

Mid-term Evaluation of the Project “Brčko Inclusive Socioeconomic Initiative”

Report

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Acronyms and abbreviations

B&H / BiH	Bosnia and Herzegovina
BD BiH	Brčko District of Bosnia and Herzegovina
CSO	Civil Society Organisation
CzDA	Czech Development Agency
DCP	Development Cooperation Programme
EC	European Commission
EU	European Union
KPI	Key performance indicator
NGO	Non-governmental organisation
OECD-DAC	The Development Cooperation Directorate Development Assistance Committee
PES	Public Employment Services
Project	Brčko Inclusive Socioeconomic Initiative
PwD	Persons with Disabilities
RGFBD	Development-Guarantee Fund of Brčko District
SDGs	Sustainable Development Goals
SEI Centre	(Self) Employment Socio-Economic and Entrepreneurship Centre or Socioeconomic Inclusive Centre
ToR	Terms of Reference
VET	Vocational education and training

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EXECUTIVE SUMMARY

The mid-term evaluation of the Project “Brčko Inclusive Socioeconomic Initiative” assesses the progress, relevance and effectiveness in promoting socioeconomic inclusion of vulnerable groups. It focuses on the functionality of the SEI Centre and the achievement of results across three project outputs. The evaluation also examines stakeholder engagement and coordination among key actors. Findings will inform strategic recommendations for improving service quality, visibility and sustainability in the remaining implementation period.

Launched in 2023 and scheduled to conclude in September 2026, the “Brčko Inclusive Socioeconomic Initiative” seeks to improve the socioeconomic position and employability of various marginalized groups in Brčko District Bosnia and Herzegovina. The project is implemented by CARE International in cooperation with local civil society organizations and institutional stakeholders and is funded by the Czech Development Agency and CARE Czech Republic. The initiative adopts a multi-dimensional approach to foster labour market inclusion, combining targeted services for unemployed individuals with systemic efforts to enhance the enabling environment for employment and entrepreneurship. Central to the project is the SEI Centre, a multifunctional hub that offers integrated services such as soft skills training, career counselling, paid internship placements, psychosocial support, entrepreneurship development. Through close collaboration with public institutions, the private sector and civil society, the project promotes cross-sectoral cooperation and long-term resilience. It emphasizes sustainability by strengthening local capacities, aligning training with labour market demands and introducing replicable models based on international good practices, particularly from the Czech Republic.

The Project demonstrates a high degree of relevance, aligning closely with the strategic priorities of the Czech Development Cooperation Strategy, the SDGs, EU accession priorities and national development and inclusion strategies in Brčko District. Its design and interventions respond directly to donor and EU objectives related to inclusive economic development, equal access to services, gender equality, social protection and the empowerment of marginalized groups. The Project supports the operationalization of key policy frameworks, including the Development Strategy and Social Inclusion Strategy of Brčko District, and addresses multiple EU accession priorities, particularly those focused on social inclusion, civil society strengthening, human rights, and labour market reform. By targeting vulnerable populations, fostering institutional cooperation, promoting entrepreneurship and employability, and piloting participatory and rights-based approaches, the project reinforces national and international goals of building resilient, inclusive, and democratic societies.

Project demonstrates a high level of relevance to the needs of its target groups. These groups face multiple structural barriers to employment, skills development and social inclusion. Evaluation data including beneficiary surveys and stakeholder interviews confirm a strong alignment between the project's services and the expressed needs of beneficiaries, particularly regarding training, career guidance and tailored support mechanisms. The Project's integrated approach delivered through the SEI Centre addresses critical gaps in skills, access to services and labour market integration. Survey results show that over 70% of participants require additional training or career counselling, while one-third of jobseekers have been unemployed for over five years, underscoring the urgency and appropriateness of the project's interventions. The project has also engaged local NGOs and educational institutions, successfully improving outreach and community-level relevance. Testimonials from educators and civil society representatives emphasize the value of SEI Center services, particularly career orientation and accessibility interventions. However, further outreach, visibility efforts and personalised support especially psychosocial and field-based services are recommended to enhance the project's inclusivity and long-term relevance.

As of the mid-term evaluation, the project has demonstrated tangible progress across all three output areas. Within the first component, efforts to build the capacities of grassroots organisations working with marginalised groups have resulted in four NGOs strengthening their engagement and service provision. Through targeted advocacy, a MoU was signed with the Roads Directorate of Brčko District, paving the way for the removal of approximately 20 physical barriers in 2025. Awareness-raising activities have reached 104 individuals who were informed about vocational education and training (VET), employment opportunities and options to start or expand their businesses. Furthermore, 19 individuals participated in formal VET programmes, while an additional 70 beneficiaries took part in soft skills development activities. The internship component was also initiated, with six individuals commencing their 12-month placements. Under the second output, focused on enhancing access to employment and entrepreneurial support, the SEI Center became fully operational following the allocation of premises by the Government and the recruitment of core staff. The SEI Center began providing services to participants in October 2024. Two capacity building programmes and one study visit were

conducted to strengthen the SEI Center's operational and institutional framework. As of 1 September 2024, the online platform is functional and provides citizens with access to information on available services and opportunities. Business development training was delivered to 14 individuals, while nine businesses signed formal agreements that include commitments to create at least nine new jobs. Cooperation with the financial sector was initiated through the signing of three MoUs with financial institutions, enabling them to promote services and interact with beneficiaries directly through the SEI Center. In terms of innovation support, two initiatives have been backed: the operationalisation of the SEI Business Incubator and an initiative for the construction of a toilet accessible to persons with disabilities, which is planned for 2025 in partnership with the Employment Bureau. Progress under the third output, which aims to create an enabling environment for socio-economic inclusion, was marked by a study visit during which the SEI team was introduced to three relevant best practices from the Czech Republic and Bosnia and Herzegovina. These are expected to be piloted within the social enterprise later this year, contributing to the project's advocacy and awareness-raising goals. It is important to note that certain developments which took place in early and mid June such as the approval of 10 additional businesses and the signing of internship contracts for five more individuals occurred after the conclusion of the data collection phase for this evaluation and are therefore not reflected in the analysis.

Project has achieved considerable progress in the operationalization of the SEI Centre in BD BiH, a key milestone in delivering integrated services for employment support, entrepreneurship and capacity building of vulnerable groups. Despite initial delays related to infrastructure and staffing, the Centre became functional and now houses dedicated staff and service units, including a small business incubator. The Centre has already provided trainings and facilitated internships, with survey data confirming that over 66% of participants experienced some improvement in their skills and 96% expressed willingness to participate in future activities. While current outreach and training numbers remain below the targets, high beneficiary satisfaction and positive feedback indicate strong potential for scaling. The entrepreneurship component supported nine businesses in its first cycle, laying a foundation for job creation and local economic development. Beneficiary testimonies underscored the demand for extended mentoring, peer learning and structured networking opportunities, elements that could enhance the long-term sustainability of supported enterprises. The project also strengthened four grassroots NGOs through financial and technical support, enhancing their outreach and organisational capacity. However, limited collaboration among these organisations highlighted a need for more coordinated implementation and joint action. Under Output 3, promising groundwork was laid for advocacy and awareness-raising, but further efforts are needed to translate best practices and pilot activities into structured policy recommendations and inclusive labour market measures. Overall, the project has established a solid operational base and generated strong user engagement, but achieving its full potential will require focused efforts on scaling, systematisation and strategic partnerships in the final phase.

The evaluation recommends strengthening the operational and strategic capacity of the SEI Centre by further standardising its training and support models with a clear focus on individual beneficiary pathways and outcome tracking. Additional investment in staff capacity building, internal monitoring systems and beneficiary-tailored support services is necessary to enhance effectiveness and ensure sustainable results. Continued mentoring and business advisory support are essential to consolidate the achievements of the entrepreneurship component and ensure long-term viability of supported businesses. Strengthening partnerships with educational institutions, private sector actors and media is key to expanding outreach and increasing service visibility. At the community level, support to grassroots organisations should be deepened with emphasis on fostering their collaboration and enabling them to jointly contribute to inclusive service delivery. Finally, the potential of the SEI Centre to influence local policy and systemic change should be more strategically pursued through structured advocacy, policy dialogue and formalisation of successful models into replicable, locally adapted practices.

INTRODUCTION TO MID-TERM EVALUATION OF THE BRČKO INCLUSIVE SOCIOECONOMIC INITIATIVE

Overview of the Project

The „Socioeconomic Inclusion in Brčko District BiH“ project aims to improve the socioeconomic position and employability of marginalized youth and young adults in Brčko District of Bosnia and Herzegovina. It is

implemented by CARE International, in cooperation with local civil society organizations and institutional stakeholders and supported by the Czech Development Agency.

The project is designed to create a more enabling environment for the socioeconomic inclusion of marginalized groups by generating employment and entrepreneurial opportunities for unemployed individuals and by increasing the level of skills aligned with current labour market demands. CARE and its partners work closely with institutional and NGO actors to propose and implement measures that address barriers to inclusion and support systemic improvements.

A central feature of the project is the establishment and operation of the SEI Centre, a hub for service delivery and intersectoral cooperation. The Centre mobilizes both existing and new resources to support job creation by connecting actors across the value chain and within support services. It provides essential assistance and advisory services to start-ups, existing businesses, and unemployed individuals.

Key interventions include soft skills training and entrepreneurship education, career counselling, paid internship placements and support for youth-led business initiatives. These efforts are complemented by psychosocial support services and awareness-raising activities focused on the rights and needs of marginalized youth. Furthermore, the project emphasizes knowledge transfer and exchange of best practices, particularly from the Czech Republic, in order to inform the development of locally relevant methodologies that can be replicated in other parts of BiH.

By fostering active citizenship and labour market integration and by strengthening cooperation between public institutions, the private sector and civil society, the Project contributes to long-term resilience and inclusion of vulnerable youth. The project promotes sustainability through capacity development, systemic change and evidence-based approaches.

Purpose and scope of the mid-term evaluation

According to the ToR for the Mid-Term Evaluation, the purpose of this evaluation is to assess the project progress against the proposed plan and project logframe, effectiveness and relevance of the Project „Brčko Inclusive Socioeconomic Initiative“. Funded by the Czech Development Agency (CzDA) and CARE Czech Republic and implemented by CARE International in partnership with the Development-Guarantee Fund of Brčko District (RGFBD), the Project seeks to foster the socioeconomic inclusion of disadvantaged and vulnerable groups in Brčko District through increased employment capacities, entrepreneurial opportunities and systemic support for inclusive economic development.

The evaluation aims to:

- Review the extent to which the project is achieving its intended results (effectiveness), particularly across its three outputs.
- Assess the project's relevance and alignment with local socioeconomic needs, with a particular focus on the functionality and effectiveness of the SEI Centre as a key operational platform for service delivery, mentoring, training and incubation.

The Evaluation Criteria set out in the Mid-Term Evaluation ToR correspond to the OECD-DAC evaluation criteria and include the following: Relevance and Effectiveness. The evaluation will assess the overall coordination and cooperation mechanisms within the project, with a particular focus on the roles and effectiveness of key actors such as the RGFBD, SEI Centre staff and the Advisory Board. It will also explore the level of engagement with local stakeholders, including secondary schools, private sector representatives, civil society organizations and institutions, in order to understand the inclusiveness and reach of project activities. In parallel, the evaluation will provide an updated overview of progress against the project's logframe indicators, identifying strengths and gaps in implementation. Based on these findings, the evaluation will formulate strategic and operational recommendations to guide the remaining period of implementation, with a focus on enhancing project visibility, improving the accessibility and quality of services, broadening the partnership base and reinforcing internal project capacities, etc. All of these dimensions will be thoroughly addressed in the recommendations section of the evaluation report.

The scope of the evaluation includes both qualitative and quantitative data collection methods across a representative sample of project stakeholders, service beneficiaries, institutional actors and project team members. Additionally, the evaluation will explore areas for capacity development and sustainability planning. This evaluation will serve not only as a progress check, but also as a learning tool to adjust implementation strategies, refine service offerings at the SEI Centre and inform the development of long-term models for socioeconomic inclusion of marginalized populations. The scope of this evaluation covers activities implemented up to the end of May 2025. While some additional Project activities were carried out in early and mid June, they fall outside the defined data collection and analysis period and were therefore not included in this mid-term evaluation. These activities may be considered in future monitoring or final evaluation processes.

MID-TERM EVALUATION METHODOLOGY

Evaluation approach

The Mid-Term Evaluation takes a mixed-method approach, relying on securing and analysing both quantitative and qualitative data and applying triangulation in data/information gathering and analysis to ensure quality and minimize bias. The two methods of data collection and analysis applied are desk review of Project documents, stakeholder interviews, online surveys and focus group discussions.

Evaluation criteria and evaluation questions

The ToR for the Mid-Term Evaluation points determine the Evaluation Criteria in line with the OECD-DAC evaluation criteria – Relevance and Effectiveness. The Evaluation Questions are broken down by the Evaluation Criteria. As the ToR did not provide an list of the Evaluation Questions, questions have been added for the purpose of contextualization and ensuring a comprehensive approach, including cross-cutting issues. The list of Evaluation Questions, by Evaluation Criteria, can be found in Annex 2

Evaluation methods and instruments

The following methods for data collection and analysis were applied in the Mid-Term Evaluation:

1. *Desk review of Project documents*
2. *Semi-structured interviews with stakeholders and beneficiaries* based on a specifically designed interview schedule, in line with the Evaluation Criteria and Evaluation Questions. Interviews were conducted with the CARE representative, SEI Centre staff (*focus group*), Advisory Board members, partner NGO's, public institutions, supported interns and entrepreneurs and training participants. The complete list of conducted interviews is provided in the Annex 4 to this Report.
3. Online survey are chosen as the most effective tools for collection of information from end beneficiaries who participate in Project activities. One online survey format was designed in Google Forms and sent to beneficiaries. The online survey explored several key areas, including the demographic and socioeconomic profile of respondents, their education and employability status, participation in and perceived impact of SEI Centre activities, quality assessment of trainings and achieved outcomes and perceptions of project visibility and relevance. The Online Survey Questionnaire is given in Annex 3.

LOGFRAME ANALYSIS

The Project in BD BiH demonstrates promising progress toward its objective of fostering socioeconomic inclusion of disadvantaged and vulnerable groups. The project interventions have been aligned with the logframe structure with notable results already achieved in enhancing employability, promoting entrepreneurship, improving access to services and strengthening local institutional capacities. Results of SEI interventions to date show promising signs of positive long-lasting impacts on the employment and entrepreneurial ecosystem of BD BiH.

Relevant to **Output 1**, the project has improved access to services and support mechanisms for vulnerable groups through awareness-raising activities and targeted training and counselling. At least 104 individuals were informed about VET and business opportunities and 19 individuals successfully completed vocational education and training (VET) programmes, while 70 beneficiaries participated in soft skills development sessions. While progress has been made in establishing the institutional and procedural framework necessary for delivering training and internship opportunities, particularly in terms of the SEI Centre's operational readiness and staff allocation, greater efforts could have been invested in reaching the target number of beneficiaries for skills development. Although the infrastructure and internal mechanisms have been successfully put in place, the number of individuals who have completed skills development training remains below the intended target. This suggests that additional outreach, mobilisation or tailored programme design may be required to fully realise the expected targets in this area. Furthermore, notable advocacy efforts have led to a preliminary agreement to implement the removal of at least 20 architectural barriers in 2025, aiming to improve physical accessibility for persons with disabilities and foster a more inclusive environment. These interventions have been implemented

in cooperation with local grassroots NGOs, whose capacities have also been reinforced to ensure broader outreach. This target has been fully achieved and even exceeded, as four grassroots NGOs representing or working with marginalised groups have been actively engaged in the implementation of Project activities, surpassing the initial target of three. Their involvement holds strong potential for fostering deeper linkages between the SEI Centre and the target groups, paving the way for the development of a more inclusive and responsive support network for vulnerable populations in BD BiH.

Under **Output 2**, the establishment and operationalization of the SEI Centre in BD BiH marked a major milestone in the project. Although there were initial delays in the recruitment process partly due to justified reasons, including delays in the allocation of premises by the Government, signing of the Agreement with RGFBD, all key positions necessary for the effective functioning of the SEI Centre have since been filled, ensuring the operational capacity of the Centre is now fully in place. However, additional efforts will be required to further strengthen the capacities of the staff and to develop the necessary methodological tools to ensure consistent and high-quality service delivery. The Centre has already supported the development of 9 businesses, resulting in the creation of at least 9 jobs and provided business development training to 14 individuals. Moreover, continued support will be essential to facilitate the transition of businesses beyond the incubation phase and to promote the establishment and growth of social enterprises. This includes ensuring the provision of tailored technical, expert and mentoring support to supported businesses. In addition, it is recommended to consider the development of an acceleration programme as a logical next step for scaling viable business ventures. Simultaneously, dedicated efforts should be made to promote entrepreneurship and strengthen the entrepreneurial culture within the local community, particularly among youth and underrepresented groups. The Centre's website is fully operational and provides baseline information on vocational education and training (VET), employment and business opportunities. There is room to further develop its functionality to serve as a more comprehensive and interactive service point. To enhance its utility and outreach, the platform should evolve beyond a static informational website into an integrated digital support environment. It is recommended to enrich the platform by introducing interactive tools such as a self-assessment module for career guidance, business readiness diagnostics or skills gap analysis, enabling online applications for services such as mentorship, training registration or business development support, hosting a resource library with business plan templates, legal guidelines for start-ups, marketing toolkits and financial literacy materials, integrating a matchmaking or networking space where job seekers, entrepreneurs and employers can connect, embedding accessibility features to ensure inclusivity for persons with disabilities and individuals with lower digital literacy. Such an expanded digital ecosystem would position the platform as a true extension of the SEI Centre's physical services and significantly contribute to the project's sustainability and visibility. Additional efforts should be made to facilitate collaboration with financial institutions in order to enhance access to funding for entrepreneurs. Moreover, the SEI Centre should actively support the development and implementation of community-based innovations that promote green economy, digitalization and inclusive economic practices.

In relation to **Output 3**, while the Project has made limited but meaningful progress towards strengthening the enabling environment for socioeconomic inclusion of marginalized and vulnerable groups, the majority of key targets remain unmet at this stage. Notably, one policy recommendation has been developed in cooperation with the NGO *Vjera i Nada*, aimed at the removal of architectural barriers, along with another initiative focused on the construction of adapted toilets for PWDs. In parallel, one innovative labour market measure, also focused on improving accessibility for people with reduced mobility was initiated through the same collaboration. Despite these encouraging steps, the Project has yet to deliver on most of its intended indicators under this Output. The identification and promotion of at least three best practices in advocacy and campaign methodologies, the development of three comprehensive policy recommendations and the planned awareness-raising campaigns targeting 50 institutional stakeholders and at least 10,000 individuals from the general population remain outstanding. To meet the originally defined targets, the Project must intensify its efforts in the final implementation period. This includes scaling up advocacy and awareness activities, formalizing and disseminating additional policy proposals and ensuring stronger collaboration with both institutional and community actors. Expanding public-private dialogue and promoting inclusive policy models will also be critical

in fostering sustainable socioeconomic inclusion in the BD BiH. The Project has laid a solid foundation for the socioeconomic inclusion of marginalized groups, demonstrating notable institutional achievements and impactful local engagement. While key outputs under employability, entrepreneurship and service access have shown encouraging results, further strategic focus and intensified efforts will be required to fully meet the project's logframe targets. The upcoming implementation period represents a critical window for building on current progress, addressing identified gaps, particularly in advocacy, policy influence, skills development and enhancing the sustainability and systemic impact of the SEI Centre's interventions.

Outcome, objective, outputs	Indicator		Remarks
			Targets achieved / will most likely be achieved
			Further effort needed to achieve the target
			Targets not achieved / will most likely not be achieved
			Not evidence / data to rate
OUTCOME - Contribute to socioeconomic integration of disadvantaged and vulnerable categories of citizens of Bosnia and Herzegovina.	Increased employability, inclusion and standard of living of disadvantaged and vulnerable citizens and marginalised groups.		Contributions of SEI are evident but cannot be quantified
OBJECTIVE - To increase social inclusion and create sustainable employment opportunities for citizens in Brčko District (BD) with a particular focus on disadvantaged and vulnerable groups, through raising employment capacity, support to entrepreneurial activities and enabling a conducive environment for more inclusive economic development.	Marginalised and disadvantaged groups and vulnerable individuals exercise rights and have better access to services, business advisory support and resources and employment opportunities in Brčko District.		Contributions of SEI are evident but cannot be quantified
OUTPUT 1 - Disadvantaged and vulnerable populations of the Brčko District have increased their capacity for employment and knowledge of their citizens' rights, through project conducted trainings and awareness raising.	Increased capacity and outreach of min. 3 grassroots NGOs representing or working with marginalised groups.		
	At least 50% of unemployed marginalised and vulnerable people are informed about the services of the Employment Centre through an information campaign and local NGOs.		Insufficient data to confirm achievement.
	At least 9 architectural barriers removed to secure access to PwDs to public and employment facilities.		
	At least 1000 individuals learn about VET, job and opportunities to start or expand their businesses.		
	At least 300 individuals successfully complete skills development training and 15 individuals gain experience through internships.		In mid June, after the evaluation data collection period, contracts were signed for 5 new interns. The target related to internships (15 individuals) is very likely to be achieved.
OUTPUT 2 – Increased capacity, skills and job opportunities for the unemployed citizens of BD and creation of new employment for the disadvantaged and vulnerable groups, via project financial and technical support.	Establishment and operationalisation of (Self-) Employment Center of Brčko District		
	Strengthen capacity of the Centers board and staff through technical assistance and study visits.		

	Fully operational online platform of the Center serves as information point for BD citizens seeking VET, job and business opportunities.		
	At least 50 individuals receive business development training.		
	33 businesses, creating at least 33 jobs ¹ , supported with grants and business advisory support, training and market linking activities.		An additional activity resulting in the approval of 10 new businesses was implemented in mid June, after the evaluation data collection period. Therefore, this achievement is not reflected in the current indicator analysis.
	At least 3 financial organisations adapt or design financial services for start-ups and businesses employing disadvantaged groups.		
	At least 4 innovative initiatives that have impact on specific community or business processes in BD promoting digitalisation, green economy or tools to market approach supported.		
OUTPUT 3 - Enhanced environment for a more efficient economic inclusion of vulnerable and disadvantaged groups, by creation of public-private partnerships to address labour market barriers and promotion of sustainable employment models.	Identifying at least 3 best practices (Czech and BiH) that foster advocacy, awareness raising and promotional campaign methodologies.		
	At least 3 policy recommendations that address barriers to socioeconomic inclusion of marginalised groups and vulnerable individuals defined and elaborated.		
	Implemented at least 3 innovative labour market measures and solutions for increasing the accessibility to people with reduced mobility.		
	Raised awareness and sensitivity of 50 stakeholders and at least 10,000 individuals belonging general population on rights and needs of marginalised groups in BD.		

MID-TERM EVALUATION FINDINGS

Relevance

Relevance of the Project is assessed from the aspects of alignment with donor priorities, international and EU standards, as well as alignment with governmental policies and priorities in BD BiH. Relevance is also assessed from the aspects of needs of target groups and final beneficiaries.

Alignment with donor priorities, EU priorities and governmental policies

The SEI Center in BD BiH includes elaboration of the Project in relation to several Czech's thematic strategies, including: Development Cooperation Strategy of the Czech Republic 2018–2030 (hereinafter: current donor strategy), Bilateral Development Cooperation Programme of the Czech Republic Bosnia and Herzegovina

¹ According to information provided by CARE, the employment-related indicator was adjusted to 33 jobs.

2018–2023, Development Cooperation Programme of the Czech Republic with Bosnia and Herzegovina 2024–2030.

The Project in BD BiH, demonstrates a high level of relevance and alignment with the Czech Development Cooperation Strategy 2018–2030, particularly within the priority area of *inclusive social development*. This strategic pillar focuses on strengthening access to social rights, supporting vulnerable populations and improving the quality and reach of social protection systems objectives that are directly addressed by the Project through its focus on the socioeconomic inclusion of marginalized groups, promotion of employability and support to local institutional capacities.

Development Cooperation Programme between the Czech Republic and BiH for 2024–2030 emphasizes the inclusion of marginalised groups of the population. This strategic priority focuses on supporting vulnerable and disadvantaged communities, particularly persons with disabilities, the Roma population and long-term unemployed individuals by increasing their access to education, employment and public services, while also promoting their active participation in society. The Project directly contributes to these aims by facilitating access to vocational education and training (VET) for vulnerable individuals through awareness campaigns, tailored skills development programmes and counselling support, enhancing access to employment and entrepreneurship opportunities by providing training and financial support for self-employment and business start-up, improving physical accessibility and service inclusiveness through the removal of architectural barriers and targeted support for persons with disabilities, thereby aligning with the Czech Aid emphasis on inclusion and equal rights, empowering civil society organisations that represent or work with marginalised populations, thereby fostering sustainable outreach, representation and advocacy for inclusive policy reform, promoting gender equality and women's economic empowerment, in line with the Programme's goal to support the inclusion of disadvantaged women and girls through employment support and decision-making participation. The Project also contributes to improving the responsiveness and functionality of local public institutions by supporting the operationalization of the SEI Centre, which acts as an integrated service hub for employment, business development and training support, engaging local government representatives and service providers in institutional capacity building, promoting public-private partnerships that support social inclusion and economic development, encouraging institutional adoption of inclusive practices and methodologies. While the Project is not primarily environmental in nature, it contributes to sustainable development by supporting green entrepreneurship and community innovations that integrate environmental sustainability and circular economy principles, encouraging digitisation and efficiency improvements in service delivery (e.g., digital platform of the SEI Centre), promoting good governance through inclusive policymaking and support to transparency and accountability mechanisms at the local level. Furthermore, by actively involving citizens, NGOs and institutions, the Project reinforces the principles of democratic governance, a key cross-cutting theme in the DCP.

The Project clearly supports the overarching SDG ambition of reducing inequality, promoting inclusive economic growth, and ensuring equal access to rights and opportunities for marginalized and vulnerable populations. By focusing on the social and economic inclusion of groups facing structural disadvantages such as women, youth and PwDs the Project contributes to building more equitable and resilient community. Through its support for sustainable employment, entrepreneurship and access to skills development, the intervention reflects key principles of the SDGs related to decent work, reduced inequality and poverty reduction. Additionally, by strengthening institutional mechanisms for inclusive service delivery and promoting multi-stakeholder dialogue, the project supports the development of effective, accountable and inclusive institutions at the local level. A particularly significant dimension of the project is its integration of gender equality as a cross-cutting principle, ensuring that women not only benefit from economic opportunities but also actively participate in decision-making processes. This directly corresponds to the SDG emphasis on empowering women and girls across all levels of social and economic life. Moreover, the Project promotes participatory approaches in advocacy and service design, contributing to broader democratic governance and reinforcing the SDG call for inclusive, people-centered development. Its emphasis on strengthening civil society actors and their role in policy development further complements global efforts to build just, peaceful and inclusive societies. In sum, the Project demonstrates strong alignment with the SDGs both in substance and in approach. It addresses multiple

interconnected goals including those related to social protection, gender equality, decent work, inclusive institutions and non-discrimination through an integrated, locally grounded and rights-based methodology that is fully in line with the global 2030 Agenda.

BiH submitted its application for membership in the EU in 2016, and in May 2019, the EC adopted its Opinion (Avis) on the country's application, identifying 14 key priorities to be fulfilled before accession negotiations can begin. These priorities encompass critical reforms in the areas of democracy, rule of law, fundamental rights, public administration reform, socioeconomic development and alignment with the EU *acquis communautaire*. The Project in BD BiH is strongly aligned with several dimensions of the EU accession framework, especially those concerning social inclusion, labour market reform, anti-discrimination, gender equality and support for vulnerable populations. In line with the EU's social policy standards outlined through the Stabilisation and Association Agreement (SAA) the Project promotes equal access to employment and vocational training, strengthens civil society engagement and contributes to improving service delivery to groups that are at risk of exclusion. The Project directly contributes to addressing Priority 13 of the EC's Opinion, which calls for ensuring an enabling environment for civil society by upholding European standards on freedom of association and assembly. By actively engaging local grassroots NGOs in service delivery and advocacy processes and by strengthening their institutional capacities, the Project fosters the kind of inclusive civic dialogue and local ownership that EU integration processes aim to cultivate. Furthermore, the Project addresses Priority 11, which requires BiH to ensure the protection and inclusion of vulnerable groups. The SEI Centre offers targeted services to socially excluded and economically marginalised populations, including women, youth, PwDs, Roma and long-term unemployed individuals. These activities align with EU social protection and anti-discrimination directives and contribute to a more inclusive society in line with the European Pillar of Social Rights. The project is also relevant to Priority 14, which emphasizes improving the overall functioning of public administration. Through inter-institutional cooperation and the development of methodologies for inclusive service provision the Project contributes to more responsive and accountable public institutions especially in the domain of employment and social protection. In line with Priority 9, related to the protection of human rights, the Project actively promotes gender equality and social justice through its support to women-led entrepreneurship, policy advocacy and affirmative measures aimed at reducing structural barriers. The project applies a rights-based approach that reflects the EU's human rights framework and commitment to leaving no one behind. Additionally, by tackling structural unemployment, particularly among vulnerable and hard-to-employ groups, the project supports the implementation of EU-aligned labour market policies in BiH. It encourages the development of inclusive employment services and supports measures that improve access to skills development, thus addressing concerns raised under the Economic Criteria of the EU accession process.

The Project aligns closely with key strategic frameworks adopted by the Government of BD BiH, particularly the *Development Strategy of Brčko District BiH 2021–2027* and the *Social Inclusion Strategy of Brčko District BiH 2021–2027*. Both strategies emphasize inclusive socioeconomic growth, improvement of labour market accessibility and tailored support to vulnerable groups such as PwDs, the long-term unemployed, women, youth and minorities. Within the *Development Strategy*, Strategic Objective 1 aims to build a competitive economy embedded in global development trends, explicitly prioritizing systemic support to entrepreneurship and private sector development. The focus on digitalization, green transition and sustainable employment resonates with the Project's initiatives supporting marginalized entrepreneurs and facilitating access to vocational education and business counselling services. Strategic Objective 2 of the same strategy focuses on improving the provision of public services, including social protection and labour intermediation, aligned with EU standards. The Project's contributions to strengthening employment centre capacities and facilitating cooperation between institutions, NGOs and private sector actors directly support this goal. Furthermore, the *Social Inclusion Strategy* identifies employment and access to quality services as critical factors for reducing poverty and enhancing social cohesion. The Project supports this vision through awareness campaigns, capacity development and the promotion of inclusive practices within both institutions and the broader community. It also contributes to fulfilling EU integration criteria by operationalizing aspects of Chapter 19 (Social Policy and Employment) of the EU *acquis*, especially through its support to PwD inclusion, participatory decision-making and removal of structural barriers to employment. By addressing systemic inequalities and piloting participatory approaches to social

inclusion, the Project complements and operationalizes government priorities, reinforcing Brčko District's strategic direction toward a fairer, more resilient and inclusive society.

Relevance in relation to target groups and final beneficiaries

The Project was strategically designed to address the multifaceted challenges faced by disadvantaged and marginalized groups, including unemployed youth, women, PWDs and long-term unemployed individuals. These target groups have been disproportionately affected by limited access to employment services, vocational training, entrepreneurial opportunities and inclusive support mechanisms. Unemployment and social exclusion remain key structural issues in Brčko District. As identified in both the Project documentation and the local development strategies, vulnerable groups face a combination of barriers including lack of skills, social stigma, low levels of digital literacy and inaccessible services. The Project responds to these challenges by establishing a tailored support system through the SEI Centre providing integrated services for skills development, counselling, business incubation and access to training and internships.

Stakeholder consultations and survey data gathered during the implementation and evaluation phases confirm the high degree of alignment between Project interventions and the actual needs of the target groups. The results of the online survey conducted as part of this evaluation clearly illustrate a significant gap between the formal education received by beneficiaries and the actual demands of the labour market in BD BiH. Among the 29 survey participants, 28% stated that their formal education was not sufficient to meet labour market needs, while an additional 44% indicated that it was only partially sufficient. This widespread perception of misalignment between the education system and market demands underscores a systemic issue in workforce preparedness. It validates the rationale behind the Project's emphasis on supplementary training, upskilling and career guidance as core components of its support package. By offering services that go beyond what formal education currently provides, the Project directly responds to a critical and clearly articulated need among its primary target group. Survey data reveals that over 44% of respondents are currently seeking employment, of which more than 33% have been unemployed for more than five years. The significant presence of long-term job seekers within the target population highlights the persistence of structural labour market barriers in BD BiH. This subgroup likely requires more intensive, personalised and longer-term support beyond conventional job-search skills. Their prolonged exclusion from the labour market may be rooted in outdated qualifications, lack of relevant work experience, age-related discrimination or broader systemic limitations within the local economy. As such, traditional employment assistance approaches may prove insufficient to meet their complex needs. This finding reinforces the strategic focus of the Project on tailored upskilling, retraining and career reorientation services, particularly for individuals facing entrenched barriers to employment. It also suggests the necessity of exploring sectoral retraining for emerging industries, establishing stronger links with employers and expanding self-employment support mechanisms. The evidence of persistent long-term unemployment thus justifies the need to increase individual financial allocations for vocational requalification and professional development under the SEI Centre ensuring that support is not only accessible but impactful for those who need it most.

A particularly strong indicator of the Project's relevance emerges from the expressed needs of the beneficiaries regarding skills development and career guidance. In the conducted online survey, 66% of respondents reported a very strong need for additional training or career counselling, while an additional 27.5% indicated a moderate need. This exceptionally high demand demonstrates not only the acute perceived gaps in individual career preparedness but also confirms the Project's central mission to address precisely those unmet needs through targeted support services. This is not merely a general desire for self-improvement, but rather a concrete identification of skill and guidance deficits among the target population, particularly in navigating an increasingly complex and competitive labour market. These findings further reinforce earlier insights regarding the mismatch between formal education outcomes and labour market demands, as well as the presence of long-term structural unemployment. The clear implication is that the services provided by SEI Centre particularly in the areas of career counselling, upskilling, and personalised support are not only well-aligned with actual needs but are in fact urgently required by the majority of beneficiaries. This highlights the importance of prioritising and potentially expanding these components of the Project to ensure broader accessibility and deeper impact.

According to Slavica Pavlović from the Cabinet of the Mayor of BD BiH, the local government perceives the SEI Centre as highly valuable and long overdue: *„There has long been a need for this kind of project in Brčko, and now that we finally have it, it is receiving attention. It is becoming something of a central initiative that people are starting to talk about.“* Ms Pavlović further stated that the project is *„strongly recognised and supported by the city leadership“*, which confirms its strategic alignment with local priorities. At the same time, the interviewee emphasized that the project has not yet fully penetrated all relevant sectors or reached its full potential in terms of visibility and outreach: *„I believe the project hasn't yet entered all the spheres it could and should and more work is needed on that. Especially in terms of public relations and marketing.“* She noted that relying solely on local media coverage and standard press releases is insufficient to ensure meaningful public engagement, suggesting that more robust and targeted communication strategies could further strengthen the Project's impact and sustainability.

Edita Bečić, pedagog and teaching associate at high school *Vaso Pelagić*, noted a strong interest among students following the implementation of the career orientation assessment sessions: *„What impressed me most was that the students who participated in the career orientation testing shared their experience with others at school, which led to additional students expressing interest and asking when they could also participate.“* This testimonial highlights the Project's practical value and perceived usefulness among beneficiaries. The spontaneous peer-driven promotion of SEI services within the school environment suggests that the career guidance component addresses a real and previously unmet need. Furthermore, continued inquiries from students about future sessions underscore the demand and perceived relevance of such services for youth navigating educational and career choices. This finding supports the notion that expanding and institutionalizing career guidance activities in educational settings could substantially enhance the long-term impact and sustainability of Project interventions.

Furthermore, the Project has ensured the active involvement of local NGOs that represent and serve the interests of vulnerable populations, which has enhanced the Project's relevance and impact at the community level. Their participation has facilitated better access to marginalized groups, supported the removal of physical and institutional barriers and contributed to the co-creation of inclusive service models. The engagement of grassroots organizations has been especially instrumental in reaching PwDs and implementing targeted accessibility improvements. However, further efforts are needed to ensure that all segments of the target population, particularly the most excluded are continuously engaged and supported beyond the initial phase. Nataša Damjanović from the NGO *Vjera i Nada*, which collaborated with the Project on accessibility-related interventions, emphasized the importance of continued psychosocial support for the target groups. She expressed a strong interest in seeing SEI Centre staff engage more frequently in direct field-based support: *„I would very much appreciate if SEI Centre staff could come two to three times a month to provide psychosocial support to our beneficiaries.“* This highlights the ongoing need for person-centered, regular and accessible services, particularly for vulnerable populations. Moreover, in discussing the component focused on the removal of architectural barriers, Ms. Damjanović noted that the intervention extended beyond PwDs, addressing broader inclusion needs within the community: *„When working on the removal of architectural barriers, I made sure to consider not only people with disabilities but also the elderly, mothers with strollers and anyone who may face mobility challenges. Many mothers later thanked me, saying: „Thank you for thinking of us.““* This perspective reinforces the Project's relevance in promoting inclusive infrastructure and universal design principles, ensuring that public spaces become accessible to all members of the community not only those officially categorized as PwDs, but all those who face mobility limitations in practice.

Effectiveness

One of the central pillars is the establishment and functional operationalisation of the SEI Center in BD BiH, envisioned as a hub for capacity building, employment services and business incubation for vulnerable and unemployed groups. Despite significant infrastructural and institutional challenges, substantial progress was

achieved during the reporting period. Following the formal allocation of premises by the Brčko District Government in March, the project team, in cooperation with RGFBD, initiated a comprehensive reconstruction and adaptation process. Although the building presented severe issues, including a damaged roof and unusable ground floor due to moisture, the Project managed to operationalise the first floor and adapt it to accommodate SEI staff and planned service provision. This included the establishment of offices for entrepreneurship, psychosocial and socioeconomic support services, a small conference room and importantly the physical design of a business incubator space for local startups. A key element of effectiveness lies in the fact that the SEI Center became operational despite delays in recruitment and infrastructural works. By mid 2024, the Project successfully hired four key staff members, including experts in entrepreneurship, psychosocial services and socioeconomic inclusion, who started working within the partially equipped premises. The early engagement of staff was instrumental in both supporting ongoing infrastructural tasks and beginning the internal capacity building necessary for full programme rollout in late 2024.

In parallel, two capacity-building programmes were delivered to strengthen the competencies of SEI staff, including training in the Cobo system for monitoring individual beneficiary progress. These efforts underscore the Project's intention to ensure that the Center functions not merely as an administrative office but as an operational mechanism with clear procedures, protocols and measurable outputs. The business incubator component, one of the key innovations of the SEI Center was developed through adaptive design and compromise. Instead of high-cost closed units, the project introduced an open-concept model with visually appealing and functionally suitable box separators, ensuring both cost efficiency and flexibility of space. The incubator provides ten functional working stations and is ready to host startup teams in early 2025, marking a significant milestone for local economic development. The Center now operates with stable utilities and connectivity, offering a conducive environment for its staff and future beneficiaries. In conclusion, the establishment and operationalisation of the SEI Center represent a highly effective intervention under the project. Despite complex coordination and infrastructural challenges, the Center is now in operation, staffed and equipped and has laid the foundations for delivering soft skills training, business support and incubation services. The integration of socioeconomic and psychosocial services, combined with entrepreneurial support is well-positioned to offer comprehensive and tailored assistance to unemployed and vulnerable individuals in Brčko District.

Following the completion of key preparatory steps including the allocation and renovation of premises, procurement of equipment and recruitment of core staff as well as the administrative and procedural establishment of the Centre through the development of internal documentation, formal decisions, operational procedures and governance structures, the SEI Centre has reached an operational phase that enables it to deliver services aligned with its mandate. This transition marks a significant milestone in the Project's implementation, as it lays the foundation for the delivery of structured support to target populations. Output 1 envisions that disadvantaged and vulnerable populations in the Brčko District will enhance their employment capacities and improve their understanding of citizens' rights through awareness-raising and training activities conducted within the project. Two key performance indicators are used to track progress in this area: first, that at least 1,000 individuals learn about vocational education and training (VET), employment opportunities and options to start or grow their businesses and second, that at least 300 individuals successfully complete skills development training, with 15 individuals gaining experience through internships. Regarding the first indicator, SEI Centre reports show that 104 individuals were informed about VET, employment and entrepreneurship opportunities during the assessed period. While this figure represents an initial and valuable achievement considering the Centre is still in its early operational phase, it falls short of the set target. It is evident that a more concerted and strategic effort will be required in the upcoming period to reach the desired scale of outreach. There is reasonable expectation that interest and engagement among the target groups will grow once the first success stories emerge, especially if these are actively promoted through targeted outreach and communication campaigns. Reaching the goal of 1,000 informed individuals will require sustained engagement with local community and civil society, stronger partnerships with schools, local authorities and media and strategic use of promotional tools to raise awareness about SEI Centre services. As for the second indicator, 19 individuals have so far completed skills development training and 6 interns have begun their 12-month internship

placements. These results confirm that the SEI Centre has become operational and is reaching its intended population. However, the current scope of achievements remains modest in comparison to the targets and points to structural and operational challenges. It has been recognised that the Centre currently lacks a standardised curriculum for life and employability skills and does not yet have a clearly defined methodological approach to guiding users through their development path. At the same time, the Centre is still undergoing internal institutional strengthening. There is a clear need to further invest in the capacity building of the staff delivering training and counselling services. In parallel, the Centre should develop a user journey model to structure and optimise support provided to individuals from their initial registration and skills assessment, through training or counselling, to their exit via employment, internship or entrepreneurship. In addition, the range and accessibility of available trainings should be expanded and an internal monitoring system developed to track the effectiveness and quality of trainings in alignment with the labour market needs. The effectiveness of SEI Centre training and capacity-building activities can also be partially assessed through feedback collected from direct beneficiaries via the online survey. In response to the question: *"How would you rate your knowledge and skills after participating in the activities?"*, 38% of respondents reported partial improvement, 28% stated significant improvement, while 28% perceived no change in their skills or knowledge. This means that over 66% of participants experienced at least some degree of positive change a promising sign regarding the utility of project interventions. However, the finding that more than a quarter of respondents (28%) reported no improvement highlights a critical area for targeted program refinement. While the lack of perceived change may in some cases be attributed to participants who already possessed a high level of knowledge or skills prior to engagement, it may also indicate potential gaps in the design or delivery of certain training sessions or counselling services. This result underlines the importance of strengthening the Project's responsiveness to diverse learning needs and prior knowledge levels of participants. The current one-size-fits-all approach may not sufficiently engage or benefit all user groups, particularly those with either advanced experience or specific learning barriers. Ensuring that all participants regardless of their starting point can experience meaningful improvement in their employability and life skills is essential for achieving equitable and sustainable outcomes. As such, better understanding and addressing the reasons behind stagnation among some users will be crucial

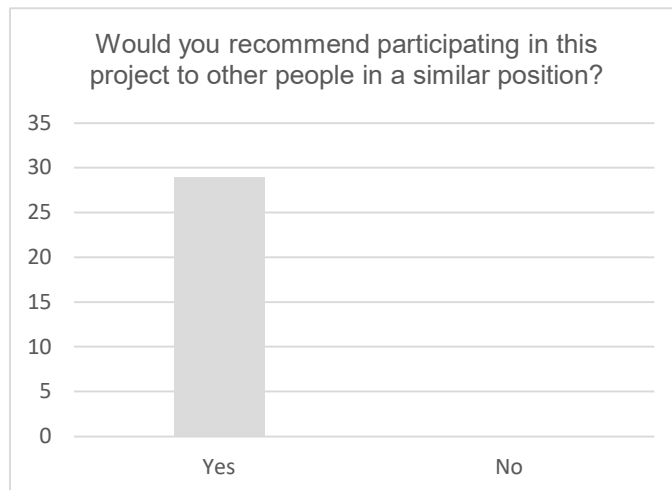


Chart 1 Participants' willingness to recommend the project to others

for enhancing overall program effectiveness in the coming implementation cycles. In addition to the feedback on skills improvement, participants also shared their perspectives on the *usefulness of the information they received regarding employment opportunities*. According to the online survey results, 58% of respondents rated this information as *"very useful,"* while an additional 31% found it *"somewhat useful"*. These findings indicate that nearly 90% of beneficiaries perceived the employment-related guidance as valuable and applicable, underscoring the practical relevance of the SEI Centre's information-sharing and advisory efforts. This high level of perceived usefulness reflects well on the Centre's ability to provide timely, relevant and actionable insights into the local labour market, training opportunities and self-employment

pathways. It also suggests that the Centre has potential to become an important role in bridging the information gap that many unemployed individuals face when navigating complex employment systems. While there is always room for refinement, especially in tailoring information to specific user profiles, this strong positive feedback indicates that the SEI Centre is successfully positioning itself as a trusted source of support and guidance. Going forward, further enhancing the accessibility, clarity and individualisation of employment-related

information particularly for disadvantaged groups can build on this success and increase user engagement even further.

While current quantitative achievements under specific indicators remain below the targeted levels, participant feedback reveals encouraging signs of future potential. Notably, 96% of surveyed beneficiaries expressed willingness to participate in future project activities or similar initiatives, indicating a strong sense of trust and engagement with the SEI Centre. Additionally, the fact that 100% of respondents stated they would recommend participation in the project to others in similar situations reflects a highly positive perception of its relevance and usefulness. These results, although not directly translating into immediate indicator fulfilment, suggest a solid foundation for scaling up outreach and participation. From an effectiveness perspective, such high levels of satisfaction and advocacy signal strong latent potential for the SEI Centre to build on current progress, enhance its visibility and increase uptake of its services. With continued refinement of training content, outreach strategies and individualized support, the SEI Centre is well positioned to strengthen its capacity to meet key targets and achieve lasting impact.

Internships represent a significant component of the Project's support model for enhancing employability among disadvantaged and vulnerable groups. By offering structured, real-world work experiences, these placements provide participants not only with practical skills, but also with increased confidence and clarity regarding their professional aspirations. This value is clearly reflected in the testimony of Ms. Amila Hasičević, an intern placed at the Laila Foundation, where she has been involved in archiving and sorting documentation, as well as providing support to a person with Down syndrome. Ms. Hasičević stated that she now feels more prepared for the labour market and expressed strong interest in continuing her work at the same organisation beyond the internship period. Her positive experience underscores the dual impact of internships, they not only benefit the interns, but also strengthen the social mission of the host organisations. From an effectiveness perspective, the internship scheme contributes meaningfully to participant's work readiness, especially when it is embedded in supportive environments aligned with social inclusion goals. However, in order to maximise its potential, it is essential to ensure that each intern receives consistent mentorship and supervision during their placement. The presence of a dedicated mentor can significantly enhance learning outcomes, facilitate integration into the workplace and support personal and professional development. Future project cycles should prioritise structured mentorship frameworks for interns, along with capacity building for host organisations to provide quality guidance. Such investments would further consolidate the success of this component and strengthen its long-term impact on employment outcomes.

A significant component of Output 2 relates to entrepreneurship development, with targets including the support of 33 businesses leading to the creation of at least 45 jobs and the delivery of business development training to a minimum of 50 individuals. At the time of this evaluation, early results from the first implementation cycle show that 9 businesses have been supported with signed commitments for the creation of at least 9 jobs and 14 individuals have received business development training out of 20 invited participants.

While These figures indicate that the component is progressing and is likely to meet its numerical targets by the end of the Project implementation period. The qualitative dimension of this support warrants further attention, though: if the Project aims not only to reach but to sustain meaningful outcomes in self-employment and enterprise growth, more structured and long-term measures are required. To enhance the overall effectiveness of this entrepreneurship support segment, several key actions are recommended:

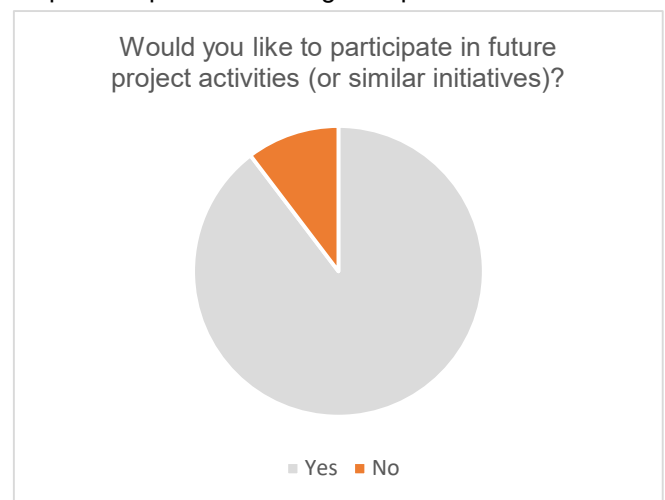


Chart 2 Participants' interest in future project activities

- * Firstly, the development of a comprehensive entrepreneurship training curriculum tailored to the SEI Centre's operational context would standardize learning outcomes and ensure consistent quality of delivery.
- * Secondly, there is a need to provide ongoing technical, business advisory and mentoring support to grant recipients and incubated enterprises. Initial training sessions alone are unlikely to equip entrepreneurs with the full range of competencies needed to sustain and grow their businesses.
- * Finally, facilitating structured networking and cooperation among beneficiaries can unlock additional value. By fostering peer exchange, market connections and shared learning, the SEI Centre can create a more vibrant entrepreneurial ecosystem.

These measures, if systematically embedded, would significantly strengthen the Project's capacity to deliver not only on its job creation targets, but also on long-term sustainability and resilience of supported businesses. The statement of Dušanka Spasojević, an entrepreneur and owner of a private kindergarten, provides valuable insight into the effectiveness and potential of the Project's entrepreneurship support measures. While she expressed appreciation for the support received so far, her feedback highlights important areas for further development within the SEI Centre's service offering. Her expressed desire for long-term mentoring and additional training underscores the need to institutionalize continuous advisory and capacity-building services for entrepreneurs. This suggests that, beyond initial support, entrepreneurs are actively seeking sustained, structured guidance to strengthen their ventures over time. Moreover, her call for regular networking meetings indicates the strong demand for peer learning, experience sharing and the creation of a collaborative entrepreneurial community. Particularly noteworthy is her interest in utilizing services offered by other grantees, such as SEO optimization or accounting and her recommendation of fellow grantee Nermina Lović's cakes for birthday celebrations within her kindergarten. This illustrates a natural inclination towards internal service exchange and market linkage between supported businesses a promising indicator of organic ecosystem building within the SEI framework. These insights reinforce the importance of further investing in the SEI Centre's capacity to provide mentoring, facilitate structured networking sessions and promote mutual service exchange among beneficiaries. If nurtured strategically, this could not only enhance the sustainability of individual ventures but also strengthen the overall impact of the entrepreneurship component of the project. Additional qualitative insights from beneficiaries further reinforce the relevance and evolving needs within the entrepreneurship support segment of the Project. Nermina Lović, an entrepreneur engaged in the production and sale of traditional sweets emphasized the critical importance of having mentoring and technical assistance, especially during the early stages of her business development. Her reflections point to the need for structured guidance in navigating administrative obligations, pricing strategies and promotional activities, areas where many new entrepreneurs lack sufficient knowledge and confidence. This underlines the necessity of providing targeted, easily accessible advisory services within the SEI Centre to ensure that grantees not only start but also sustain and grow their businesses effectively. Similarly, Edvin Alihodžić, a young entrepreneur who launched a digital marketing agency, identified challenges in accessing continued support, client acquisition and peer connections. His request to be linked with other incubatees as potential clients illustrates both a readiness and a need for coordinated networking and internal market linkages. It also reflects a broader expectation among supported businesses that the SEI Centre should play an active role in facilitating business-to-business relationships and enabling visibility within the local economic ecosystem. These testimonials highlight that while foundational steps have been taken, further efforts are required to institutionalize mentoring structures, strengthen business development services, and enhance networking mechanisms within the SEI Centre. Addressing these needs will be instrumental in amplifying the effectiveness and long-term impact of the entrepreneurship support component.

Four NGOs from Brčko District, each representing or working closely with target groups such as Roma, women, youth, and PwDs were selected through a transparent call and subsequently supported through tailored training, technical assistance and direct financial support. All four organizations have demonstrated improved capacities in outreach, public communication, advocacy and mobilisation of their target groups. Their activities have included public campaigns, awareness-raising events, direct fieldwork with vulnerable populations and

institutional engagement. The NGOs also strengthened their internal systems for planning and reporting, contributing to long-term sustainability. The engagement of these grassroots actors has played a key role in connecting the SEI Centre with marginalised communities and ensuring that the Project services are inclusive, visible and relevant. Their increased capacity and active involvement have not only contributed to the achievement of Output 1 but have also laid the groundwork for continued local-level inclusion and employment support beyond the project timeframe. However, it is important to emphasize that not all organisations started from the same baseline. While organisations like Vermont showed strong internal structures, staffing and experience, smaller organisations such as Vjera i Nada with only two active members require more intensive support. Targeted investment in their organisational development, including mentorship, administrative strengthening and additional training would be beneficial for enhancing their long-term impact. Furthermore, the process of strengthening these organisations could be enhanced by promoting collaboration between them. Joint planning, exchange of experiences and even co-development of future project proposals in partnership with the SEI Centre could significantly amplify their reach and effectiveness. To enable this, it would be advisable to ensure greater financial support and expand the scope of eligible activities for grassroots organisations, so they can more effectively address the diverse and complex needs of their target populations. Despite the evident progress in strengthening the individual capacities of grassroots organisations, there remains a notable gap in inter-organisational collaboration. While each organisation has actively contributed within its respective area of focus, there is limited evidence of structured cooperation among them. This represents a missed opportunity for synergy, knowledge exchange and coordinated outreach to shared target groups. This concern was also articulated by Ms. Nataša Damjanović, a representative of one of the partner organisations, who noted: *„There is definitely a lack of collaboration. Everyone focuses on their own part of the project, their own organisation. When we started, I thought we would find a common goal and function as branches of the same tree. But it turned out differently. I realised that no one invites anyone else to their activities. You might see an event announced on Facebook or somewhere else, and it's like if you want to come, come. But there's no coordinated effort to say: let's call our partner organisations, let's support each other and go together.“* Such reflections highlight the need to move beyond parallel implementation toward an integrated partnership model. Encouraging joint planning, co-hosting of events and mutual support across project activities could substantially improve both the effectiveness and the visibility of grassroots interventions. Additionally, establishing regular coordination meetings and developing a shared platform for communication and joint action would further facilitate alignment and collaboration. For future programming, structured mechanisms for peer learning, co-design of community outreach strategies and cross-referrals among partner organisations could help unlock the full potential of the network. Importantly, such collaboration would not only enhance operational efficiency, but also contribute to building a stronger, more resilient local ecosystem for social inclusion and employment.

Output 3 of the Project aims to create a more enabling environment for the socioeconomic inclusion of vulnerable and disadvantaged groups through public-private partnerships, innovative labour market measures and the promotion of inclusive employment models. During the reporting period, several activities were undertaken that lay important groundwork toward achieving the Output's intended results. Notably, the project team conducted a study visit to the Czech Republic, where they identified relevant best practices related to social enterprises and inclusive employment (e.g., Café Therapy and Cooperative Drutova). These models inspired ideas for replicable interventions within the SEI Centre and the broader Brčko District context. This represents a valuable strategic step toward fulfilling the target of identifying at least three best practices fostering advocacy and promotional methodologies. Further, sensitization workshops delivered in cooperation with Czech partner Rytmus provided grassroots NGOs with exposure to international approaches to advocacy, networking and awareness-raising. These activities have contributed to increased awareness among local actors and fostered cross-border learning. However, at this stage, they remain primarily exploratory and conceptual with limited evidence of translation into formalised policy proposals or fully developed labour market innovations.

The Project has also initiated advocacy efforts through a stakeholder event held in December, involving education institutions and employment services. While the meeting served as a platform for mutual understanding and promotion of SEI services, more systematic policy dialogue is needed. As of this reporting

period, the Project has not yet fully met its targets of developing at least three concrete policy recommendations, nor has it documented the implementation of at least three innovative labour market solutions aimed at increasing accessibility for persons with reduced mobility. Similarly, while contracted NGOs and the SEI Centre have engaged in community outreach and awareness activities, the scope and coverage are not yet at a scale to reach the set target of sensitizing 10,000 individuals and 50 stakeholders. The activities so far have had localised impact and should be scaled up and systematised to achieve broader public awareness and institutional change. In conclusion, while notable foundations have been laid and strategic directions identified, further efforts are needed in the remaining implementation period to achieve the full spectrum of Output 3 targets. This includes formalisation of best practices into local context-sensitive models, structured development of policy proposals addressing socioeconomic barriers and scaling of awareness-raising efforts. Achieving these will require closer engagement with institutional stakeholders, strengthened policy advocacy and increased visibility of the SEI Centre's potential as a catalyst for inclusive employment reform in the Brčko District.

RECOMMENDATIONS

- 1. Development of a life skills curriculum** - It is recommended to develop a structured and tailored life skills curriculum to be implemented through workshops and non-formal education within the SEI Centre. The curriculum should respond to the identified needs of the target group, with the aim of strengthening their personal, communication and social competencies, which are essential for successful socioeconomic integration. Proposed thematic areas include: basics of communication (types, communication chain, skills for effective message exchange), active listening (difference between active and passive listening, practical techniques), assertiveness (expressing thoughts, needs and feelings without conflict), conflict management and mediation, recognition and deconstruction of stereotypes and prejudices, emotional regulation, teamwork and leadership, independent living (practical skills for everyday life and decision-making). The curriculum should be modular, flexible and adapted to different levels of knowledge and experience among participants, with the active involvement of users in the creation of content. The content should be delivered through interactive workshops, simulations, group work and practical assignments.
- 2. Development of an employability skills curriculum** - With the aim of increasing the employability of marginalized individuals and facilitating their successful integration into the labour market, it is recommended to develop and implement a comprehensive employability skills curriculum, to be delivered through workshops, mentorship and practical activities within the SEI Centre. The curriculum should be designed as a modular and practice-oriented programme that builds competencies essential for finding, obtaining and retaining employment and also includes raising awareness of labour rights and professional responsibility. The focus of the curriculum should be, but not limited to: self-awareness and self-motivation (understanding personal potential, career planning, personal SWOT analysis), time management and work organization (how to use new technologies, goal setting, planning and prioritization), development of communication and presentation skills (verbal and non-verbal communication, public speaking, negotiation skills), development of employment documentation (writing CVs, applications, motivation letters, and job proposals), simulations and practical preparations for employment (job interviews, role-play, analysis of employment templates), understanding the concept of decent work and labour rights, managing stress and workplace pressure, personal employment planning and workplace responsibility. The proposed content should be implemented through a combination of educational modules, group and individual sessions, as well as concrete practical exercises, including motivational seminars and job interview simulations. The development of this curriculum will significantly contribute to preparing SEI Centre beneficiaries for active and confident participation in the labour market and will empower them to independently seek employment, maintain jobs and pursue further professional development.
- 3. Development of an entrepreneurial training curriculum** - With the aim of strengthening entrepreneurial capacities and laying the foundation for sustainable self-employment and

entrepreneurship, it is recommended that the SEI Centre develop a structured entrepreneurial training curriculum that will enable participants to systematically develop their business ideas and acquire key skills for managing a business. The recommended curriculum should cover at minimum the following thematic units: feasibility analysis of the business idea, basics of business plan and business model development (e.g., Business Model Canvas), organization of business activities, value proposition and SWOT analysis, market research and positioning, customer relationship management and brand building, marketing mix and sales strategies, cost and revenue management, basics of financial reporting and budgeting, business growth management, and key aspects of digital transformation. The curriculum should be modular, adaptable to different levels of prior knowledge and types of businesses and based on interactive methods (workshops, teamwork, mentoring). It is also necessary to develop both pre- and post-knowledge assessments.

4. **Ensure continuous technical, professional and mentoring support to business ventures and incubatees and actively coordinate their networking** - To strengthen the sustainability and development of supported business ventures within the SEI Centre, it is recommended that the Project team take an active role in providing continuous technical, professional and mentoring support to the businesses and incubatees involved in Project activities. This support should include, but not limited to:
- *Technical assistance* in areas such as business registration, business model development, planning, digital transformation, etc.
 - *Professional support* in the fields of marketing, financial management, sales, market access, operational optimization, etc.
 - *Mentoring support* in the form of individual follow-up on the development of each business with advice based on the specific challenges they are facing, etc.

In addition to the above, the Project should coordinate and actively encourage networking among entrepreneurs to facilitate experience exchange, joint market engagement and the development of mutual cooperation. In this way, the Project team directly contributes to strengthening the capacities of beneficiaries, their business resilience and the long-term sustainability of entrepreneurial initiatives arising from the SEI Centre's activities.

5. **Capacity building of Project staff for the delivery of key SEI Centre services** - It is recommended to ensure systematic capacity strengthening of the Project staff involved in the work of the SEI Centre in order to effectively deliver services to beneficiaries in line with the planned Project objectives. Special focus should be placed on developing staff skills and competencies for: planning and delivering training in the area of soft skills (life skills and employability skills), delivering quality entrepreneurial training and providing technical, professional and mentoring support to beneficiaries who are developing business ideas and participating in incubation. By strengthening the capacity of the Project team, a foundation is created for the sustainability and quality of delivered services as well as for building trust among beneficiaries and partners.

It is recommended to develop a professional development plan for the staff and to engage external experts where needed in order to ensure high-quality training and support.

6. **Establish a structured user journey and individual development plan for SEI Centre beneficiaries** – In order to increase the efficiency and quality of services provided by the SEI Centre, it is recommended to establish a clearly defined user journey and to develop an individual development plan for each beneficiary entering the Centre. This approach enables personalised guidance for beneficiaries through all phases of support, from the initial contact through needs and capacity assessment to the exit from the programme with improved competencies and clear steps for socioeconomic integration. Key elements of the user journey include: initial assessment (evaluation of existing competencies, motivation, life situation and needs of the beneficiary through a standardised questionnaire and/or interview), development of an individual development plan (setting goals, defining priorities, identifying the required support – psychosocial, educational, mentoring, employment, self-employment), mapping of relevant SEI Centre services (connecting the beneficiary with specific programmes such as life skills, employability skills, entrepreneurial training, mentoring, internships, etc.), monitoring progress (regular evaluation of the achievement of individual goals and adjusting the

plan according to progress or new needs), exit phase and transition (support in connecting with the labour market, further education, business start-up or other forms of socioeconomic inclusion). The goals of this approach are: to enable personalised and targeted work with beneficiaries, ensure better tracking of progress and intervention effects, strengthen beneficiary responsibility in their own empowerment process, enable better coordination among Project team members and collect systematised data for SEI Centre performance evaluation. It is recommended that the SEI Centre develop standardised forms, a methodological guide and software support in the form of an application for managing the user journey and individual plans and that staff undergo adequate training for their application. This approach will significantly contribute to the quality and sustainability of the support provided by the SEI Centre.

7. **Ensure a more inclusive approach to PwDs through SEI Centre's field activities** - Given the current infrastructural limitations of the SEI Centre that prevent physical access for persons with disabilities (e.g., the absence of an access ramp), it is recommended that Centre staff develop and implement a field model specifically targeting this group. This would entail organising individual and/or group meetings in locations that are accessible to persons with disabilities, either through partner organisations, institutions, or direct home visits to beneficiaries. Particular focus should be placed on providing psychosocial support and motivation as persons with disabilities often face multiple barriers that hinder their active participation in social and economic processes. After establishing a relationship of trust, the goal should be to gradually include these beneficiaries in other Project service components, such as internships, vocational training, soft skills sessions, counselling and similar support activities.
8. **Establish a systematic approach to labour market research to improve the relevance of trainings and labour market preparation measures** - In order to increase the effectiveness and alignment of Project activities with the actual needs of the labour market, it is recommended to establish a structured and continuous process of labour market research. Such an approach would allow Project staff to gain a realistic understanding of current employer needs, particularly with regard to occupations in shortage, desired qualifications and skills, as well as challenges employers face in workforce planning. The main purposes of such research should be: identifying available jobs and employer demands for workforce in order to direct trainings, internship programmes and other measures towards specific labour market needs; collecting data on the basic characteristics of labour market participants, taking into account local and sector-specific features; analysing labour market trends and phenomena, including structural unemployment, employment by sector and employer interest in cooperation with the Project; defining key actors involved in employment mediation and mapping opportunities for strengthening cooperation with the private sector; using research findings to shape the content of trainings and curricula, especially those aimed at strengthening the competences of beneficiaries who are not competitive on the labour market. It is recommended that labour market research be conducted at least once per year in cooperation with public employment service (Employment Bureau of BD BiH), local authorities, educational institutions and employers. The results should be used not only for training planning but also for advocating systemic measures with relevant institutions. This approach will contribute to better labour market preparedness of beneficiaries, increased employability and greater involvement of employers in Project activities.
9. **Increase the budget for VET and expand the target group** - It is recommended to significantly increase the amount of funds allocated for vocational education and training measures. The currently planned amount of EUR 100 per beneficiary has proven to be insufficient and limiting for the implementation of high-quality and relevant vocational education and training programmes in line with labour market needs and the target group. Low beneficiaries interest, as well as the fact that all activities to date have been solely in the form of course, without a single vocational education and training, indicate that the financial framework has neither been motivating nor adequate to cover the real costs of professional and accredited VET programmes. In future calls, it is necessary to ensure a more flexible and realistic budget for this component in cooperation with relevant educational institutions and employers. A minimum tripling of available funds per beneficiary is recommended, along with the introduction of mechanisms for promotion and individual needs assessment to increase the efficiency

and actual impact of these measures. Furthermore, it is recommended to define the target group more flexibly, so that users are not required to be exclusively registered unemployed persons. This change would allow for the inclusion of individuals who are not registered with the Employment Bureau of BD BiH but are in a real state of socioeconomic vulnerability and unemployment, with a special focus on members of marginalised groups such as Roma, women in rural areas and youth without formal work experience. At the same time, in order to prevent misuse of funds and ensure that resources are not spent on individuals employed in public institutions, it is recommended to explicitly exclude public servants and employees of public institutions from participating in these measures. In this regard, it is necessary to introduce the obligation to sign a *Declaration of Employment Status*, whereby beneficiaries declare that they are not employed in the public sector and do not perform work within budget-funded institutions.

10. Engage SEI Centre incubatees as resources for delivering educational and mentoring services

- In order to strengthen the sustainability of the SEI Centre and enhance the quality and diversity of services available to users, it is recommended to establish a collaboration model with existing incubatees operating within the Centre for the purpose of delivering thematically specific trainings and mentoring support. For example: (I) A digital marketing agency operating as an incubatee can conduct workshops and practical sessions for Centre's beneficiaries focused on basic and advanced digital literacy skills, building online presence, managing social media and online promotion. (II) An accounting agency operating within the incubator can deliver basic trainings in financial management, budgeting, tax obligations and basic bookkeeping, thereby directly strengthening beneficiaries capacity to run businesses independently as well as financial literacy trainings as part of soft skills trainings within the Centre. (III) Existing incubatees can play a significant role in providing practical mentoring support to new incubatees and entrepreneurs who have received grants or are launching their own ventures, by sharing knowledge, experiences and facilitating networking. This approach enables better integration of the entrepreneurial community, activation of existing Centre resources without additional costs, strengthened sense of community and mutual support among users, additional development opportunities for the incubatees themselves and positions the SEI Centre as a dynamic, practically oriented and resource-efficient hub for socioeconomic inclusion support.

11. Develop a structured mentorship mechanism within SEI Centre internship schemes - In order to enhance the quality and long-term impact of internship engagements organized by the SEI Centre, it is recommended to establish a formal mechanism for assigning mentors to each intern placed with partner employers. Evaluation findings indicate that there is currently no systematic solution in place to ensure continuous educational and developmental support for interns during their engagement. Mentorship is a key component of internships, as it facilitates a gradual and structured integration of interns into work processes, ensures the effective transfer of knowledge and skills, contributes to the development of professional confidence and motivation among interns and increases the likelihood of retention in employment after the internship period. It is recommended that the SEI Centre: develop clear guidelines for the role of mentors, including their responsibilities, support methods, and reporting duties; provide training and orientation sessions for mentors to ensure a quality and standardized approach; introduce a system for periodic monitoring and evaluation of the mentorship process, including feedback mechanisms from both mentors and interns.

12. Strengthen the role and active engagement of the Advisory Board in SEI Centre functioning - Given the strategic importance of the Advisory Board and the fact that it includes representatives from all key sectors: public, private, education and civil society, it is recommended to enhance its active engagement in the work of the SEI Centre in order to strengthen cross-sectoral cooperation and ensure added value in planning, developing and delivering Centre services. It is recommended to:

- *Operationally integrate the Advisory Board* - Clearly define the role and responsibilities of the Advisory Board through the development of a statute, rules of procedure or operational protocol that would establish basic functioning rules, meeting frequency and modes of support to the SEI Centre. Introduce regular consultations with the Advisory Board during annual planning, priority setting and evaluation of key activities.

- *Increase information flow to members* - Introduce a monthly or quarterly newsletter or other communication mechanism to keep Advisory Board members informed about SEI Centre activities, results and needs. Regularly send invitations to key events, workshops and public sessions organized by the Centre.
- *Emphasize cross-sectoral cooperation* - Use the Advisory Board as a platform for connecting the SEI Centre with potential employers, educational institutions and decision-makers. Encourage joint initiatives (e.g., advocacy activities, employment or training Projects) that involve multiple sectors.

- 13. Introduction of an alternative practical training model** - It is recommended to consider, promote and introduce an alternative model of practical training without establishing a formal employment relationship, in accordance with *Article 44* of the Labour Law of BD. This option could be offered in parallel with the existing internship model based on an employment contract in order to allow for a more flexible approach, Project cost savings and ultimately a greater number of economically empowered beneficiaries. Practical training model without establishing an employment relationship enables young people to gain internship experience and the necessary skills for independent work at significantly lower tax and contribution costs. Employers are not obliged to pay a compensation and if they choose to do so, only minimal taxes and contributions apply. This measure could increase the number of beneficiaries included in the Project, enhance its attractiveness for employers and contribute to more efficient use of the Project budget.
- 14. Improving inter-partner cooperation and more efficient utilization of partner organisation's capacities** - It is recommended to systematically strengthen inter-partner cooperation within the Project through clear coordination and division of responsibilities among the participating organisations. The current level of collaboration between partner organisations is underdeveloped with no visible coordination mechanisms or initiatives for improvement. Partner organisations, such as the Youth Centre Vermont possess developed resources, qualified personnel and proven practices in the areas of career counselling, labour market research, building relationships with the private sector as well as working with youth on life and employability skills development. Instead of centralising these activities, it is recommended that the SEI Centre structurally engage the capacities of organisations such as Vermont for the delivery of soft skills modules (e.g., life skills, employability skills), as well as for career guidance and labour market analysis activities. It is also recommended to develop a joint mechanism for planning and submitting Project proposals with partner organisations aiming to diversify funding sources and ensure the long-term sustainability of cooperation. Establishing a formal coordination mechanism (e.g., working groups, joint strategic planning sessions, agreed operational cooperation plan) would be essential to achieving greater joint impact and improved functionality of the Project network.
- 15. Operationalisation and implementation of the Communication strategy** - It is recommended that the existing communication strategy be used as the foundation for all information and promotional activities, but that it first be further refined and made more concrete. It is necessary to elaborate operational steps, a timeline, key messages, target audiences, communication channels and responsible actors, so that the document becomes practically usable and serves as a tool in the day-to-day implementation of the Project. This would ensure consistency in communication, increase the visibility of results and contribute to strengthening trust among stakeholders. It is also recommended to improve the existing communication strategy by more clearly defining key performance indicators (KPIs), regularly monitoring the results of communication activities and better aligning communication with the Project's objectives. Special focus should be placed on targeted communication towards specific groups (youth, women, Roma, persons with disabilities), and on promoting success stories of beneficiaries.
- 16. Ensuring continuity of financial support from Donor for the implementation of activities and more efficient administrative procedures** - It is recommended that all efforts be made to avoid situations where the Project is left without financial resources for extended periods, which could jeopardise the implementation dynamics and the sustainability of results. It is necessary to establish a

more efficient mechanism for the approval and adoption of narrative and financial reports with clear deadlines in order to ensure timely approval and transfer of funds and enable uninterrupted implementation of planned activities. At the same time, it is recommended that the work plan and budget for the upcoming year be jointly and promptly approved in order to ensure financial predictability and continuity of support.

- 17. Engaging high school students in volunteering activities of the SEI Centre and partner organisations** - To strengthen youth engagement, provide practical experience and encourage social responsibility, it is recommended to establish a structured volunteering programme for high school students within the SEI Centre and its partner organisations. This programme would allow young people to gain insight into the work of organisations involved in socioeconomic inclusion, develop key skills through active participation in Project activities, recognise their own potential and career interests through direct experience, contribute to the community and strengthen their sense of belonging and usefulness. It is recommended that the SEI Centre in cooperation with schools and partner organisations develops a volunteering framework that includes: clearly defined roles and tasks, a mentorship and supervision system, signing of volunteer agreements as well as volunteering certificates that can be used in further education and employment. This would offer young people opportunities for growth while also strengthening the link between the education system and the community.
- 18. Strengthening youth leaders as a resource of the SEI Centre for the socioeconomic inclusion of young people** - It is recommended that the Project systematically invests in the development and empowerment of youth leaders who would become a key resource for the SEI Centre in the areas of human rights, democratisation, civic engagement and volunteerism. Through structured training and mentoring support, these leaders can become agents of change in the community and actively contribute to advocating for the rights and needs of marginalised youth, including through direct dialogue with decision-makers, media and civil society organisations. This approach would contribute to strengthening the advocacy capacity of the SEI Centre as a local mechanism for representing the interests of young people, especially those in vulnerable positions. Ultimately, it would ensure sustainable and structured support for the socioeconomic integration of youth through active participation in social and political processes at the local level. These young leaders would then organise local events that motivate and engage marginalised young people, encouraging them to actively claim their rights and participate in social and political processes. In this way, not only are individual capacities strengthened, but broader youth infrastructure development is supported, networks are built and cooperation with local institutions is improved contributing in the long term to the socioeconomic inclusion of disadvantaged youth.
- 19. Strengthening the capacities of teaching staff for education on socioeconomic inclusion** - To ensure the sustainability and wider impact of activities aimed at the socioeconomic inclusion of young people, it is recommended to systematically strengthen the capacities of secondary school teaching staff. Trainings for teachers should be developed as a means to equip educators who can independently transfer knowledge and skills to youth, both within formal education and through extracurricular activities. These trainings should include practical methodologies for working with youth as well as content related to civic education, participation, human rights and socioeconomic inclusion. It is also necessary to develop plans for broader implementation of these educational activities in schools at pilot locations, along with preparing models for their replication and scaling in other areas. This would ensure the long-term presence of key topics among secondary school students and contribute to the development and socioeconomic inclusion of young people.
- 20. Activating and structuring an alumni network as a resource for strengthening soft skills** - It is recommended to establish and activate a structured alumni network of former participants of soft skills trainings (life skills and employability skills). This network would serve as a platform for experience sharing, networking, and mutual support, as well as a tool for promoting the program among new participants through authentic testimonials and practical examples of applied knowledge. Through mentoring, guest lectures, peer-to-peer workshops and joint initiatives, alumni members could further contribute to the motivation and development of new generations of young people while continuing to

strengthen their own competencies in the roles of educators, facilitators and mentors. It is also recommended that the SEI Center consider formalizing this network through a digital platform, regular communication and the involvement of alumni members in the design and evaluation of future training cycles, thereby ensuring the sustainability, relevance and quality of the program in the future.

- 21. Development of social entrepreneurship** - Social entrepreneurship represents a significant yet underutilized potential for reducing unemployment and social inequality in the Brčko District of BiH, especially among hard-to-employ population groups (persons with disabilities, the long-term unemployed, women from vulnerable groups, Roma, etc.). It is therefore recommended that the SEI Center and Project partners: systematically explore and support the development of social entrepreneurship as a tool for inclusive employment and sustainable local development; establish partnerships with civil society organizations that possess expertise in developing and supporting social enterprises; facilitate access to financial resources and grants for the establishment and growth of social enterprises (including through the use of funding measures provided by the Government of the Brčko District); provide expert and mentoring support to social entrepreneurs during the business model development phase and market entry.
- 22. Promotion of entrepreneurship and strengthening of entrepreneurial culture** - The SEI Center and partner organizations should place greater emphasis on entrepreneurship promotion activities that serve as “entry points” into incubation programs and financial support mechanisms. It is recommended to: organize activities that motivate and encourage potential entrepreneurs, including youth, women, persons with disabilities and other vulnerable groups to consider entrepreneurship as a viable career option; strengthen entrepreneurial awareness and culture through campaigns, public events and training that promote innovation, risk-taking, and the development of business skills; introduce interventions such as hackathons, design thinking workshops (design sprints), entrepreneurship challenges and talent scouting events. This approach can significantly contribute to higher rates of self-employment and the establishment of small businesses, directly reinforcing the sustainability and long-term impact of the Project.
- 23. Acceleration program** - The majority of entrepreneurs who have received support for starting a business are currently in a development phase that requires a structured acceleration program. It is recommended to design a targeted acceleration program to enable entrepreneurs to fully capitalize on the outcomes of earlier support. Such a program should include: development of investment readiness, including the formulation of a clear vision and mission, establishment of a competent management team, validation of the business model, market analysis, development of a financial model and a strategy and plan for attracting investment (including different financing instruments); implementation of performance monitoring mechanisms, risk assessment and management and due diligence preparation; providing entrepreneurs with information on available financial instruments and creating opportunities for participation in skill-building activities such as pitching events, matchmaking meetings and investment roadshows. Funding for this purpose could be secured through existing public employment funds or other available support mechanisms, including opportunities via the Development and Guarantee Fund of the Brčko District and partnerships with the private sector. This would significantly contribute to the sustainability and scalability of business ideas supported by the Project.
- 24. Development of a comprehensive strategic plan for the SEI Center until 2030 (or improvement and revision of business plan)** - It is recommended that the SEI Center, in collaboration with partner organizations, the Advisory Board and relevant decision-makers, initiates the development of a revised and comprehensive strategic document that will define the Center’s development path through 2030. This document should include: the SEI Center’s vision, mission and strategic objectives in the context of socioeconomic inclusion; key program areas (e.g. training, internships, incubation, psychosocial support, advocacy); a sustainability model and diversification of funding sources (e.g. co-financing mechanism with the government); networking and cooperation plans with the private sector and civil society; success indicators and mechanisms for impact measurement and results evaluation; the role of the Advisory Board and partner organizations in implementing strategic directions. This strategy should serve as a roadmap for the Center’s medium and long-term operations, as well as a foundation

for strengthening institutional sustainability, promoting proactive networking, improving internal procedures and structuring the service offer for users.

30th June 2025



Senajid Dozo

Annexes

Annex 1 Overview of the logical framework

	Project description (intervention logic)	Objectively verifiable indicators (indicators)	Sources of verification of indicators	Assumptions and risks (key external factors affecting the progress and success of the project)	Progress to date Note: Activities implemented in early and mid-June, after the evaluation data collection period are not reflected in this section.
Outcome	Contribute to socio-economic integration of disadvantaged and vulnerable categories of citizens of Bosnia and Herzegovina.	How will the achievement of the project intent be measured - quantitative and qualitative indicators Increased employability, inclusion and standard of living of disadvantaged and vulnerable citizens and marginalised groups.	From which sources will the information for the verification of the indicators at the level of the project be drawn Progress Reports of the Ombudsperson Institution, EU Progress Report, Ministry of Human Rights and Refugees reports on implementation of strategies addressing issues of marginalised groups.		
Objective	Expected target state (improvement of the situation, positive change in behaviour, actions, attitudes) To increase social inclusion and create sustainable employment opportunities for citizens in Brčko District (BD) with a particular focus on disadvantaged and vulnerable groups, through raising employment capacity,	How the achievement of the project objectives will be measured - quantitative and qualitative indicators Marginalised and disadvantaged groups and vulnerable individuals exercise rights and have better access to services, business advisory support and resources and employment	From which sources will the information for verifying the indicators at target level be drawn Governments' reports on implementation of strategies addressing issues of marginalised groups; Data from statistical agencies and BD institutions on general employment, social service provision and rights of	Prerequisites that must be met for the project outputs to be used to meet the objectives Successful cooperation with BD institutions, local governance and agencies and willingness to collaborate with organisations representing	

	support to entrepreneurial activities and enabling a conducive environment for more inclusive economic development.	opportunities in Brčko District.	marginalised groups and individuals.	marginalised groups.	
Outputs	<p>Output 1 - Disadvantaged and vulnerable populations of the Brčko District have increased their capacity for employment and knowledge of their citizens' rights, through project conducted trainings and awareness raising.</p>	<p>How the project outputs will be measured - quantitative and qualitative indicators</p> <p>Increased capacity and outreach of min. 3 grassroots NGOs representing or working with marginalised groups.</p> <p>At least 50% of unemployed marginalised and vulnerable people are informed about the services of the Employment Centre through an information campaign and local NGOs</p> <p>At least 9 architectural barriers removed to secure access to PwDs to public and employment facilities.</p> <p>At least 1000 individuals learn about VET, job and opportunities to start or expand their businesses.</p> <p>At least 300 individuals successfully complete skills development training and 15 individuals gain experience through internships.</p>	<p>From which sources will the information for the verification of output level indicators be drawn</p> <p>Project Reports</p> <p>Monitoring and evaluation reports</p> <p>Applications and reports from sub-grantees</p> <p>Information sessions attendance sheets</p> <p>Online platforms statistics</p> <p>Training reports</p> <p>Training evaluation</p> <p>Media reports</p>	<p>Prerequisites that must be met for the project outputs to be used to meet the objectives</p> <p>Interest from the NGOs representing or supporting marginalised groups.</p> <p>Interest from those seeking employment to engage in project activities and skills development trainings.</p>	<p>4 NGOs increased their capacities and work toward marginalised groups.</p> <p>With the advocacy support of NGO Vjera & Nada, a Memorandum of Understanding was signed with the Roads Directorate of Brčko District for the removal of approximately 20 physical barriers in 2025.</p> <p>As of the reporting period, a total of 104 individuals have been informed about vocational education and training (VET), employment opportunities, and possibilities to start or expand their businesses, against the target of at least 1,000 individuals.</p> <p>As of the reporting period, 19 individuals have participated in vocational and educational training programmes, while 70 individuals have received services focused on strengthening soft skills. In addition, 6 interns have commenced</p>

					their 12-month internships.
	<p>Output 2 – Increased capacity, skills and job opportunities for the unemployed citizens of BD and creation of new employment for the disadvantaged and vulnerable groups, via project financial and technical support.</p>	<p>Establishment and operationalisation of (Self-) Employment Center of Brčko District</p> <p>Strengthen capacity of the Centers board and staff through technical assistance and study visits.</p> <p>Fully operational online platform of the Center serves as information point for BD citizens seeking VET, job and business opportunities.</p> <p>At least 50 individuals receive business development training.</p> <p>33 businesses, creating at least 33 jobs, supported with grants and business advisory support, training and market linking activities.</p> <p>At least 3 financial organisations adapt or design financial services for start-ups and businesses employing disadvantaged groups.</p> <p>At least 4 innovative initiatives that have impact on specific community or business processes in BD promoting digitalisation, green economy or tools to market approach supported.</p>	<p>Project reports</p> <p>Monitoring and evaluation reports</p> <p>(Self-) Employment Centers Acts, Status, SOPs</p> <p>Online platform features and statistics</p> <p>Study visit report</p> <p>Training applications</p> <p>Training reports and evaluations</p> <p>Applications for business support</p> <p>Business plans</p> <p>Meeting minutes</p> <p>Financial institutions' description of new services</p> <p>Exchange visits reports</p> <p>Attendance sheets</p> <p>Applications for innovation fund utilisation and respective reports</p> <p>Media reports</p>	<p>Collaboration with Brčko District administration, relevant agencies and institutions.</p> <p>Secured space for the Center.</p> <p>Sufficient interest of unemployed persons to utilise opportunities.</p> <p>Collaborative approach by financial institutions and organisations.</p>	<p>The building was allocated by the Brčko District Government, core staff have been hired, and the SEI Center is fully operational.</p> <p>2 CB programs successfully completed and 1 study visit performed.</p> <p>SEI Center website has been operational since 1 September 2024, providing beneficiaries with information on all services offered.</p> <p>14 individuals received business development training.</p> <p>9 businesses have signed agreements committing to the creation of at least 9 new jobs.</p> <p>3 MoU were signed in 2024 with financial institutions, enabling their promotional presence within the SEI Center and facilitating direct interaction with beneficiaries.</p> <p>Two innovation initiatives supported: SEI Business Incubator (operational) and PWD toilet (planned for 2025 in</p>

					cooperation with Employment Bureau).
	Output 3 - Enhanced environment for a more efficient economic inclusion of vulnerable and disadvantaged groups, by creation of public-private partnerships to address labour market barriers and promotion of sustainable employment models.	<p>Identifying at least 3 best practices (Czech and BiH) that foster advocacy, awareness raising and promotional campaign methodologies.</p> <p>At least 3 policy recommendations that address barriers to socio-economic inclusion of marginalised groups and vulnerable individuals defined and elaborated.</p> <p>Implemented at least 3 innovative labour market measures and solutions for increasing the accessibility to people with reduced mobility.</p> <p>Raised awareness and sensitivity of 50 stakeholders and at least 10,000 individuals belonging general population on rights and needs of marginalised groups in BD.</p>	<p>Project reports</p> <p>Experts' reports and findings</p> <p>Policy Briefs</p> <p>Monitoring and evaluation reports</p> <p>Campaign material and reports</p> <p>Internet platform statistics</p> <p>Media reports</p>	Collaborative approach by Brčko District administration and stakeholders	During the study visit, the SEI team was introduced to 3 best practices, which are planned to be tested within the social enterprise later this year.

Annex 2 Stakeholder interview questionnaire

Introduction: Thank you for agreeing to meet with me today. My name is Senajid Đozo. I'm external consultant that has been hired to conduct Mid-Term Evaluation of Project „Brčko Inclusive Socioeconomic Initiative”, which is implemented by CARE and RGFBD. The Assessment covers the period from October 2023 – April 2025. The purpose of this Evaluation is to assess Relevance and Effectiveness of the Project.

Confidentiality: This interview is confidential and voluntary. Your name will not be linked to any of the findings, unless you wish to be quoted. You can end the interview at any time and have no obligation to answer any questions asked.

Interview details:

1. Date and Location of Interview:

2. Name: _____

3. Position and
Organization _____

4. Role in the Project (component/s and activity/ies) _____

Questions:

RELEVANCE

Question	Stakeholder
1. Which assessments and baseline establishment preceded/were conducted in the Project design?	CARE, SEI
2. How were the Project objectives defined and by whom? (Who participated in defining of the Project objectives?)	CARE, SEI
3. To what extent and how have target groups and beneficiaries been involved in Project design?	CARE, SEI, target groups
4. Were local stakeholders (e.g. local authorities, NGOs, community leaders) adequately consulted during Project design?	CARE, SEI, stakeholders
5. Has the Project taken into consideration any previous similar interventions in Brčko District and built upon their results or lessons learned?	CARE, SEI
6. Does the Project respond to the needs of the identified target groups and beneficiaries?	CARE, SEI, target groups
7. Have the needs of minorities and hard-to-reach groups been addressed by Project objectives?	CARE, SEI, target groups
8. How were the specific needs of underrepresented groups (e.g. Roma, persons with disabilities, rural poor) assessed and prioritized?	CARE, SEI
9. Has the Project design included a human rights, gender equality approach and social inclusion, as well as inter-ethnic reconciliation approach? How?	CARE, SEI
10. To what extent does the Project reflect the specific socio-economic context of Brčko District (e.g. post-conflict dynamics, ethnic composition, administrative structure)?	SEI
11. Are the Project and its objectives in line with: <ul style="list-style-type: none"> a. governmental policies, and specific sectoral policies b. global priorities, c. and the EU accession agenda? 	Project documents, project proposal, logical framework document
12. Is the design of the Project appropriate for reaching its objectives? Is there a logical framework and how comprehensive is it?	CARE, Project documents, project proposal, logical framework document

13. Was there any need for the Project design to be adapted during implementation and how did these adjustments materialize?	CARE, SEI
14. Were coordination, management and financing arrangements for the Project clearly defined and effected?	CARE, SEI

EFFECTIVENESS

Question	Stakeholder
<p>1. To what extent has the intended objective of the Project been achieved? What are its main accomplishments of the three individual components?</p> <p>Output 1 - Disadvantaged and vulnerable populations of the Brčko District have increased their capacity for employment and knowledge of their citizens' rights, through project conducted trainings and awareness raising.</p> <p>Output 2 – Increased capacity, skills and job opportunities for the unemployed citizens of BD and creation of new employment for the disadvantaged and vulnerable groups, via project financial and technical support.</p> <p>Output 3 - Enhanced environment for a more efficient economic inclusion of vulnerable and disadvantaged groups, by creation of public-private partnerships to address labour market barriers and promotion of sustainable employment models.</p>	Project documents, including logical framework, reports, other documents produced as result of the Project
2. What factors have contributed to achieving or not achieving the intended objectives of the Project?	CARE, SEI, target groups
3. To what extent did the Project activities contribute to achieving tangible changes for the target group and institutions?	CARE, SEI, target groups
4. Are the underlying assumptions which the Theory of Change relies still valid?	CARE, SEI
5. Have risks been identified and mitigated? How?	CARE, SEI
6. To what extent has the Project contributed to the strengthening of capacities of beneficiaries, NGOs and SEI Centre?	CARE, SEI, target groups
7. What are the main benefits for the target groups and beneficiaries of the Project's activities?	CARE, SEI, target groups
8. Which elements of the Project were rated as the most effective, and which as the least useful by the beneficiaries?	CARE, SEI, target groups
9. Has the Project employed gender balanced approach and how does it materialize in terms of balanced effects on genders?	CARE, SEI, target groups
10. How has the Project reached marginalized and hard-to-reach groups?	CARE, SEI, target groups
11. Have there been some unintended, other benefits for the target groups?	CARE, SEI, target groups
12. To what extent are the targeted groups satisfied with the capacity improvement gained while implementing the Project activities?	CARE, SEI, target groups
13. What are the key innovative approaches applied?	CARE, SEI, target groups
14. To what extent have partnerships been sought and established and synergies created in the delivery of interventions?	CARE, SEI, partners
15. Has duplication and overlap been avoided and how?	CARE, SEI, partners
16. Have any new partners or other stakeholders emerged that were not initially identified?	CARE, SEI
17. Were there any coordination challenges among partners and how were they overcome?	CARE, SEI, partners

Annex 3 Online survey questionnaire

Consent for participation in the project evaluation "Socio-Economic Inclusion in the Brčko District of BiH"

This consent relates to your participation in the online survey, which forms part of the mid-term evaluation of the project "Socio-Economic Inclusion in the Brčko District of BiH," implemented by CARE Czech Republic and the Project Implementation Unit funded by international funds of the Development Guarantee Fund of the Brčko District of BiH, in partnership with local organizations since October 2023.

The mid-term evaluation is primarily aimed at assessing the project's progress against the proposed plan and logical framework, evaluating its effectiveness and relevance, ensuring the project remains on track to achieve its objectives, and identifying and proposing recommendations for improvement. The survey will take no more than 10 minutes of your time. Your feedback regarding the knowledge and skills acquired, their practical application, and future benefits is extremely valuable for this evaluation. The questionnaire is anonymous, and your personal data will not be used. Please click the button below if you agree to participate in the survey.

Introduction

Dear participant, We kindly ask you to complete this survey based on your experience with the activities of the project "Socio-Economic Inclusion in the Brčko District of BiH." Your opinion is important to us in order to understand the project outcomes and to plan future activities.

Thank you!

Questions

1. Your age at the time of completing the survey:
 - ☐ 16-19
 - ☐ 19-25
 - ☐ 25-30
 - ☐ 30-45
 - ☐ 45-55
 - ☐ 55-65
 2. Gender: ☐ Male ☐ Female ☐ Other ☐ Prefer not to say
 3. Place of residence: _____
 4. Employment status at the time of accessing SEI Centre services:
 - ☐ Unemployed
 - ☐ Employed
 - ☐ Self-employed
 - ☐ Student
 - ☐ Economically inactive (e.g., household duties, single parent, health reasons, etc.)
 - ☐ Other (please specify): _____
 5. Your highest completed level of education:
 - ☐ No formal education
 - ☐ Incomplete primary school
 - ☐ Completed primary school
 - ☐ Incomplete secondary school
 - ☐ Completed three-year secondary school
 - ☐ Completed four-year secondary school
 - ☐ University degree / College
 - ☐ Master's degree or higher
 6. Did you drop out of the education system during your schooling (e.g., leaving school before completing primary, secondary school, or university)?
 - ☐ Yes
 - ☐ No
- (If "Yes")
7. What were the main reasons for dropping out of school? (multiple choice):
 - ☐ Financial reasons
 - ☐ Family obligations
 - ☐ Loss of motivation
 - ☐ Health reasons
 - ☐ Other (please specify): _____

8. Do you contribute to the household budget in any way?
- ☐ Yes
 - ☐ No
9. If you contribute, in what way? (multiple choice)
- ☐ Salary from employment
 - ☐ Self-employment
 - ☐ Occasional jobs
 - ☐ Scholarship
 - ☐ Other (please specify): _____
10. What is your current housing status?
- ☐ I live with my parents in a house/apartment they own
 - ☐ I own my own house/apartment
 - ☐ I rent (live as a tenant)
 - ☐ Other (please specify): _____
11. Do you believe that the formal education you completed was sufficient for the needs of the labor market?
- ☐ Yes
 - ☐ Partially
 - ☐ No
12. Have you ever attended any non-formal education (courses, training, certificates outside the formal education system)?
- ☐ Yes
 - ☐ No
13. If yes, in which field? (multiple choice)
- ☐ Information Technology (IT)
 - ☐ Languages
 - ☐ Life skills (problem-solving, teamwork, leadership skills, etc.)
 - ☐ Employability skills (presentation, verbal communication, research, etc.)
 - ☐ Business skills (management, marketing, etc.)
 - ☐ Technical skills (crafts, repair services, etc.)
 - ☐ Other (please specify): _____
14. Are you currently looking for a job?
- ☐ Yes
 - ☐ No
15. If yes, how long have you been actively looking for a job?
- ☐ Less than 6 months
 - ☐ 6–12 months
 - ☐ 12–24 months
 - ☐ 2–5 years
 - ☐ More than 5 years
16. What are the biggest obstacles you face when looking for a job? (multiple choice)
- ☐ Lack of work experience
 - ☐ Lack of necessary skills
 - ☐ Mismatch between education and labor market needs
 - ☐ Too much competition
 - ☐ Health limitations
 - ☐ Other (please specify): _____
17. Do you currently have a clear idea about your future career or occupation?
- ☐ Yes
 - ☐ No
 - ☐ Partially
18. Do you believe that the choice of your secondary school or university aligns with the job you want to do?
- ☐ Yes
 - ☐ No
 - ☐ Partially
19. Do you feel the need for additional training or career development counseling?

- ☐ Yes, a strong need
 - ☐ Yes, somewhat
 - ☐ I do not feel the need
20. What type of career development support would you find most useful? (multiple choice)
- ☐ Professional counseling
 - ☐ Training for writing CVs and preparing for interviews
 - ☐ Better access to employment information
 - ☐ More professional and practical training (project writing and management, digital skills, specialized technical training such as CNC training, solar panel installation, website development, etc.)
 - ☐ Networking with employers
 - ☐ More career development programs
 - ☐ Entrepreneurial training (starting your own business)
 - ☐ Mentorship programs
 - ☐ Other (please specify): _____
21. How did you find out about the SEI project? (multiple choice)
- ☐ Directly at the SEI Centre
 - ☐ Through an employee of the Development Guarantee Fund of Brčko District BiH
 - ☐ Through a local non-governmental organization
 - ☐ Through the Social Work Centre / Employment Service
 - ☐ Through social media / website
 - ☐ Through a recommendation from a friend or family member
 - ☐ Other (please specify): _____
22. In which activities did you participate? (multiple choice)
- ☐ Professional training based on labor market needs
 - ☐ Soft skills and digital literacy training
 - ☐ Internship / practical work
 - ☐ Career guidance and professional orientation
 - ☐ Psychosocial support
 - ☐ Consulting related to employment or starting a business
 - ☐ Support for self-employment or business development
 - ☐ Business consulting
 - ☐ I only received information about the services offered by the SEI project
 - ☐ Other (please specify): _____
23. When did you participate in the activities?
- ☐ 2024
 - ☐ 2025
24. What motivated you to apply for the activities?
- _____
25. How useful were the information you received about employment opportunities?
- ☐ Very useful
 - ☐ Partially useful
 - ☐ Not useful
26. Did the staff of the SEI Centre or the Development Guarantee Fund of Brčko District BiH help you establish better contacts with employers?
- ☐ Da, significantly
 - ☐ Da, somewhat
 - ☐ No
27. Did you receive a recommendation for a specific job or employer from the staff of the SEI Centre or the Development Guarantee Fund of Brčko District BiH?
- ☐ Yes
 - ☐ No
28. Did you have the opportunity to assess your personal competencies (knowledge, skills, abilities)?
- ☐ Yes
 - ☐ No

29. Did you participate in retraining, additional qualification, or professional development activities for your occupation through the project activities?
- ☐ Yes
☐ No
30. Did you participate in training or receive counseling for developing job search skills (writing a CV, preparing for an interview, etc.)?
- ☐ Yes
☐ No
31. Did you participate in training or receive counseling for developing life skills (self-confidence, communication skills, etc.)?
- ☐ Yes
☐ No
32. Did the project help you develop presentation and self-presentation skills in front of employers?
- ☐ Yes
☐ No
33. The duration of the training/counseling was:
- ☐ Too short
☐ Appropriate
☐ Too long
34. The trainers / counsellors were:
- ☐ Insufficiently prepared
☐ Good
☐ Excellent
35. How would you rate your knowledge and skills after the activities?
- ☐ The same as before
☐ Partially improved
☐ Significantly improved
36. If you selected "partially improved" or "significantly improved," please describe which specific skills or knowledge you have gained:
-
37. Were you aware that funding for starting a business / self-employment was available through the project?
- ☐ Yes
☐ No
38. Would you like to participate in future project activities (or similar initiatives)?
- ☐ Yes
☐ No
39. Would you recommend participating in this project to other people in a similar situation?
- ☐ Yes
☐ No
40. Were the promotional materials and the way the project was advertised clear and understandable to you?
- ☐ Yes, completely
☐ Partially
☐ No, they were not clear
41. Did you feel recognized as a target group of the program?
- ☐ Yes
☐ No
☐ I'm not sure
42. Was the terminology used in the promotional materials understandable to you?
- ☐ Yes
☐ Partially
☐ No
43. How would you describe your perception of the SEI Centre?
- ☐ A serious opportunity for employment and development

- ☐ Just another recreational/additional center
- ☐ I'm not sure

44. Do you feel that your awareness of your rights and access to services, business advisory support, resources, or employment opportunities in Brčko District has improved as a result of the SEI project?

- ☐ Yes, significantly
- ☐ Yes, to some extent
- ☐ No, not really
- ☐ I'm not sure

45. In your opinion, what are the most important benefits of such a project? (multiple choice)

- ☐ Development of practical knowledge and skills
- ☐ Opportunity for employment or starting a business
- ☐ Internship / practical experience
- ☐ Access to resources and advice that are otherwise unavailable
- ☐ Greater inclusion of marginalized groups
- ☐ Changing public perception towards vulnerable groups
- ☐ None of the above

Thank you for completing the survey!

Annex 4 Field mission and list of interviewed stakeholders

Date	Time	Place	Activity	Participants	Status	Remarks
5.5.2025.	Morning	Online	Opening session with CARE representatives	Branislav Tanasijević, Vanja Jošić	Conducted	Output: Revised / complemented work hypotheses, KPI-check, Focus areas for evaluation, List "to be considered", Limitations and mitigation measures, Validation of stakeholders to be interviewed, Final field mission plan
13.5.2025.	9.00 - 11.30	Brčko, at SEI Centar	First meeting with project team / SEI staff	Zlatan Musić, *Ivana Pirić, Miroslav Maric, Željko Novaković, Sabina Ahmičić, Ljiljana Ostojić, Miloš Stanković+ CARE representatives (Branislav and Vanja)	Conducted	Learnings / evaluation results / KPI-check
Individual interviews with selected project partners and beneficiaries						
13.5.2025.	11.45 - 13.15	Brčko, at SEI Centar	Interview	Advisory Board (Department for Professional and Administrative Affairs, Zoran Ješić; *Department for Health and Other Services, Azra Salkanović; Public Employment Service, Admir Galijatović)	Conducted	Learnings / evaluation results / KPI-check

13.5.2025.	13.30 - 14.30	Brčko, at SEI Centar / Vermont	Interview	Damir Radenković, Vermont	Conducted	Learnings / evaluation results / KPI-check
13.5.2025.	14.45 - 15.45	Brčko, at SEI Centar / Vjera & Nada	Interview	Vjera & Nada, Nataša Damjanović	Conducted	Learnings / evaluation results / KPI-check
13.5.2025.	16.00 - 17.00	Brčko, at SEI Centar	Interview	*Youth Council of the Brčko District of Bosnia and Herzegovina, Vladimir Kanostrevac	Conducted	Learnings / evaluation results / KPI-check
14.5.2025.	9.00 - 10.30	PES BD BiH	Interview	Public Employment Service BD BiH, Tamara Duvnjak, Acting Director	Conducted	Learnings / evaluation results / KPI-check
14.5.2025.	10.45-12.00	Government BDBiH	Interview	Government of Brčko District of BiH (Department for Economic Development), Amra Abadžić	Conducted	Learnings / evaluation results / KPI-check
14.5.2025.	12.15 - 13.15	Government BDBiH	Interview	Advisor to the Mayor BDBiH, Slavica Pavlović	Conducted	Learnings / evaluation results / KPI-check
14.5.2025.	15.00 - 16.00	Brčko, at SEI Centar	Interview	Marijana Čolaković, supported Intern	Conducted	Learnings / evaluation results / KPI-check
14.5.2025.	16.15 - 17.30	Brčko, at SEI Centar	Interview	Edvin Alihodžić, Business Incubator Resident	Conducted	Learnings / evaluation results / KPI-check
15.5.2025.	9.00 - 10.30	Brčko, at SEI Centar	Interview	Nermina Lović, Supported Entrepreneur	Conducted	Learnings / evaluation results / KPI-check
15.5.2025.	10.45-11.45	Brčko, at SEI Centar	Interview	Edita Bečić, Soft skills training participant	Conducted	Learnings / evaluation results / KPI-check

15.5.2025.	12.15 - 13.15	Brčko, at SEI Centar	Interview	Dužanka Spasojević, Supported Entrepreneur	Conducted	Learnings / evaluation results / KPI-check
15.5.2025.	13.30 - 14.30	Brčko, at SEI Centar	Interview	Fondacija „Laila“ Brčko – Meliha Đonlić - Representative of the legal entity that accepted the intern for the traineeship	Conducted	Learnings / evaluation results / KPI-check
15.5.2025.	15.00 - 16.00	Brčko, at SEI Centar	Interview	Amila Hasičević, Supported Intern	Conducted	Learnings / evaluation results / KPI-check
15.5.2025.	16.15 - 17.30	Brčko, at SEI Centar	Interview	Aldin Hodžić, Soft skills training participant	Conducted	Learnings / evaluation results / KPI-check
Mid-Term Reflection						
23.5.2025.	Morning	Online	Online	Second meeting with project team and CARE representatives, Branislav Tanasijević, Vanja Jošić, Zlatan Musić	Conducted	Learnings / evaluation results / KPI-check
12.6.2025.	Morning	Online	Online	CARE representatives, Briefing meeting	Conducted	Draft syntheses of results of interviews

Note: Names highlighted in red indicate individuals who were scheduled for interviews but were ultimately not available or did not participate.

