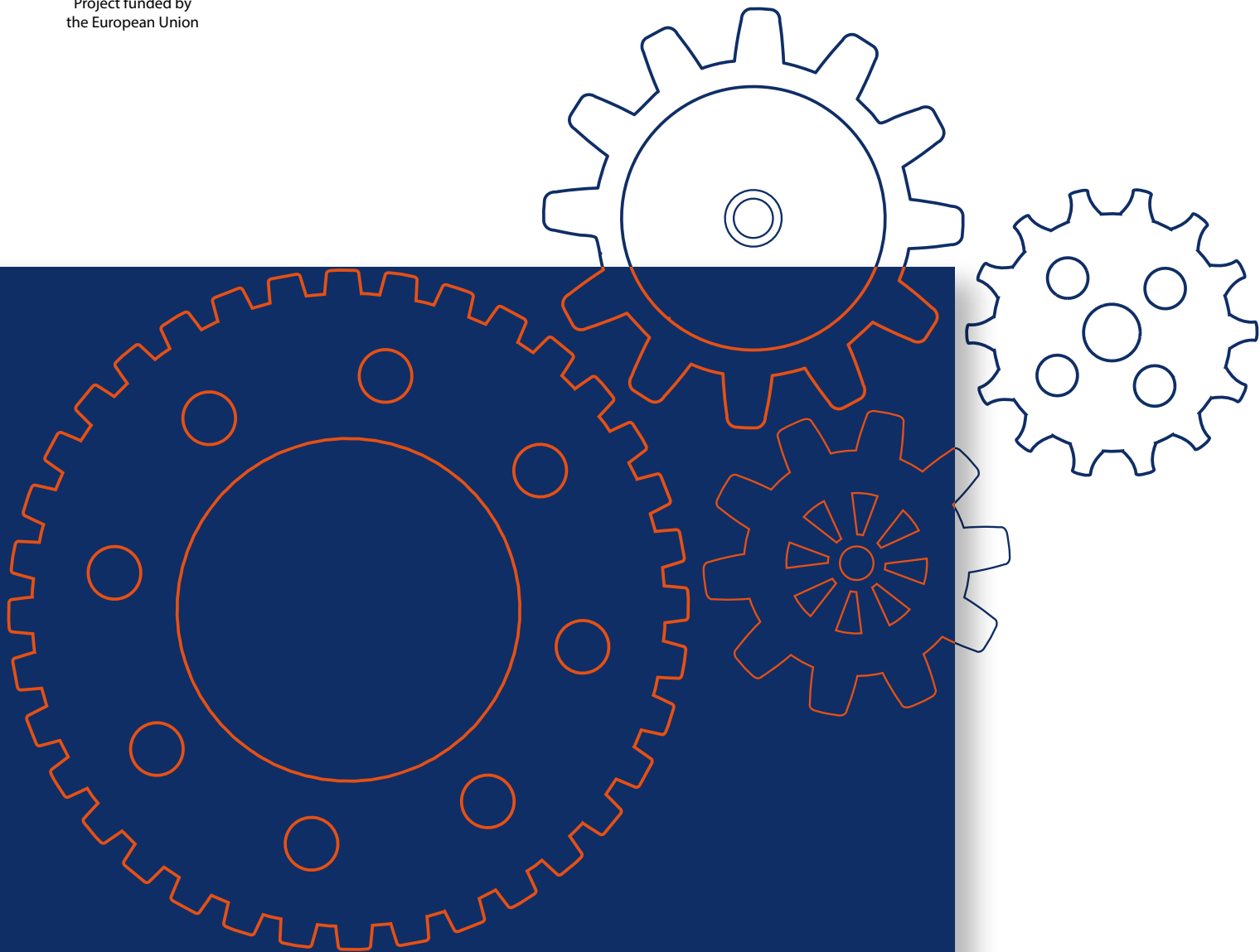
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Organization



LOKALNA PARTNERSTVA  
ZA ZAPOSŁJAVANJE  
U BOSNI I HERCEGOVINI



# Final Report

**Local Employment Partnerships  
in Bosnia and Herzegovina**

ILO Decent Work Technical Support Team and  
Country Office for Central and Eastern Europe

This report was produced with the financial support of the European Union. Its contents are the sole responsibility of the ILO and do not necessarily reflect the views of the European Union.



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# Final Report

## Local Employment Partnerships in Bosnia and Herzegovina



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April 2019





# Acknowledgment

This publication is an integral part of the final report of the project *“Support to Local Employment Partnerships in Bosnia and Herzegovina”*. The ILO promotes the project’s achievements to emphasise the remarkable commitment of the 19 local employment partnerships (LEPs) in Bosnia and Herzegovina and their efforts in increasing job opportunities in 27 municipalities in this country. The European Union, in cooperation with ILO, supported the establishment and further development of these LEPs to foster sustainable, partnership-driven active labour market frameworks at the local level for increased access to formal employment, particularly in flood-affected areas. The ILO expertise in the capacity building of LEPs ensured the long term strategic positioning of these partnerships and contributed to their sustainability. The future LEPs worldwide might be inspired by the results achieved during the project implementation, by composition of the established partnerships, constructive dialogue and by many other facts that ILO highlights in this final report.

ILO LEP team



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## **Abbreviations**

BiH	Bosnia and Herzegovina
BD	Brčko District
EU	European Union
EUD BiH	Delegation of the European Union to Bosnia and Herzegovina
EUSR	European Union Special Representative
FBiH	Federation of Bosnia and Herzegovina
IPA	Instrument for Pre-accession Assistance
LEP	Local Employment Partnership
LEAP	Local action plan for employment
MCA	Ministry of Civil Affairs
MOFTER	Ministry of Foreign Affairs, Trade and Economic Relations
PES	Public Employment Service
RS	Republika Srpska





# About the project

The project “*Support to Local Employment Partnerships in Bosnia and Herzegovina*” is a development cooperation initiative implemented by the International Labour Organization (ILO) under the framework of the EU-funded Instrument for Pre-accession Assistance (IPA), more specifically the IPA II 2014 Action Programme for Bosnia and Herzegovina addressing local integrated development.

Project implementation started on 1 February 2016 and finished on 30 April 2019. The project budget was 4.4 million EUR, of which 3.3 million EUR have been earmarked for the project beneficiaries—local employment partnerships (LEPs). The **overall objective of the Action** was to contribute to the strategic development of Bosnia and Herzegovina’s labour market. The **specific objective** was to foster sustainable, partnership-driven active labour market frameworks at the local level for increased access to formal employment, particularly in areas affected by catastrophic floods in 2014.

The Action was a response to the concerns of the EU and other actors about the progress in the areas of employment and social policies in Bosnia and Herzegovina (BiH). The ILO proposed to address these concerns by developing the capacities at the local level for effective implementation of employment policies, addressing the skills mismatch, promoting employability - particularly among women and other vulnerable individuals (including youth, minorities, returnees and IDPs, households affected by floods) and hard-to-employ people (e.g. people with low qualifications, long-term unemployed individuals, people with disabilities), and by stimulating job creation.

In 39 months of the project implementation, ILO supported 19 local employment initiatives and their institutional development enabling them to act as the main drivers of the shift from a traditional, partially successful model for defining and implementing active labour market policies and measures, to a flexible, partnership-driven model based on local needs.

All stakeholders welcomed the model of local employment partnership. Apart from the remarkable results reflected in the number of trainees and employees, additional efforts were invested to achieve sustainable partnerships. By the end of the project, most of the implementing partners have become a part of the institutional set up at the local level and increase opportunities for their own sustainability. The formal structures supported by the municipal authorities should ensure the further development of active labour measures at the local level. In addition to that, the joint activities of the established LEPs resulted in an informal network of 17 local employment partnerships. The network represents a solid base for further development of LEPs in Bosnia and Herzegovina, as well as a potential for advocacy of a better environment for local economic development and escalation of employment opportunities.

The LEP project received unequivocal praises from an independent evaluator for its relevance and effectiveness in providing locally devised solutions to employment, while simultaneously addressing the many challenges specific to each stakeholder and the distress of long-term unemployed individuals.



# Background

Bosnia and Herzegovina is a country comprised of two entities—Federation of Bosnia and Herzegovina (FBiH) and Republika Srpska (RS)—and Brčko District of BiH, which is considered a condominium (territory shared by both entities). While FBiH is heavily decentralized and is comprised of 10 (ten) cantons, Republika Srpska is a centralized entity. There are 143 municipalities in the country, 79 in FBiH and 64 in RS. The country faces a slow transition towards an economy that generates sufficient employment through local private enterprises.

Unemployment in BiH is a long-term consequence of the structural shifts in the economy that started at the end of the 1980s. The war that followed, coupled with mishaps in the privatization of failed State-owned enterprises and decisions that resulted in the regrettable deindustrialization of BiH, combined with limited upskilling of the labour force, resulted into massive unemployment, high inactivity, and growing dependence on imports.

The transition towards a job-rich economy through the acceleration of local enterprises has been slow and painful. Today, the public sector remains the principal investor and job creator since the private sector lacks access to financial resources, modern management skills and, most importantly, the educated labour force needed for its development. Basic labour market indicators from the 2014 Labour Force Survey provide the baseline for the project: high youth unemployment rates (62 percent for age group 15–24; 66 percent for young women) combined with low levels of labour force participation (44 percent, with women having an activity rate of 33 percent).<sup>1</sup> The continuous growth of the informal economy, thought to contribute 30 percent of the GDP<sup>2</sup> back in 2014, signals another challenge of the labour market in BiH that hinders decent work and human resource development. The 2014 floods forced a large number of private companies to interrupt their activities, which put many jobs in the affected areas at risk.

If BiH wants to have effective labour markets, it is necessary to improve employment and education policies in terms of their relevance to the needs of both the employers (demand) and the labour force (supply), while strengthening social dialogue and labour market institutions. These improvements would ensure that the opportunities arising from the expected economic recovery are not missed.

One of the main challenges is that key local stakeholders (municipalities, employers, unions, public employment services, educational institutions, and civil society organizations) do not communicate with each other regularly. Likewise, they do not exchange ideas and views on what each of them could do to drive employability, facilitate transitions to formality, and improve the overall employment outlook. While communication exists at a personal level, it is haphazard in terms of coordination of activities and matching of budgets necessary to implement them. Complex problems found on BiH's labour market cannot be solved by one stakeholder alone, or by silo-ed efforts. The lack of stable

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<sup>1</sup> Data supplied by the Labour Force Survey and the World Bank

<sup>2</sup> As estimated by the World Bank



and well-managed communication and coordination mechanisms leads to problems in planning, uncoordinated implementation of activities, and a lack of impact evaluations (including for active labour market measures).

The Action aimed to strengthen the links between local employment offices, social partners and civil society, while enabling social partners and civil society organizations to build their capacities in the field of employment and labour market policies and programmes.

Some interventions were of crucial importance, particularly re-training for known employers, training of unemployed persons in agriculture and giving concession on unused municipal land for agricultural purposes, support to start-up entrepreneurs, support to provision of social services, and support to social entrepreneurship.

Starting in the late '90s, LEPs were a key mechanism for engendering local employment creation among the EU Member States. It is, therefore, crucial that BiH, as an EU potential candidate country, develops and institutionalizes such a partnership-driven approach. Since the introduction of the European Employment Guidelines within the European Employment Strategy (EES), the European Social Fund (ESF) accepted the partnership-driven approach as one of the horizontal principles. However, each Member State has the right to implement them as they find appropriate. A future accession to the EU would create the possibility of using the European Social Fund (ESF). This requires thorough strategic planning and consultation processes that include all relevant stakeholders to secure absorption capacity and manage large-scale projects.



# Objectives and expected results

The LEP project aimed to foster sustainable, partnership-driven active labour market frameworks at the local level for increased access to formal employment, particularly in flood-affected areas through the four interlinked components.

- **Component 1:** Country -wide awareness-raising activities on the funding opportunities available, and selection of eligible applicants.
- **Component 2:** Capacity development and technical support for eligible applicant and selection of LEPs
- **Component 3:** Monitoring, Institutional strengthening and capacity development activities for LEPs
- **Component 4:** Dissemination of project results and multiplication activities strengthening and capacity development activities for LEPs

During the design phase, the project set out to achieve the following results:

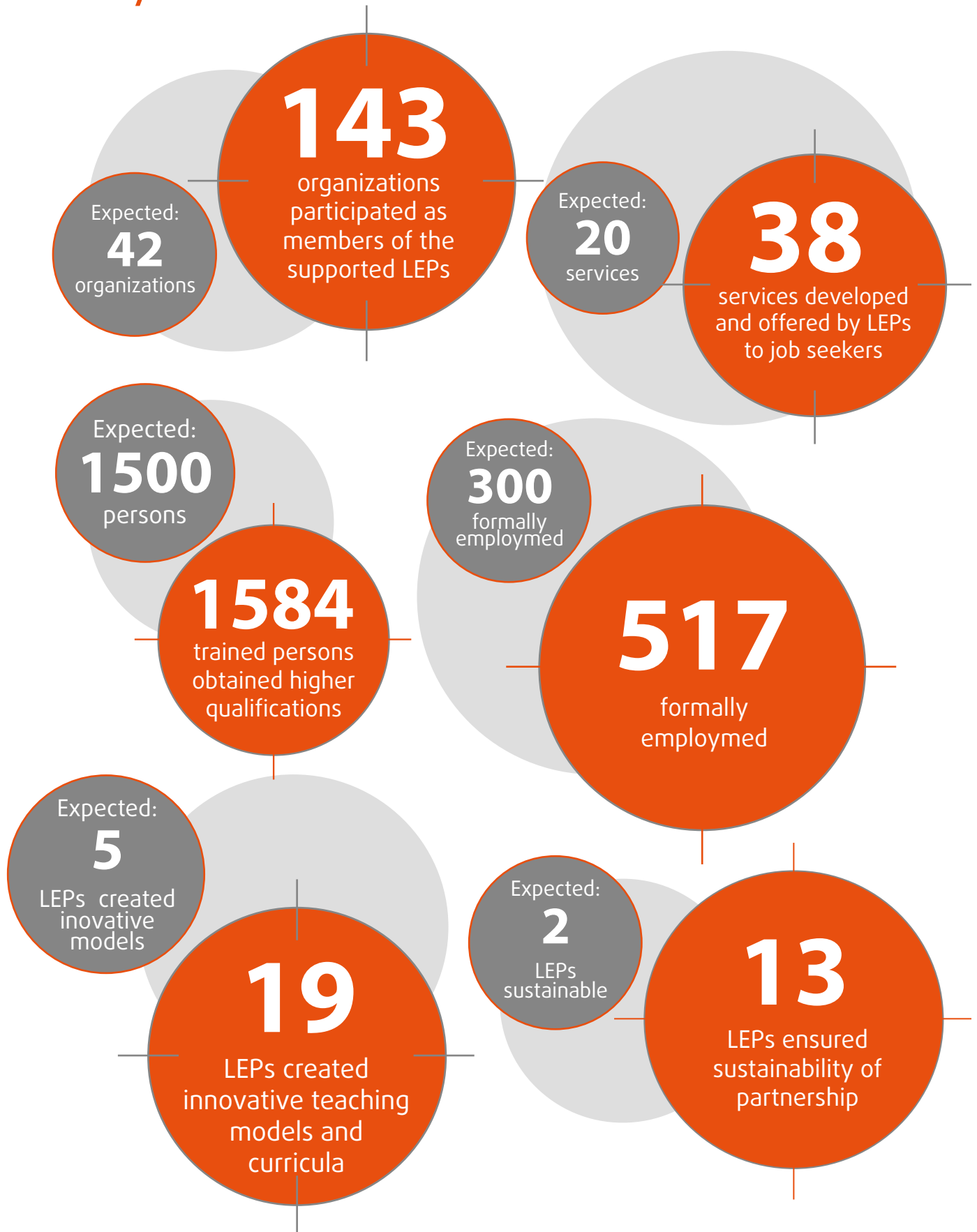
**Result 1:** Key local stakeholders across the country have increased awareness and capacity to participate in the LEP scheme and funding opportunities available.

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

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



# Key achievements





# How did we make it?

## Internal governance

The national project coordinator, the monitoring officer and the assistant, based in BiH, were primarily responsible for the project implementations. The ILO Employment specialist and procurement officer ensured the expertise and technical support in project implementation. In addition, external consultants contributed to the implementation of the project responding to the special technical assignments.

In order to promote the idea that every stakeholder is relevant and important in local employment partnerships, the ILO engaged key actors in the very process of project implementation.

The Steering Committee has been established to monitor the implementation of the project. It was composed of the Project Executive Committee and the Project Advisory Committee.

The Executive Committee had seven members and their role was to examine wide issues and risks that might arise during the Project implementation and to provide advice or endorse major changes. Beside the representatives of the ILO and EUD BiH, the Executive board members were nominated by the relevant ministries (BiH Ministry of Civil Affairs and BiH Ministry of Foreign Trade and Economic Relations), the BiH Agency for Labour and Employment, The Employers' organisations representative and Confederation of Trade Unions of Bosnia-Herzegovina (KSBIH). They monitored progress of the Project according to the agreed Project Work Plan and provided strategic, political and technical guidance to the project.

The Project Advisory Committee was composed of seventeen members representing other relevant stakeholders in Bosnia and Herzegovina. Their role was to provide advice to the project Executive Committee and project implementation team to achieve the more significant impact of the project. Also, they provided other relevant information and data related to project implementation and supported visibility of the project activities.

## Inception phase

The ILO submitted the Inception Report to the Delegation of the European Union in Bosnia and Herzegovina on 25 May 2016. The Report was based on recommendations provided by the key stakeholders. It was the comprehensive overview of the current state of affairs in Bosnia and Herzegovina when it comes to employment rate, active labour measures, formal and informal employment and similar interventions conducted by international organizations in this sector. The Inception Report provided detailed information on how the project will be implemented and what are the main challenges on that path.



## Component 1: Countrywide awareness-raising activities on the funding opportunities and selection of eligible applicants

In 2016, the ILO prepared the Call for Expression of Interest dossier, including Guidelines for applicants. The ILO Treasury, Legal Department and Procurement Department provided oversight of the entire process.

The Call for Applications for LOT 1 was launched in July 2016. The ILO invited potential applicants to propose projects which would foster sustainable, partnership-driven active labour market frameworks at the local level for an increased access to formal employment, particularly in flood-affected areas.

As a result of the awareness raising campaign and promotion, the ILO received 157 applications, which shows the interest that the key stakeholders have in the sector of employment in Bosnia and Herzegovina. The external assessors evaluated 128 applications covering 112 municipalities or 78.87 percent of the territory of Bosnia and Herzegovina that passed the administrative criteria. They recommended 48 concept notes for further development into the full application.

## Component 2: Capacity development for eligible applicants, and selection of LEPs

Applicants whose concept notes were accepted under LOT 1 received technical assistance for the preparation of high-quality project proposal. Three international evaluators reviewed forty-seven grant applications. Based on the evaluation and verification missions, the ILO accepted to support implementation of the 15 projects.

The official Grant Award Ceremony took place on 27 March 2017 on the premises of the EU Delegation.

The Call for Applications for LOT 2 was launched on 2 October 2017. It focused on four priority topics as recommended by the international evaluators:

- (i) Dual education;
- (ii) Youth outreach on the need for additional training;
- (iii) Recognition of prior learning;
- (iv) Development of core employability skills.

The final decision was to support four additional LEPs. LEPs supported under LOT 2 were not obliged to employ but rather only train unemployed persons. The implementation period for all of them was June 2017–January 2019.



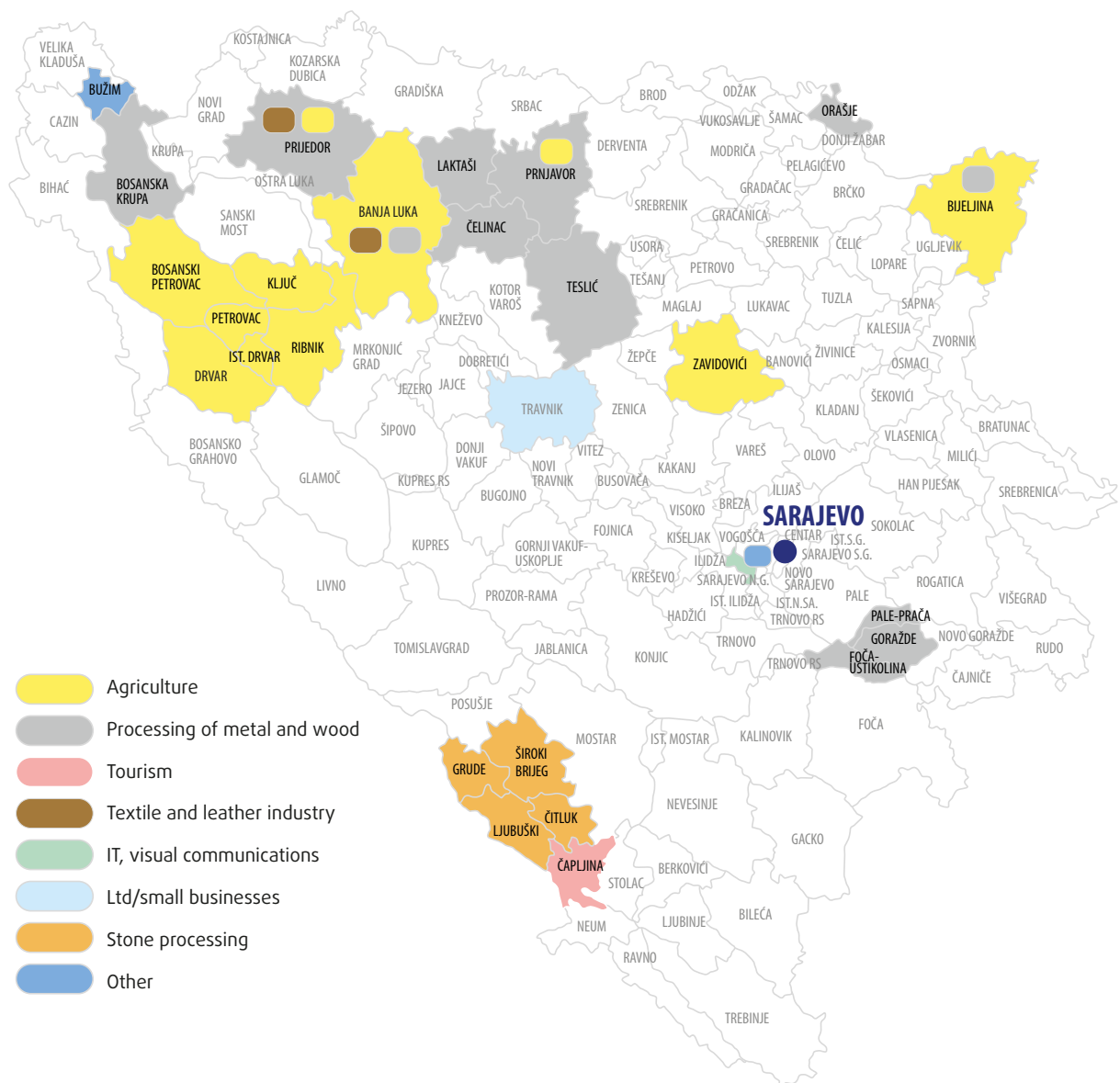
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The total value of the 19 supported projects was 3,406,420.76 EUR.

The average amount of grants was 200,000 EUR and 50,000 EUR for LOT 1 and LOT 2 respectively.

According to the final reports submitted in 2019 to the ILO, the LEPs managed to train 1,584 unemployed persons and employ 517 of them in less than 20 months.



Municipalities covered by the LEP project





**19**

LEPs established

**27**

municipalities  
covered

**1,584** people  
trained

Flood affected area: **558**

Women: **34%**

**517** people  
employed

Flood affected area: **225**

Women: **34%**

**38** training  
programmes initiated  
(12 certified by  
relevant institutions)

**8**

LEPs initiated their  
capacity building  
programmes

**136** meetings

of the LEP members held in  
20 months

**537,515 EUR**

invested in the equipment

**13**

institutionalised  
LEPs

**17**

local  
employment  
plans developed

**187**

people  
self-employed  
Flood affected area:  
**108**

**17**

LEPs created  
countrywide  
LEP network

## Local employment partnerships – Facts and figures

The success of the established local employment partnerships showed the importance of dialogue and negotiated planning<sup>3</sup> at the local level and the relevance of the multi-stakeholders' approach in local economic development. This mechanism, which has already proved its relevance worldwide, found the solid base for its further development in Bosnia and Herzegovina. The methodology developed and applied by ILO reduces the risks in the development of partnerships and places emphasis on active labour measures to ensure that the jobs match the local market needs.

A brief overview of the LEPs and the results that stakeholders have achieved with the technical guidance of the ILO is presented in the following pages.

<sup>3</sup> The Negotiated planning is territorial economic policy based on innovative principle of decentralisation, grass-roots participation and territorial governance (Dallara-Rizzi, 2013; Barca-Ciampi 1998; DPS,2003; Trigilia 2005)



## 1. LEP Novi Grad Sarajevo

Members:

- ➔ Municipality of Novi Grad Sarajevo
- ➔ Public Institution Employment Service of Sarajevo canton
- ➔ Secondary School of Electrical Engineering Sarajevo
- ➔ Cebos d.o.o. Sarajevo
- ➔ Herbal Spa d.o.o.
- ➔ Centrotans - Eurolines d.d. Sarajevo
- ➔ Mistral Technologies d.o.o. Sarajevo
- ➔ Centre for Development of Social Entrepreneurship Sarajevo

Project:	New employment strategies at local level
Implementation period:	June 2017–December 2018
Total value of the project:	167,226.63 EUR
LEP contribution:	11.32 %
Location:	Novi Grad Sarajevo

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
130	123	0	60	47	76	17	42	11	31	0

The project directed its activities on the implementation of specialized training programmes to increase the employment possibilities for women, young people, disabled persons, and persons unemployed for more than two years in the areas of IT, traffic, visual communications and provision of sophisticated body-care services. For this purpose, the project conducted professional training for unemployed persons.

The Partnership created a functional model for the development of innovations and entrepreneurship for young people in the IT area—**Centre for Development of Innovations and Entrepreneurship (CIP)**—on the premises of the Secondary School of Electrical Engineering. The Centre implemented workshops for 30 students (6 female students) who had an opportunity to practice innovation, programming, project development and entrepreneurship. Innovations designed within the workshops as a supplement to formal education received prizes through the project, followed by prizes at the international competition. Also, the Municipality of Novi Grad Sarajevo established a new institutional mechanism “Local Employment Partnership- LEP”, which was included in the Municipality Development Strategy. The Municipality later adopted the Local Employment Action Plan and a current Municipality Mayor Work Plan to secure the sustainability of the Action.

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## 2. LEP Prnjavor

Members:

- ➔ Agency for Company Development "Eda"
- ➔ Municipality of Prnjavor
- ➔ Public Institution Employment Institute of RS
- ➔ Employment Institute of RS – Employment Bureau Prnjavor
- ➔ Vocational School Centre Ivo Andrić, Prnjavor
- ➔ Trivas d.o.o. Prnjavor
- ➔ Topling d.o.o. Prnjavor

Project:	Partnership for competitiveness and quality jobs
Implementation period:	June 2017–January 2019
Total value of the project:	186,627.92 EUR
LEP contribution:	10.54 %
Location:	Prnjavor

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
150	319	189	88	131	188	50	62	30	32	0

This project performed different activities with the goal to match supply and demand in the labour market. The focus was on building skills of the unemployed young persons and women and securing the employment for them in the metal processing, wood processing, food processing and leather and footwear manufacturing industry, as well as increasing their employability through the active job-seeking training.

Prnjavor Municipality prepared the Employment Action Plan for the Period 2018–2020, which is in the process of implementation. The Plan includes an analysis of the economy and labour market of Prnjavor municipality and elaborates objectives related to increased employment and employability of the unemployed persons, as well capacity building for institutions providing employment support. The Plan defines 17 employment measures, of which 10 were already implemented in 2018 or were in the process of implementation. The classrooms for practical classes have been equipped with CNC simulators, teachers passed the training on the use of CNC simulators in classes, and equipment is available during the practical classes. The process of accreditation of training for adults in the secondary school for the occupation of CNC operator has started. Vocational School, Employment Bureau and partner Companies established a permanent cooperation with the assistance of the Employment and Economic Council to conduct practical classes and training in companies.



### 3. LEP Prijedor

Members:

- ➔ Agency for Economic Development of the City of Prijedor “PREDA”
- ➔ City of Prijedor
- ➔ Employment Institute of Republika Srpska – Prijedor Employment Bureau,
- ➔ Vocational School for Agriculture and Food Processing Prijedor
- ➔ Secondary School of Mechanical Engineering Prijedor
- ➔ Edna export d.o.o. Prijedor
- ➔ Association of Wood Processors Cluster Wood Banja Luka

Project:	Competitive knowledge and skills for sustainable jobs
Implementation period:	June 2017–January 2019
Total value of the project:	187,608.26 EUR
LEP contribution:	18.92 %
Location:	Prijedor

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
150	171	50	0	11	160	40	75	5	70	46

As part of the project activities, the partnership has focused on the development of interventions in the local market to increase employment of persons registered as unemployed at the Employment Institute.

The City of Prijedor budget saw a 20percent increase for active measures of support to employment and a 100percent increase for adult education thanks to the development of new active measures of support to employment and self-employment for the five strategic sectors of the local economy (processing of wood, metal, and textile and footwear manufacturing, agriculture and IT). Also, the number of locally available adult training programmes and new technologies has increased. The project tested a new model of the organisation of activities “training for employment”, based on partnership with local companies.

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## 4. LEP Zavidovići

Members:

- Association of Entrepreneurs and Employers Žepče
- Development Agency Zavidovići
- Municipality of Zavidovići
- Public Institution Employment Service of the Zenica-Doboj Canton – Zavidovići Employment Bureau
- Chamber of Commerce, General Agricultural Cooperative AGROFARM Žepče
- Association of Agricultural Producers Agro-Dolina Zavidovići
- Private Institution Adult Education Centre Gračanica
- Frutti - Funghi d.o.o. – Zavidovići branch

Project:	Green Employment
Implementation period:	June 2017–January 2019
Total value of the project:	221340.54 EUR
LEP contribution:	12%
Location:	Zavidovići

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
17	39	0	0	10	29	20	14	2	12	12

The project focused on the creation of conditions for formal employment of the vulnerable categories from rural areas and the increase of their income. Establishment of this Local Employment Partnership resulted in the identification of the existing resources for the development, promotion and process of employment/self-employment in the sector of agriculture. The document titled “*Situational Analysis and Possibilities of Employment through the Establishment of Sustainable Family Farms*” was produced. Also, the *Local Action Plan for Employment in the Agribusiness Sector* has been developed, followed by the establishment of the cooperative production-purchase relationship, and the non-formal cluster of medicinal and aromatic herbs, as a successor of the AgroMAP network in BiH. Also, the infrastructural support has been improved through the establishment of the production/processing unit in Zavidovići business incubator with the installed stationary and mobile equipment—machine ring including the following: mobile distillation unit; drying unit—stationary and mobile, land cultivation machinery—tractors and rotary cultivators, mowing machines, motor hoes, motorized mowers – trimmers and sprinklers.



Members:

- ➔ Agency for Economic Association of Citizens "Something more" (Nešto više)
- ➔ Municipality of Teslić,
- ➔ Secondary Vocational School Nikola Tesla, Teslić
- ➔ Association for Forestry and Wood Processing "INTERFOB" Banja Luka
- ➔ RS Employment Institute – Teslić Employment Bureau
- ➔ Interlignum d.o.o. Teslić
- ➔ Saldatura d.o.o. Teslić
- ➔ Antena Net d.o.o. Teslić
- ➔ Drvokomerc d.o.o. Pribinić
- ➔ Metal d.o.o. Vrela
- ➔ As Var d.o.o. Teslić

## 5. LEP Teslić

Project:	Partnership leading to new jobs
Implementation period:	June 2017–December 2018
Total value of the project:	220,829.17EUR
LEP contribution:	10.0%
Location:	Teslić

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
80	103	0	0	30	73	38	52	26	26	26

The project developed training and retraining programmes for young people, women and hard-to-employ persons. Training sessions covered the following occupations: carpenter for massive furniture, carpenter for panel furniture, CNC operator for wood, upholsterer, varnisher, thin *inox* metal sheet welder – TIG welder, CNC operator for metal, milling-machine operator, and mechatronics technician for assembling of LED displays. The guiding idea behind these activities was the provision of employment in partnership companies along with incentives to employers.

The project activities resulted in the establishment of the Local Employment Partnership that was institutionalised by the decision of the Mayor of Teslić Municipality. The Partnership became a part of the organisational structure of the Municipality and will act as an advisory body for development and implementation of projects in Teslić municipality in the future. Capacities of the Secondary Vocational School *Nikola Tesla* for further implementation of the programme of education and retraining of adults in Teslić improved through the purchase of CNC machines.

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### Members:

- Regional Development Agency for the region of Central BiH – REZ
- Municipality of Travnik
- Employment Service of CBC
- Center for Youth Education – CEM
- University “Vitez” Travnik
- GS-tmt d.o.o Travnik
- NOBIL d.o.o. Nova Bila
- Vocational School Travnik
- Secondary School of Economics and Catering Travnik

## 6. LEP Travnik

Project:	TRIK for new opportunities in employment and entrepreneurship
Implementation period:	June 2017–January 2019
Total value of the project:	233,071.77 EUR
LEP contribution:	16.88 %
Location:	Travnik

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
100	118	118	0	54	64	10	14	5	9	12

The purpose of the TRIK project was to provide a more favourable business environment for the labour market in Travnik municipality by creating institutional and infrastructural preconditions for increasing the employment and self-employment among the youth. Activities of TRIK project in Travnik led to the establishment of the Local Employment Partnership of Travnik municipality, business incubator, as well as the co-working space *BeeZone*. Also, as a new active employment measure, the Self-Employment Support Fund, together with the Programme of Entrepreneurial Education in Travnik municipality, was established. In addition to creating the Fund, Travnik Municipality designated it as a continuous support measure within the 2019 budget. The Employment Action Plan 2017–2020, intended for operationalisation and implementation of the strategic investments in the labour market per the objectives of the Employment Strategy of FBiH 2009–2013 and the Employment Strategy of BiH 2010–2014, was prepared and adopted.



Members:

- ➔ Laktaši Municipality
- ➔ LIR Evolucija
- ➔ Public Employment Institute of Republika Srpska
- ➔ Krajinamed Banjaluka
- ➔ Vocational School Banja Luka

## 7. LEP Laktaši

Project:	Strengthening of local partnership for improvement of labour market and increasing of employment
Implementation period:	June 2017- January 2019
Total value of the project:	196,311.26 EUR
LEP contribution:	10.9%
Location:	Laktaši, Čelinac

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
70	126	0	0	65	61	60	29	16	13	7

By increasing employment and enabling self-employment, the project contributed to the strategic development of the labour market in the territory of the municipalities Laktaši, Čelinac and City of Banja Luka and to bridging the gap between supply and demand for the qualified workforce. This sustainable Local Employment Partnership drafted and established the programmes for technical wood processing and training in bee farming. At the beginning, partnership had no available premises to set up the centre for wood processing. In autumn 2018, Municipality of Banja Luka granted the premises but delay caused the less number of employed that planned. The Centre for Provision of Information, Advice and Training in the RS Employment Institute in Banja Luka, as well as the workshop for technical wood processing in Ramići, were adequately equipped by the end 2018. In a very short period, LEP provided training in wood processing and ensured employment for trainees. For the first time, LEP organized the "Career Day" in Laktaši. The report containing the analysis of the structure of unemployed persons in the target area and the Employment Action Plan have been prepared. Satisfied by the results achieved in less than two years, members of the LEP decided to continue activities of the Local Employment Partnership on strengthening the employment in this area.



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Members:

- ➔ Development Association NERDA Tuzla
- ➔ Municipality of Orašje
- ➔ Employment Service of the Posavina Canton
- ➔ Vocational School Orašje
- ➔ NEXUS BH d.o.o Orašje
- ➔ SKELE COMERC d.o.o. Orašje
- ➔ PRIMA VIP d.o.o. Orašje

## 8. LEP Orašje

Project:	Employment partnership in Posavina (LEP)
Implementation period:	June 2017–September 2018
Total value of the project:	170,108.89 EUR
LEP contribution:	10%
Location:	Employment partnership in Posavina (LEP)

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
30	39	0	39	18	21	30	22	10	12	0

The project directed its activities towards the professional training of unemployed persons including young people, women, long-term unemployed, disabled persons, elderly and beneficiaries of the social assistance for the occupations of butcher, carpenter and CNC operator, and their employment in partnership companies. The final results of the project have contributed to the development of the labour market in Posavina, creation of new jobs and better opportunities for the unemployed persons, enabling them to become more competitive in the labour market. The companies involved in the employment partnership in Posavina have improved their cooperation with the educational institutions, Orašje Vocational School, Orašje Municipality and the relevant ministry that is a decision-maker. The capacities of the Orašje Vocational School have been significantly improved, and the school can provide specialized training programmes (qualification and re-qualification) for the occupations in demand along with the purchase of equipment (computers, and CNC machine).

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### Members:

- City of Goražde
- Association ALDI
- Vocational School  
Džemal Bijedić Goražde
- Employment Service of  
the Bosnian-Podrinje  
Canton Goražde
- Chamber of Commerce  
of the Bosnian-Podrinje  
Canton
- Association of  
Employers of the  
Bosnian-Podrinje Canton
- Bekto Precisa d.o.o.  
Goražde and
- EMKA Bosnia d.o.o.  
Goražde

## 9. LEP Goražde

Project:	Establishment of efficient ways of participation of the relevant stakeholders in the process of education of adults in the context of the life-long learning
Implementation period:	June 2017–January 2019
Total value of the project:	153,198.24 EUR
LEP contribution:	10%
Location:	Goražde

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
100	99	0	86	39	60	52	42	15	27	0

By offering three adult education programmes and employment in the partnership organisations in the export-oriented processing industry, the project created grounds for the professional development of the unemployed persons, including women, youth, disabled persons, and persons who have been unemployed for a long time. In order to respond to the needs of the labour market through the planned retraining, the project produced three curricula with the relevant manuals for the occupations of machine controller, plastic producer and CNC operator. Additionally, these occupations were promoted through the project activities to the leading companies in the area of Goražde. The LEP also prepared the analysis of the professional and qualified workforce demand for this canton, with the relevant summary.

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## 10. LEP Bijeljina 2

Members:

- Centers of civil initiatives Bijeljina
- City of Bijeljina
- Employment Institute of Republika Srpska – Bijeljina branch
- Sava Semberija d.o.o. Bijeljina, and
- Adult Education Centre Dositej Bijeljina

Project:	Strengthening of integrated agricultural production for the reduction of unemployment and replacement of import in the processing industry
Implementation period:	September 2017- December 2019
Total value of the project:	188,231.77 EUR
LEP contribution:	13%
Location:	Bijeljina

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
50	43	43	0	5	38	50	38	5	33	43

The project focused its activities on the employment of the unemployed persons and vulnerable categories (women, youth, disabled persons, returnees, minorities and persons above 50) who have 2,500 m<sup>2</sup> of arable land in the area of Bijeljina. Support was provided for the training on vegetable growing (red pepper growing) and registration of companies as commercial farms.

As of 31 January 2019, 38 of 43 beneficiaries (88percent) changed the status of their agricultural farms from non-commercial to commercial farms and acquired the status of the employed individuals. After re-registering, the beneficiaries are required to continue to pay contributions in the system of the RS Tax Administration – which is a way for them to remain self-employed.

To facilitate the process of registration and re-registration of the agricultural farms for the agricultural producers, and to help them better understand the current subsidy policies, the partnership has developed and published the Manual titled “Better Quality Planning of Agricultural Production Leading to New Jobs”. Also, all beneficiaries signed the contracts with the company Sava Semberija d.o.o. Bijeljina, which define future delivery of the significant quantity of yield of red pepper to the mentioned company at contracted purchase price, which would ensure the sale of the product, and create preconditions for obtaining the subsidy for yield from the Agrarian fund Bijeljina.



## 11. LEP Čapljina

Members:

- ➔ Regional Economic Development Agency Mostar
- ➔ Municipality of Čapljina
- ➔ Employment Service of the Herzegovina-Neretva Canton
- ➔ Secondary School Čapljina
- ➔ Bizz Solutions d.o.o. Čapljina
- ➔ Tourist cluster Herzegovina Mostar and
- ➔ Tourist community of the Herzegovina-Neretva Canton Mostar

Project:	Establishment of the training and retraining centre in Čapljina
Implementation period:	June 2017–December 2018
Total value of the project:	224,563.31 EUR
LEP contribution:	15%
Location:	Čapljina

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
150	88	0	88	44	44	70	36	16	20	0

The project founded the Centre for Training and Retraining in Čapljina, which served as a basis for activities directed towards the retraining of the unemployed persons from vulnerable categories of population including women, youth, unemployed, hard-to-employ persons, and returnees and their employment in the area of tourism and hotel industry (mainly waiters and cooks).

To ensure that preconditions for training and retraining are in place, the Centre was equipped with kitchen and restaurant equipment. At the same time, the training programmes along with the appropriate manuals—*Manual for the Occupation of a Cook* and *Manual for the Occupation of a Waiter*—have been developed. During the implementation of the project activities, the beneficiaries of the Centre were very active in local events where they offered prepared specialities and at the same time explored opportunities for job. Also, unemployed persons had an opportunity to speak with the owners of catering businesses during a separate event “Career Days”.



## 12. LEP Bijeljina 1

Members:

- City of Bijeljina
- Employment Institute of Republika Srpska
- Bijeljina Employment Bureau
- P.I. Vocational School Mihajlo Pupin Bijeljina
- Chamber of Commerce of Republika Srpska, Regional Chamber of Commerce Bijeljina
- Faculty of Economics Bijeljina – University of Istočno Sarajevo
- STEKO CENTAR d.o.o. Bijeljina
- MEGA DRVO d.o.o. Bijeljina

Project:	Continuous institutional cooperation leading to sustainable jobs in Bijeljina
Implementation period:	June 2017–January 2019
Total value of the project:	178,455.47 EUR
LEP contribution:	17%
Location:	Bijeljina

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
120	70	20	21	24	46	60	31	12	19	12

The project’s focus was on the reduction of the unemployment rate in Bijeljina. The overall objective of the project was to contribute to increasing employment and economic activity in Bosnia and Herzegovina, through retaining jobs and reducing unemployment in the region of Bijeljina. The project had two specific objectives: a) improving the labour market through a partnership in accordance with the needs of the economy, and b) improving employment of active job-seekers through re-training and self-employment with focus on vulnerable groups of unemployed persons (women, young people and people older than 45 years, returnees and displaced persons). Employment Bureau registered all 75 beneficiaries who applied for the re-training as active job seekers, and they were accepted for training. Out of this number, 51 successfully passed the theoretical and practical (re)training, and 50 persons passed the final test and received a valid certificate for CNC operators. As of 31 December 2018, out of the 50, 19 persons have been employed. The second component focused on self-employment. Out of 20 applicants, 18 persons completed the training and acquired the right to write a business plan to compete for the funds for self-employment (planned by project: 20 training participants, 10 best business plans to receive incentives). Fifteen out of eighteen participants submitted their business plans, applying for incentives for self-employment. As of 30 January 2019, 12 new entrepreneurs registered their enterprises, and they employ a total of 16 persons.



Members:

- ➔ Municipality of Petrovac
- ➔ Municipality of Bosanski Petrovac
- ➔ Drvar
- ➔ Istočni Drvar
- ➔ Ključ and Ribnik
- ➔ Faculty of Agriculture Sarajevo
- ➔ Banja Luka College
- ➔ Employment Institute of Republika Srpska
- ➔ Employment Institute of the Una-Sana Canton
- ➔ Agricultural Cooperative Klekovača
- ➔ Žitoprodukt 2012 d.o.o.
- ➔ Association GEA

### 13. LEP Petrovac

Project:	Production of flax leading to sustainable jobs in agriculture
Implementation period:	June 2017–January 2019
Total value of the project:	155,771.70 EUR
LEP contribution:	10%
Location:	Petrovac, Bosanski Petrovac, Drvar, Istočni Drvar, Ključ, Ribnik.

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
100	50	50	n/a	14	36	60	29	14	15	29

The project has focused on the organization of training on entrepreneurship and production of flax, buckwheat, rye, millet and spelt, and employment of the unemployed persons from the vulnerable categories of population who can use or possess the arable land. Due to the risks associated with agriculture production and uncertainty of income, the limited number of trainees decided to register commercial farms.

The Partnership established the *Regional Action Group (RAG) for Employment in Agriculture* that served as a forum for municipalities and employment institutes to agree on the ways of implementation of the Employment Support Policy in this sector. Also, RAG adopted the Action plan for the period 2019–2022 covering activities in the “transitional period”, and activities related to the development of workforce supply and demand, primarily in agriculture, forestry, social services, and rural tourism. All self-employed agricultural producers have signed the cooperative agreements with the *Klekovača* Cooperative, which included them in the value chain and ensured the sales of all yield. Additionally, *Klekovača* Cooperative and Žitoprodukt 2012 d.o.o. company signed the memorandum on purchase of agricultural products and food, which contributed to the extension of the distribution capacities of this value chain.



Members:

- ➔ Municipality of Bosanska Krupa
- ➔ Centre for Promotion of Local Development – PLOD
- ➔ Mixed Secondary Vocational School Safet Krupić
- ➔ Employment Service of Una-Sana Canton
- ➔ Novi Most d.o.o. Bosanska Krupa
- ➔ ACMA d.o.o. Bosanska Krupa
- ➔ Krupa Kabine d.o.o. Bosanska Krupa
- ➔ BOSANCAR d.o.o. Bosanska Krupa and
- ➔ ZAH d.o.o. Bosanska Krupa

## 14. LEP Bosanska Krupa

Project:	Improvement of competitiveness of the workforce in the territory of Bosanska Krupa municipality
Implementation period:	June 2017–February 2019
Total value of the project:	234,937.43 EUR
LEP contribution:	17%
Location:	Bosanska Krupa

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
80	46	n/a	n/a	0	46	76	15	0	15	n/a

Training, retraining and additional training of the unemployed persons in the area of Bosanska Krupa, strengthening of competitiveness of the workforce and their employment in the LEP organizations have been in the focus of the project activities. The project worked directly on the development of capacities of the educational institutions for implementing practical classes for the occupation of a welder.

In order to improve the legislative framework which would ensure that the practical classes correspond to the needs of students and employers, the Analysis of the regulatory framework for practical classes in the Una-Sana Canton has been developed and submitted to the Ministry of Education, Science, Culture and Sport of the Una-Sana Canton for adoption. Also, PLOD Centre established technical capacities for the education and retraining of welders and purchased and installed the equipment for the simulation of welding and control of the welding process. The staff of the local vocational school attended the practical classes that took place in the Centre. The Centre created the platform (<https://business-support-center.com/>) for support to entrepreneurship to provide the opportunity to the businesspersons and unemployed persons to express their needs for workforce and training.



## 15. LEP Banja Luka 1

Members:

- ➔ Faculty of Agriculture Banja Luka
- ➔ City of Banja Luka
- ➔ Employment Institute of Republika Srpska
- ➔ Association Development Centre Argonet
- ➔ MushroomsTrade d.o.o
- ➔ GOPA mbH – BiH Representative Office
- ➔ Youth Employment Project YEP (GOPA)
- ➔ Swiss Caritas

Project:	Urban agriculture
Implementation period:	June 2017–January 2019
Total value of the project:	161,062.14 EUR
LEP contribution:	13%
Location:	Banja Luka

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
100	25	n/a	n/a	10	15	100	0	0	0	0

Through the concept of urban agriculture and establishment of the cooperative, this project focused on the long-term employment of the hard-to-employ young persons aged 18 to 35, including women and persons with special needs, in the sector of agriculture. The number of beneficiaries using the plot and the diversification of production both show that the objective was achieved. However, LEP Banja Luka did not have much success with the beneficiaries outside the pilot plot. They engaged a sufficient number of producers of raspberries, vegetables and bee-keepers in the project through education, professional monitoring of production, and introduction of standards of organic production. Regardless of the assistance provided, most of them were not ready to register their own enterprise and consequently leave the Employment Bureau where they are registered as unemployed. The reasons for this were many, but the most important ones are the low purchase price of organic raspberries and limited market for fresh berry fruit and vegetables. The local employment partnership ensured the creation of a complete value chain for food production in conditions of urban agriculture by forming an experiment farm in the area of Banja Luka. The LEP also registered a cooperative *Sunčani brijeg* to provide support to the members of the cooperative in the procurement of equipment and seedling material. It is necessary to continue monitoring this project in the forthcoming period as it established a solid base for employment.



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## 16. LEP Banja Luka 2

Members:

- City of Banja Luka
- Public Employment Service of the Republika Srpska
- Faculty of Technology Banja Luka
- BELT Ltd.
- Omega Viko Ltd.
- Secondary School for Economics Banja Luka
- Exclusive lingerie Ltd.
- Miltex Ltd.
- Sparta Ltd.
- Novaković s.p. Sadagosi Ltd.
- The Foundation "United Women" Banja Luka

Project:	Strengthening the Local employment Partnership of textile and Leather Manufacturing
Implementation period:	June 2017–January 2019
Total value of the project:	64,202.66 EUR
LEP contribution:	25%
Location:	Banja Luka

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
40	45	n/a	n/a	37	8	0	16	13	3	n/a

The overall objective of this project was to contribute to better employment of persons registered with the RS Employment Office and the students of final years of high school through sustainable partnership-led framework at the local level. The project aimed to improve the mechanism of support to the implementation of the active measures and employment projects in the territory of the City of Banja Luka.

After six months of the project implementation, CIDEA established the Coordination Centre for textile and leather sectors, two sectoral working groups were in function and textile/leather database of initiatives for employment was made available. The idea is to use the Centre to communicate with companies and unemployed persons about their needs, hold meetings with all other partners on its premises, and conduct other activities. The database of all interested companies, potential training participants and institutions has been developed.

Forty-five unemployed candidates attended training in Secondary School for Economics and Faculty of Technology. Sixteen people started working in the companies for textile and leather production even though this was not envisaged within the project.



## 17. LEP Bužim

Members:

- ➔ Association New Security Initiative
- ➔ Municipality of Bužim
- ➔ Bužim Municipality Employment Bureau
- ➔ Vocational School Hasan Musić
- ➔ Adult Education Centre Gračanica
- ➔ Širbegović Inženjering d.o.o Gračanica

Project:	NEW APPROACH – By strengthening local competitiveness of the workforce to the increase of employment rate
Implementation period:	June 2018–January 2019
Total value of the project:	55,067.78 EUR
LEP contribution:	10%
Location:	Bužim

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
20	13	n/a	n/a	0	13	0	0	0	0	0

This project focused on the transition of the unemployed persons registered at the Bužim employment bureau from informal to formal economy. The idea was to achieve this through the establishment of the model of recognition of previous learning for verification of skills and strengthening the link between education and retraining of adults and needs of the labour market. The Labour Market Survey was conducted to identify the demand of employers for the necessary workforce profiles in Bužim and the broader area of the Una-Sana Canton. Also, the project produced the curriculum development framework for obtaining secondary education and retraining for the occupation of a welder, builder, and tiler laying ceramic tiles. The document was then provided to the *Hasan Musić* Vocational School to develop future curricula and inform the formal and informal educational institutions as well as responsible institutions and other stakeholders in the Una-Sana Canton about it. This partnership was active in the preparation and development of the Employment Action Plan of the Bužim municipality for the period 2018–2021, including several measures for the reduction of the number of unemployed persons and those at high risk of poverty.

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## 18. LEP Grude

Members:

- Association LiNK Mostar
- Association Zvuk kamena Posušje
- Municipality of Grude
- Vocational school Posušje
- Employment service of the West Herzegovina Canton
- KROR d.o.o. Posušje
- VMS d.o.o. Posušje
- Plava Vječnost d.o.o. Posušje

Project:	The sound of stone – Partnership for employment in the manufacturing and processing of stone
Implementation period:	June 2018–January 2019
Total value of the project:	53,494.30 EUR
LEP contribution:	10.3%
Location:	Grude, Ljubuški, Posušje

Training of unemployed persons						Employment				
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
50	49	n/a	n/a	0	49	0	0	0	0	n/a

This project focused firmly on the creation of opportunities for bridging the gap between supply and demand in the labour market and the creation of guidelines for the development of the stone processing industry. The improvement of capacities of the education sector and increased employability of the young persons are the main objectives of these efforts. The Local Employment Partnership of the West Herzegovina Canton was established to bridge the gap between the supply and demand in the labour market. The Partnership bases its activities on the Employment Action Plan for the Stone Processing Industry for the Period 2018–2020. Similarly, the Partnership is the primary instrument for the implementation of the active employment policy and serves as a foundation for the development, employment and social inclusion at the local level in the stone processing industry. The Partnership acts as an umbrella institution that analyses the needs of companies and the supply of the workforce, aiming to define and implement activities that will bring improvement in the field. Purchase of the IT equipment and specialized equipment for machine stone processing improved the capacities of the Centre for Stone, which opens the possibilities for practical training of young persons in the vocational school.

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Members:

- ➔ Association of Employers of FBiH
- ➔ Centrotrans d.d. Sarajevo
- ➔ Vocational School for Transport and Communications Sarajevo
- ➔ Secondary School Centre Vogošća
- ➔ Public Employment Service of Sarajevo Canton
- ➔ Municipalities of Sarajevo Canton

## 19. LEP Sarajevo

Project:	Promotion of dual education through pilot project and education
Implementation period:	June 2018–January 2019
Total value of the project:	67,495.29 EUR
LEP contribution:	27%
Location:	Sarajevo

Training of unemployed persons				Employment						
Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
20	18	0	18	0	18	0	0	0	0	0

By bridging the gap between the supply and demand in the labour market, the project activities contributed to the increase of employment and strengthening the capacities of companies for promotion and implementation of the dual education in the Sarajevo canton area. The functioning of the dual education model in the real working environment and its effects received its verification through the project activities. The successful application of this education model in the activities of Centrotrans Eurolines d.d. Sarajevo company showed all the benefits of dual education. Such education can serve as a good foundation for deciding on the systemic introduction of the model. In connection to this, the project identified essential elements through its activities that served as a basis for Draft Law on Dual Education in FBiH. The Draft Law awaits submission to the Parliamentary Assembly of FBiH for adoption. Formation of the Advisory Board for Dual Education that would help competent institutions in the implementation of this model will give an institutionalised form to the support obtained for the application of dual education and the staff trained for its implementation.



The implementation of Component 2 ensured visible results reflected in the number of trained and employed people, proving that fruitful dialogue between local stakeholders can bring sustainable improvements in the employment sector. Below is a summary of the data presented above.

	LEP / Leader	Training of unemployed persons						Employment				
		Planned (total)	Achieved (total)	Start-up support training	On-the job training	F	M	Planned (total)	Achieved (total)	F	M	Self employed
1	Teslić/Nešto Više	80	103	0	0	30	73	38	52	26	26	26
2	Orašje/NERDA	30	39	0	39	18	21	30	22	10	12	0
3	Čapljina/REDAH	150	88	0	88	44	44	70	36	16	20	0
4	Zavidovici/UPIP	17	39	0	0	10	29	20	14	2	12	12
5	Bijeljina/Bijeljina Municipality	120	70	20	21	24	46	60	31	12	19	12
6	Travnik/REZ	100	118	118	0	54	64	10	14	5	9	12
7	Novi Grad Sarajevo/Novi Grad Sarajevo Municipality	130	123	0	60	47	76	17	42	11	31	0
8	Prnjavor /EDA	150	319	189	88	131	188	50	62	30	32	0
9	Laktaši /LIR Evolucija	70	126	0	0	65	61	60	29	16	13	7
10	Prijedor /PREDA	150	171	50	0	11	160	40	75	5	70	46
11	Goražde /Goražde	100	99	0	86	39	60	52	42	15	27	0
12	Bosanska Krupa/Bosanska Krupa Municipality	80	46	0	0	0	46	76	15	0	15	0
13	Bijeljina II /CCI	50	43	43	0	5	38	50	38	5	33	43
14	Petrovac/Petrovac Municipality	100	50	0	0	14	36	60	29	14	15	29
15	Banja Luka II/ Agriculture faculty	100	25	0	0	10	15	100	0	0	0	0
16	Bužim/UNSI	20	13	0	0	0	13	0	0	0	0	0
17	Grude/LINK	50	49	0	0	0	49	0	0	0	0	0
18	Banja Luka/CIDEA	40	45	0	0	37	8	0	16	13	3	0
19	Sarajevo/UPFBiH	20	18	0	18	0	18	0	0	0	0	0

## SUMMARY

No of the LEPS	Training of unemployed persons						Employment				
	Planned (total)	Achieved (total)	Start-up support training	Achived (total)	F	M	Planned (total)	Achieved (total)	F	M	Self-employed
19	1557	<b>1584</b>	420	400	539	1045	733	<b>517</b>	180	337	187
Flood affected area		558	93	39				225			108
Non flood affected area		1026	327	361				292			79



## Component 3: Monitoring, institutional strengthening and capacity development

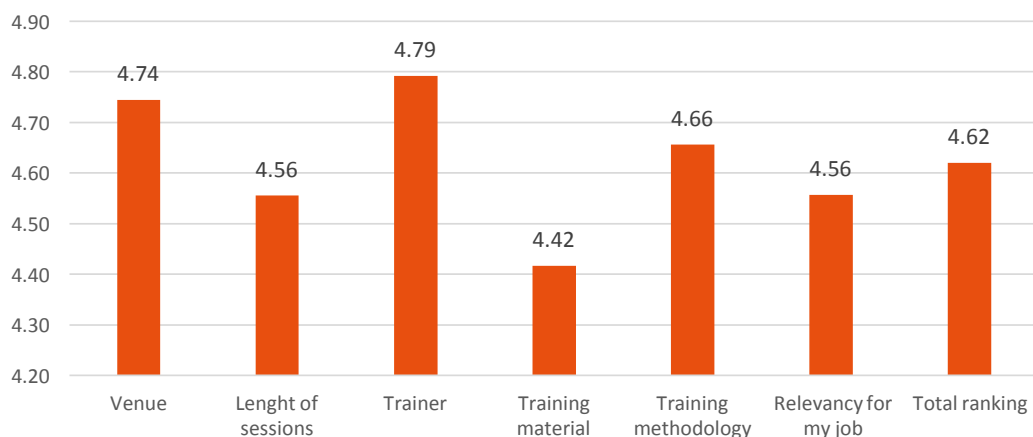
Component 3 was designed to ensure the capacity building and technical assistance support to the newly established LEPs. All members of the LEPs received an invitation to attend the tailored-made training courses to strengthen their capacities and achieve the best possible results during the implementation of supported projects.

Members of the LEPs participated in eight tailored-made training courses:

1. Project management, monitoring and evaluation
2. Finance management and reporting
3. Conflict resolution, communication, facilitation
4. Managing and facilitating effective partnerships
5. Assisting LEPs in assessing the needs of job-seekers, identifying measures to expand the labour demand at the local level, including skills, unsatisfied vacancies and the needs of employers and potential investors
6. Assisting LEPs in interpreting the local labour market supply needs and developing new and innovative services targeting the unemployed, with a focus on vulnerable groups (including youth, minorities, returnees and IDPs, and households affected by floods).
7. Local action plans for employment
8. Sustainability of local employment partnerships

A total number of representatives of the LEPs who attended the training courses is 512 (238 males and 274 females). The overall mark for all eight pieces of training is 4.62.

### Summary



Besides the tailored-made trainings, the project team decided to organise a workshop on the **sustainability of local employment partnerships**. To design an adequate content of the workshop, ILO hired an external consultant to prepare a questionnaire for the assessment of the current level of LEPs' development by 15 October 2018. As a follow-



up, ILO produced the document “Analysis of the Current Level of LEPs Development” based on 75 responses from the questionnaire, which included an overview of the main obstacles to sustainability and needs assessment of LEPs. The project organised a workshop on 20 November 2018 and presented the main findings to the audience.



Workshop on LEPs’ sustainability – November 2018

Representatives of 17 LEPs attended the workshop and discussed models for sustainability. Representatives of LEPs placed a particular emphasis on the support to informal networking and reached a preliminary agreement to sign the memorandum of understanding, which would set up the main criteria for further development of the LEP network. This workshop encouraged LEPs to consider new paths to sustainability and create the network, which was not part of the original project plans.

LEPs in Bosnia and Herzegovina have available online resources for their further development. The project website offers a free download of the following guidelines:

- Why local employment partnership?
- LEP management and project implementation
- Financial management and reporting
- Conflict resolution and communication
- Local labour market needs and service development
- Guidelines: Development of local action plans for employment
- Sustainability of local employment partnerships



## Component 4: Closing phase

The project implementation lasted until 30 April 2019. The project team used the last three months of the project implementation to collect all reports prepared by LEPs, summarise data and promote the project achievements.

ILO held the final project conference on 1 April 2019. More than a hundred and fifty participants have gathered at the final event to celebrate the results of the action of local employment partnerships in BiH. Representatives of local governments, education sector, employers, employment services, non-governmental organisations and final beneficiaries of the project identified the significance of the dialogue and its development at the local level as a precondition for the creation of the inclusive employment policies. The final conference was an opportunity to present the final results of the project and to congratulate all LEPs on their achievements.

The conference participants had an opportunity to see the video presenting the main project achievements as narrated by the final beneficiaries—people who got a job thanks to the LEP project. The video “Local Employment Partnership in Action” is available on the project’s YouTube channel <https://www.youtube.com/watch?v=Q9rsB3PyMfo&t=26s>.

Newly employed persons prepared an exhibition with various materials in the conference hall. The publication presenting the main achievements of the LEPs has been prepared and shared with participants. All LEPs presented their projects standing around the hall.

Representatives of 17 Local Employment Partnerships signed a Memorandum of Understanding during the project’s final conference, as a statement of their commitment to the continuation of cooperation and support to employment at the local level.







## Indicators related to the expected results of the project

The implementation of the project (1 February 2016–30 April 2019) culminated in the full achievement of the foreseen results, with majority of the indicators exceeded.

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

- 119 municipalities/towns presented 157 concept notes which were assessed against criteria to be invited to submit the full project proposal (target value: 80)
- 37.5% of the received concept notes are selected to be developed as a full project proposal (48 selected concept notes out of 129 which met administrative criteria) (target value: 60%)

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

- 95.83% of the selected LEPs took part in project clinics i.e. training for development of full project proposal (target value: 90%)
- 27 municipalities/towns are covered by the LEPs actions (target value: 27)

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

- 1584 unemployed people trained (soft skills and vocational skills) through LEPs financed actions (target value: 1000)
- 623 persons attended on-the-job training. 400 trainees attended on-job-trainings provided by companies—members of the LEPs. In addition, 223 members of the LEPs took part in capacity building trainings (andragogy, LEP development etc.) (target value: 500)
- 44 private companies participated in the project as members of the LEPs and received support (training and technical assistance) to strengthen their services in training provision, through capacity building program provided by ILO (target value: 50)
- 607 people received support to be self-employed (187 people self-employed through support to start ups; 420 attended trainings for self-employment) (target value: 250)
- 18 LEPs adopted local employment action plans (target value: 2)
- 18 LEPs included programming aspects in their local employment action plans (target value: 10)
- 4 LEPs prepared new employment-related project proposals in line with action plans and obtained financial support to implement them (target value: 2)
- All 19 LEPs reported about increased number of beneficiaries to whom they are offering tailored-made VCCG services (vocational counselling and career guidance), including vulnerable groups and hard-to-employ people (target value: 2)



# Conclusions and key recommendations of the independent project evaluation

The external evaluation of the project started in April 2019. A qualified international independent evaluator undertook an in-depth analysis of the strategy and assumptions guiding the project intervention, an assessment of the extent to which intervention-level actions support higher-level Decent Work strategies and objectives (also linked to the SDGs), as well as to assess the achievements of the project over the period from 1 February 2016 to 30 April 2019.

The main conclusions are as follows:

- The project has been unanimously praised for its effectiveness in providing locally devised solutions to employment.
- The LEP approach has been key to the project success: labour market needs-driven, partnerships oriented towards social inclusion with key local stakeholders that previously struggled to address unemployment individually.
- The project has demonstrated strong efficiency in delivery, timely results of quality, exceeding its key targets.
- ILO expertise and highly qualified project staff have played a key role in the achievement of objectives.
- With a strong model that can be applied throughout Bosnia and Herzegovina as an outcome and hundreds of jobs created, the project offers a strong value for money overall. It is also a valuable investment in the long term as the results are stable and sustainable.
- The project has strategically opted to support crucial sectors of its economy – such as agriculture and metal processing – but it has also supported diversity and innovation with an involvement in 13 different sectors and sub-sectors.
- The project has also ventured into creativity with innovative start-ups opening promising perspectives.

The evaluation strongly recommends supporting the further development of the LEP project with EU funding, so an adequate timeline is provided for the Local Employment Partnership approach to consolidate as a relevant, effective and durable model.

In the perspective of a future LEP project, the evaluation suggests for ILO to be maintained as the preferred implementing agency. As noted, the ILO is uniquely qualified, experienced, knowledgeable and trusted by all stakeholders in Bosnia and Herzegovina.

The evaluator stated that the LEP success stories offer a strong counter-example to the potential emigrants in search of better work opportunities on the EU labour market. These stories should be used to launch a public campaign promoting BiH as an attractive place offering decent work opportunities.





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