SUPPORT FOR KOSOVO's YOUNG LEADERS (SKYL)

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End of Program Evaluation

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TABLE OF CONTENTS

1. EXECUTIVE SUMMARY **2**

2. PROGRAM OVERVIEW **5**

3. MONITORING AND EVALUATION **7**

4. OBJECTIVE 1 **10**

5. OBJECTIVE 2 **17**

6. OBJECTIVE 3 **23**

7. CONCLUSION **29**

8. ANNEXES **32**

List of Annexes

1. Annex 1- Evaluation Calendar
2. Annex 2- End-line Evaluation - Questionnaire
3. Annex 3- Scope of work for Endline Evaluation Review
4. Annex 4 - Key Informant Interviews
5. Annex 5- List of Small Scale Community Projects
6. Annex 6- List of Joint Multi-ethnic Projects
7. Annex 7- Performance Monitoring Matrix

List of Acronyms

AFK	Agency for Finance in Kosovo
CMS	Conflict Management Specialist
CRZ	Centar za Razvoj Zajednica (Center for Community Development)
DM&E	Design Monitoring and Evaluation
DoY	Department of Youth
ETC	Elkos Trade Center (ETC.)
GoK	Government of Kosovo
KCIC	Kosovo Center for International Cooperation
KYAP	Kosovo Youth Action Plan
LYAC	Local Youth Action Council
MCS	Most Significant Change
MTEF	Medium Term Expenditure Framework
MYCS	Ministry of Youth, Culture and Sports
NGO	Non-governmental organization
Prishtina REA	Prishtina Regional Enterprise Agency-International
ToT	Training of Trainers
USAID	United States Agency for International Development
RAE	Roma, Ashkali and Egyptian

EXECUTIVE SUMMARY

This report presents results of the final evaluation conducted for the "Support for Kosovo's Young Leaders (SKYL)" program funded by USAID and implemented by Mercy Corps and three local NGO partners: Centar za Razvoj Zajednica (CRZ), Kosovo Center for International Cooperation (KCIC) and Mundësia, from October 2008 through November 2011. The SKYL program offered young people from diverse communities the opportunity to:

- Enhance job skills, experience and support needed to find future employment;
- Gain confidence and skills they need to play a more active leadership role in community and public life; and
- Increase the number of young people from diverse communities building inter-ethnic reconciliation/tolerance and working together on concrete projects that advance shared interests.

A cross cutting objective of the SKYL program was to build the capacity of local partners. Mercy Corps staff met this objective by providing formal and informal training, coaching and mentoring and organizational capacity development. **All partners are now able to comply with USAID protocols and practices and Government of Kosovo requirements. In addition, all partners have indicated their willingness to work with each other on joint multi-ethnic initiatives in the future**.

The SKYL program strategy was to build toward the overall goal of helping young people from Kosovo's diverse communities become active participants in creating a viable, shared future for themselves and their communities through a phased approach: In Phase 1 all young participants learned basic life skills then self-selected into one of two activity streams: jobs / entrepreneurship (Objective 1) or civic engagement (Objective 2). In each track they built work skills, gained a commitment to participate in their own lives and the well-being of their communities, raised community confidence and realized the tangible benefits of their efforts. In Phase 2 (Objective 3) emerging Kosovo Albanians and Serbs (hereafter referred to as K-Albanians and K-Serbs) young leaders received advanced training, planned joint projects and sought community support for their implementation. SKYL repeated Phases 1 to 3 each year with new participants and those from the previous year served as peer mentors.

SKYL targeted young Kosovo Albanians and Serbs and other ethnic minorities, including Bosniaks and RAE. SKYL beneficiaries were youth (ages 15-26), and were either students or unemployed. **A target of 30% of women participants was established, which was exceeded, as many activities had almost a 50%-50% split of men and women**. Fourteen municipalities were selected as SKYL project locations. Again**, SKYL exceeded the number of target areas as the communities of Giljan/Gnjilane and Kamenicia were added** at the request of the local governance decentralization process.

A lack of education (formal, vocational, and informal) remains the single largest barrier to employment in an intensely competitive job market. Although formal educational quality is improving, alone it is insufficient to prepare young people for work. As a result of the Objective 1 activities **1,271 young people completed workforce development programs and trainings** in life skills (CV writing, mock interview practice, interpersonal skills, and work ethics) and technical skills (market research, business planning, and management) **gaining the skills, experience and support they need to find future employment, exceeding the**

programmatic goal of 1,206. In addition to gaining specific skills, **1,308 SKYL youth gained on the job experience through completed internships and apprenticeships in the private sector, again exceeding programmatic targets.** Of those participating in internships and apprenticeships, 293 SKYL youth received follow on employment in private sector companies.

The most significant impact of SKYL, as articulated by participants, was in providing them with the relevant skills and experience to begin to realize their personal dreams and ambitions. SKYL participants were unified in stating that it was the *combination* of skills development with internships that had the most impact in preparing them for employment. Participants, community, education and business leaders, and government officials expressed a desire for future trainings in English, computers and IT, in order to compete in the job market, as well as advanced trainings in communication and negotiation. Youth and adults in the north of Kosovo were especially emphatic about their desire to have future trainings in communication to include more in depth practice in articulation, active listening, tolerance and non-violent expression as preparation for the business environment.

Currently, Kosovo's economy is not generating enough jobs to either absorb the existing labor supply or accommodate the 30,000 new entrants to the labor market every year. In recognition that the country needs entrepreneurs to grow the economy and create new job opportunities, SKYL programming was designed to support youth entrepreneurship through education, financing and mentoring. **The second most significant impact of the SKYL program has been helping young entrepreneurs, in both urban and rural areas, establish their own sustainable businesses, and the positive effects that the creation of their own businesses has had on their families and communities** The eight businesses that SKYL supported young people in developing remain sustainable despite barriers in the form of taxes, high rents and increasing tensions in the north of the country, which have had serious economic consequences. Future programming should address a dearth of micro finance mechanisms, a weak credit environment, particularly for youth and a weak, but fledgling, entrepreneurial climate.

The challenges in engaging young people in community and public life are significant. Although Kosovo has a strong and unique history of volunteerism, that volunteer spirit, tradition and desire to participate in civic life has not fully resonated among Kosovo's young people post war. The new “Law on Youth Empowerment and Participation” and “Youth Strategy and Action Plan 2009-2012” now recognizes volunteerism as a form of work experience, meaning community service will be seen as providing a competitive advantage in the current economic climate. Since the notion of civil society is a relatively new concept in Kosovo, young people need the tools, skills, and resources to make their communities better places and gain experience working in a public sector that will be accountable, fair and transparent. As a result of Objective 2 activities, **1,149 young people from diverse communities gained the confidence and skills they need to play a more active leadership role in their community, exceeding the programmatic goal of 1,122.** Through SKYL, youth received civic engagement and community mobilization training then gained on-the-job experience by participating in internships and apprenticeships with NGOs and public sector agencies.

SKYL participants planned and implemented 27 community projects (exceeding the programmatic target of 24 implemented projects) which impacted 11,600 people. In terms of impacts, SKYL participants indicated that their participation in community projects resulted in greater sense of efficacy in influencing community priorities and that they felt that they were now able to take part in low-level decision-making processes, particularly in their schools. They also recognized that when larger groups of young people advocated for their interests, this had

a greater impact on their ability to be heard. SKYL participants also expressed an increased level of trust in working with local authorities and the importance of adult and community support in general. However participants in K-Serb communities in the north of Kosovo were vocal in their lack of trust in local authorities. Finally, young people from K-Albanian and mixed communities expressed an expanded openness to volunteerism for practical reasons, such as gaining future employment.

Future programming should work to improve prospects for youth to secure public sector employment by addressing barriers in the larger political and institutional enabling environment-parallel structures, lack of transparency, "irregularities" in the application process for public sector jobs, and extreme competition for employment. Programming should also build upon positive experiences and impacts derived from community projects through trainings and preparation for larger advocacy activities, while also ensuring future programming aligns with and supports laws and institutions designated in the "Law on Youth Empowerment and Participation," The Kosovo Youth Action Plan (KYAP), and with youth policies of the Ministry of Youth, Culture and Sports (MCYS) and Department of Youth.

Finally, SKYL enabled young people to gain the skills and experience they need to build a viable future together. **One hundred and nine were trained in advanced community mobilization and negotiation skills, surpassing the programmatic goal 80.** Interestingly, more women than men participated in Objective 3 activities. Together, they implemented joint projects that yielded concrete benefits to both communities. Five hundred and seventy-seven youth participated in public events that have strengthened the reconciliation process and prevented further conflict. Their efforts resulted in the completion of 28 community based reconciliation projects reaching and impacting 12,400 Kosovans. Although falling short of programmatic targets, these achievements occurred despite an environment, particularly in the north of Kosovo, where youth, parents and grandparents, community leaders and NGO's describe a highly politicized environment in which the pressure on SKYL youth *not* to participate in such activities was prohibitively high.

The impact of joint initiatives as stated by SKYL participants varied: **they saw a need for development and coexistence; they developed respectful and cooperative relationships with the adults supporting them in their implementation, tolerance between ethnicities, and willingness to look at and work for their own interests.** SKYL participants conducted 37 future planning workshops and meetings to discuss and plan future activities to be implemented together, exceeding the program's target. Finally, the SKYL program succeeded in actually bringing *youth together*: NGO leaders in both the north and south of the country recognized that while trainers, information, organizational capacities, and ideas, are exchanged beneficiaries are not. In other words joint multi-ethnic activities with *youth* participation are not typical.

Youth are recognized as having the strongest potential to lead the way toward more peaceful coexistence in Kosovo. Youth and adults from mixed communities expressed the most robust willingness to participate in joint projects, as well as an overall tolerance to both live and work together. Creative ways must be found to capitalize on the overall willingness of youth, and women specifically, to work together, while also addressing the hardening of K-Serb positions related to multi-ethnic cooperation. Reconciliation and tolerance should be promoted through activities that focus on common interests, taking an incremental approach and considering the stated priorities in the northern Serb communities.

As a result of SKYL, youth from K-Albanian and mixed communities have a stronger belief that a joint future is viable than they did at the beginning of the program. Despite the pessimistic

attitudes in the north of the country, as articulated by adults, relating to the likelihood of a joint future, K-Serb youth were decidedly more open and optimistic.

PROGRAM OVERVIEW

Mercy Corps is implementing the three-year, $2.5 million *Support for Kosovo's Young Leaders (SKYL)* program, funded by USAID. The program began its activities in October 2008 and will conclude in 2012. This evaluation is an analysis of activities through November 1, 2011. The program has been implemented with three national NGO partners:

- ***Centar za Razvoj Zajednica* (CRZ) or Center for Community Development,**
- **Kosovo Center for International Cooperation (KCIC), *and***
- **Mundësia.**

The overall goal of SKYL is to help young people from Kosovo's diverse communities become active participants in building a viable shared future for themselves and their communities through the realization of three objectives:

Objective 1:
Young people from diverse communities gain the job skills, experience and support needed to find future employment.

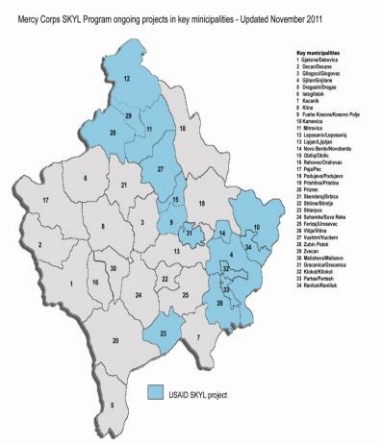
Under the first objective, SKYL promoted youth employment and entrepreneurship by building needed skills, facilitating linkages to demand-driven opportunities in growth sectors, and helping young people pursue entrepreneurship opportunities. Prishtina Regional Enterprise Agency-International (Prishtina REA) delivered professional Job Skills and Entrepreneurship trainings to SKYL participants. As of November 1, 2011, ***1,271 young people have completed workforce development programs and have gained the skills, experience and support they need to find future employment, exceeding the programmatic goal of 1,206.***

Objective 2:
Young people from diverse communities gain the confidence and skills they need to play a more active leadership role in community and public life on issues that directly affect them.

The second objective helped young people play a more active leadership role in their own communities. Through SKYL, youth received civic engagement and community mobilization training and then gained on-the-job experience by participating in internships/apprenticeships with NGOs and public sector agencies. Participants also identified and developed plans for projects that addressed youth concerns and community needs, impacting themselves and their communities through their example public service and non-violent engagement and advocacy. As of November 1, 2011, ***1,149 young people have gained the confidence and skills they need to play a more active leadership role in community, exceeding the programmatic goal of 1,122.***

Objective 3:
An increased number of young people from diverse communities build inter-ethnic reconciliation/tolerance and work together on concrete projects that advance shared interests.

The third objective helped young people gain the skills and experience they need to build a viable future together, while still recognizing and accepting the deep differences that separate Kosovo's minority and majority communities. Activities included identifying natural leaders among young people who participated in the program, then were provided with advanced negotiation skills, and, where possible, were helped to implement joint projects that yield concrete benefits to both communities. ***As of November 1, 2011, 85 SKYL participants***



completed advanced leadership, conflict mitigation and negotiation trainings respectively, surpassing the programmatic goal of 80.

The SKYL program strategy was to build to the overall goal of helping young people from Kosovo's diverse communities become active participants in creating a viable, shared future for themselves and their communities through a phased approach: In Phase 1 all young participants learned basic life skills then self-selected into one of two activity streams: job/entrepreneurship (Objective 1) or civic engagement (Objective 2). In each track they built work skills, gained a commitment to participation in their own lives and the well being of their communities, raised community confidence and realized the tangible benefits of their efforts. In Phase 2 (Objective 3) emerging K-Albanian and K-Serb young leaders received advanced training, planned joint projects and sought community support for their implementation. Youth leaders and local partners jointly decided if and when to proceed to Phase 3 to execute mutually beneficial activities. SKYL repeated Phases 1 to 3 each year with new participants; those from the previous year served as peer mentors.

Beneficiaries

SKYL targeted young K-Albanians and K-Serbs. SKYL beneficiaries were youth (age 15-26), and were either students or unemployed. *A target of 30% of women participants was established, which was exceeded, as many activities had almost a 50%-50% split of men and women*. Fourteen municipalities were selected as SKYL project locations. Again, SKYL exceeded the number of target areas as the communities of Giljan/Gnjilane and Kamenicia were added at the request of the municipalities. As of November 1, 2011, ***2,483 young people have received training, leadership and negotiation skills, exceeding programmatic goals of 2,328 participants***

MERCY CORPS PARTNERS- DEVELOPMENT OF CAPACITY AND COLLABORATION

SKYL was implemented with the assistance of two types of partners: implementing partners and collaborating partners. All partners were selected because they possessed strong ties to Mercy Corps' target area's minority and majority communities, rather than Pristina-based networks, and were both Serb- and Albanian-led organizations. A cross-cutting objective of the SKYL program was to build the capacity of local partners. The SKYL program, through staff, met this objective by providing formal and informal training, coaching and mentoring and organizational capacity development. Partners were provided with ToTs in Basic and Advanced Negotiation Skills and impact evaluation methods including Most Significant Change and performance story methodologies. Regular meetings and monitoring of activities[1] with partners were established. Finally, prior to the implementation of SKYL, Mercy Corps undertook an assessment of the organizational capacity of partners, examining financial, administrative, HR, and procurement procedures vis-à-vis a Capacity Index. Mercy Corps worked intensively with partners to develop finance, administrative and procurement manuals. All partners are now able to comply with USAID protocols and practice and Government of Kosovo requirements.

[1] On a six- to eight-week basis, partners shared experiences, challenges and lessons learned and planned plan future actions. Monitoring of activities took place twice per week.

The Mercy Corps team encountered some difficulties with the third partner based in north Mitrovicë/Mitrovica, CRZ. Communication challenges occurred with CRZ during the project negotiation and initial implementation. Negotiations focused on clarifying roles and communications and, although an understanding was reached, management of the relationship with CRZ remained challenging throughout the life of the project. However, CRZ as an organization developed trust in Mercy Corps as a result of Mercy Corp's efforts to help them to improve their capacity and facilitate linkages with donors and other organizations that might not be willing to hear about their situation in the north. Positive progress continued throughout project implementation. All partners have indicated their willingness to work with each other on joint multi-ethnic initiatives in the future. Partners CRZ and Mundësia have developed particularly strong ties, communicate regularly and are actively seeking out future opportunities to work together.

Mercy Corps' collaborating partners supported SKYL in technical areas through provision of specific trainings or hands-on assistance (i.e., business plan development, environmental campaign, business support, event facilitation, etc.). These collaborating partners include the Pristina Regional Enterprise Agency (REA) and Agency for Finance in Kosovo (AFK).

Finally, Mercy Corps and SKYL developed very strong working relationships with the Department of Youth (DoY) at the Ministry of Culture, Youth and Sports (MCYS): SKYL contributed to their events and activities such as Youth International Day, and development of the Youth Action Plan, and participated in the preparation of other youth related legislation. Mercy Corps, through SKYL, is a member of working groups preparing the MYCS "*Administrative Order for Informal Education,"* and the "*Kosovo Youth Strategy and Work Plan for 2010–2012"* and prepared 2010 and 2011 activities in accordance with the Youth Strategy. The SKYL Program Manager was also a member of the MCYS Selection Committee to award grants to youth organizations.[2]

DESIGN MONITORING AND EVALUATION

Methodologies

The results of this evaluation are based on data collected through both qualitative and quantitative methods. The strategies employed include survey data, focus groups, key informant interviews, youth interviews and Most Significant Change and performance stories to capture impact from the SKYL program. Evaluation activities occurred between October 4, 2011 and November 4, 2011. Please see Calendar of Evaluation Activities in Annex 1. It is important to note that SKYL activities are still underway. In particular, follow on and future activities under Objectives 1, 2, and 3 are still in progress. Thus findings in this evaluation are captured as of November 4, 2011.

Description of Statistical Methods

Focus groups-The purpose of focus groups was to gather qualitative information and explore issues in depth, to understand youth and adults perceptions, views, and opinions about youth's role in the society. Mercy Corps and its partners conducted six Focus Group discussions (two per partner, one adult, one youth) in municipalities Gjilan/Gnjilane and Mitrovicë/Mitrovica (north and south), where implementing partners (KCIC, Mundësia and Centar za Razvoj Zajednica (Center for Community Development)) are located. Selection criteria for focus group discussions

[2] These grants were given to youth organizations that offer non-formal education and trainings such as English courses, negotiation, advocacy, and community engagement.

were broken down by ethnicity, 60% K-Albanians, 40% K–Serb, and for gender balance. Each focus group had between 8 and 12 participants (See Annex 3 for Focus Group questions).

Individual youth interviews- Before and after focus groups, individual and informal youth interviews were conducted to better understand changes in attitudes, behaviors and motivations of SKYL participants as they related to the program goal and objectives. As with key informants, these interviews were loosely worded and structured. Rapport building was also necessary to promote trust and level of comfort with young people and anonymity was assured.

Key informant interviews- Key informant methodology protocols were followed and interviews were loosely structured, relying on a list of issues to be discussed. This methodology was employed to understand the motivation, behavior, and perspectives of stakeholders working with and for youth, as well as partners. The method was employed to explain in more detail the successes and barriers to successful implementation of SKYL, to generate recommendations for follow on activities at the conclusion of SKYL and to better interpret the findings of the end line survey (See Annex 4 for a list of Key Informant interviewees and protocols followed).

Most Significant Change (MSC) and Performance Stories-The MSC methodology was utilized to discern SKYL impacts using a participatory process. Partners attended an experiential training workshop to learn about MSC, practice recording MSC stories and go through the process of selecting stories and recording criteria for selection. Partners were also asked to record their own lessons learned and innovative practices stories, if applicable. Partners administered MSC at the field level, to SKYL participants, and selected one MSC story per partner to be filtered up for the final selection of the single Most Significant Change story during the Partners Data Analysis Workshop. All stories were collected and reviewed by the external evaluator for meta-analysis to discern trends, relevant themes, and findings, in terms of ethnicity, gender and location.[3]

"It was good that SKYL gave me the opportunity to tell my story…I could express myself more freely and honestly."

SKYL Participant Most Significant Change Workshop Gjilan/Gnjilane

<u>Strengths and Weaknesses of Methods Used</u>

The most challenging of the methodologies employed were the focus group discussions. Although partners did receive training on the Focus Group Methodology in the first year of SKYL, all agreed that more time was needed to understand the methodology and improve data yields. A paucity of relevant and rich information was evident in examining all focus group reports prior to the final evaluation. Causal factors include weaknesses by facilitators to surface elaboration on responses, recording of discussions and translation difficulties. Prior to the final focus group, one additional two-hour training was provided by the evaluator and SKYL staff. Dictaphones were given to all focus groups to record discussions so that SKYL staff could have a secondary source of data. In addition, focus group reporting forms were administered to partners for both adult and youth focus groups. While the final reports were much improved, it is recommended that future programs integrate longer focus group training or ToTs for future partners and provide sustained coaching and mentoring on the methodology throughout the life of a program.

[3] Because of time constraints in terms of translation of all field stories prior to the departure of the external evaluator, this analysis was done upon returning home, without the benefit of feedback from partners.

Partners were a bit tentative to utilize performance story methodologies to capture lessons learned and innovative practices. Regarding the former, there was a reluctance to admit what they perceived as "mistakes" at the end of an evaluation. The latter, as stated by partners, was due to inexperience in recognizing and analyzing instances when they had successfully changed direction to achieve a better result. Continued use and practice with performance stories by integrating them into quarterly and semi-annual reporting practice should be encouraged.

From the perspective of SKYL participants, partners, SKYL staff and the SKYL Chief of Party, the strongest evaluation method employed was the use of Most Significant Change as a way to capture programmatic impact and changes in the lives of participants and communities, *as articulated and perceived by youth*. Because the questioning in the methodology is not leading or biased, and because the process is participatory and transparent, stakeholders viewed the findings as valid. As partners noted, "we have never thought about our work in that way."[4] See Annex 4 for a full discussion of the process and protocols followed for this evaluation.

Inclusion of Stakeholders- A Participatory Approach to Evaluation

Participatory evaluation differs from more conventional approaches to program evaluation in that it seeks to engage project stakeholders more actively in the evaluation process. The approach of the end of program evaluation (as well as throughout the SKYL program) was highly participatory, both in terms of the participation of partners and participation of youth. Listening to and learning from program beneficiaries, field staff, and other stakeholders who know why a program is or is not working is critical to making improvements, making recommendations for future initiatives and capturing good practices. Program partners lead youth and adult focus group discussions, facilitated implementation of the Most Significant Change Methodology to SKYL participants and provided verification of data through their participation in the Data Analysis Workshop, where main findings from the endline survey, MSC methodology and focus groups were presented and analyzed.

Youth programming must reflect the needs of young people and can only do so through full participation of young people at *all* levels of program development—including the monitoring and evaluation of their own programs. Youth participation in M&E is increasingly being accepted as good practice in development programs. Youth participated as monitoring and evaluation youth coordinators by serving as interns in supporting the SKYL DM&E team. They conducted interviews to test the baseline questionnaire, and provided feedback on the wording of survey questionnaires to both ensure that they were translatable in Serbian and Albanian languages and those culturally sensitive questions were articulated appropriately.[5] Youth were also the ultimate arbiters of the impacts of SKYL both through writing their perceptions of the Most Significant Change as the result of their participation in SKYL and in selecting MSC stories at the field level that would filter up to implementing partners.[6]

[4] For example, during the Partners Data Workshop, one of the stories that had filtered up from the field level was about a young man's reluctance to participate in SKYL because he thought Mercy Corps was "a spy organization." At first both partners and SKYL staff thought the story was amusing. However, what came about was a discussion about the lack of trust by K-Serbs about NGOs. In fact a meta-analysis yielded that one of the changes brought about by SKYL was that they had developed more trust and confidence in the work of NGOs. One of the partners commented: "I have never thought about my work from this perspective, that young people may not trust me or my organization."

[5] During the pilot phase of the baseline questionnaire youth provided feedback for questions that were "too vague" and pointed out that many concepts were "too western" and not easily translated. Their assistance was invaluable in ensuring the surveys undertaken at baseline, mid -term and end line was understandable.

[6] Following MSC protocols, beneficiaries who write their stories of change select the MSC story from each partner organization that best describes programmatic impact, *according to them.* After recording their criteria for selection, the stories then filtered up to

Contribution to Global Impact Initiative

SKYL has contributed to the Mercy Corps Mission Metrics as part of the Global Impact Initiative, matching programmatic indicators with Mission Metrics as follows: Indicator 3.1 with Mission Metrics 9.2, Objective 2 with Mission Metrics 7.1, Indicator 3.1 with Mission Metrics 9.2, Indicator 3.3.1 with Mission Metrics 5.1 and Overall Program Objective with Mission Metrics Goal 9.3, and database entry and instruction protocols have been followed. Findings were presented in the Mission Metrics report June 3, 2011.

Contribution to USAID Early Warning System

In December 2010 the Early Warning Report was changed to the UNDP Public Pulse Report. The Public Pulse report analyses people's perceptions on the political, social and economic situation in Kosovo and measures their satisfaction with government and public institutions, inter-ethnic relations and security levels. SKYL Result 3.3.2: program supports a conflict and/ or fragility early warning system and/ or response mechanism. SKYL developed this mechanism through Question 6 of the base, mid line and end line survey: "What are you likely to do if employment opportunities for you do not improve within next three years?" a) I will be more involved in public life to build better future. b) I will try to start my own business (with friends). c) I will continue education to gain more appropriate skills. d) I will engage in protest movement. e) I will consider immigration.[7]

Contribution to Mercy Corps M&E Focal Point

SKYL DM&E staff were active contributors to Mercy Corps M&E Focal Point though the following activities: attended or participated in regular DM&E support unit meeting, assisted in designing and implementing the country-level DM&E system, developed and ensured the understanding and use of DM&E forms,[8] assisted program managers and staff in understanding databases and in utilizing data analysis tools, helped design and analyze baseline, midline and endline surveys/evaluations, facilitated the use of data and results and provided technical assistance to SKYL teams.

Objective 1- Young people from diverse communities gain the job skills, experience and support needed to find future employment.

Trainings and Internships

SKYL promoted youth employment and entrepreneurship by building needed job and entrepreneurship skills and facilitating linkages to opportunities in areas with limited formal employment opportunities. SKYL training partner, the Regional Enterprise Agency (REA) delivered trainings in job skills comprised of two components. The first, Life Skills, included modules on CV Preparation and Individual Profile Outline, Interpersonal Communication and Presentation Skills, Assertiveness, Listening/Meeting and Self Image Skills, Looking for Jobs, Mock Interviews, Work Ethics and Job Shadowing and Performance Self Evaluation. The second, Technical Skills, included Business Start-Ups, Marketing and Market Research and Business Planning and Management. The Mercy Corps Conflict Management Group also conducted trainings in negotiation. The goal of these trainings was to help youth develop joint

partner and Mercy Corps level. During the partners data analysis workshop, a single MSC story was voted on and criteria was recorded.

[7] According to survey findings 0% of K-Albanian and K-Serbs from mixed communities indicated "they would engage in protest movement, compared to 19% of K-Serbs from the north of Kosovo.

[8] Forms were also developed for focus group discussion, and Most Significant Change and performance stories.

problem solving skills to help them to approach problems in a positive, interest-based manner and handle difficult conversations. Trainings were experiential and young people applied skills learned after each module through apprenticeships and internships with local businesses. Youth entrepreneurship was supported by local private sector mentors who helped them develop their own businesses and map the sources of finance and start-up capital. Participation along gender, ethnic and age group lines was balanced and comparable: 609 females and 662 males, and 707 K-Albanians and 550 K-Serbs, participated in trainings. In the 15-18 age bracket 563 participated, compared to 708 in the 19-26 age group.

SKYL's trainings in life and business skills are *relevant* on four levels. At the national level, according to the Department of Labor and Employment, youth ages 15-24 represent the largest increase in those registering as unemployed of any of the country's age cohorts. However, it is this same age group, in addition to the 25-39 cohorts, that achieved the highest *placement* rate in 2011 compared to other age groups, meaning that Kosovo's young people are attractive to employers in both the public and private sectors. The Ministry for Culture, Youth and Sport (MCYS) asserts that a paucity of job readiness education (formal, vocational and informal) remains the single largest barrier to employment in an intensely competitive job market. Although formal educational quality is improving, alone it is insufficient to prepare young people for work. The Ministry of Labour and Social Welfare has called for "the need to extend the implementation of employment promotion and support to unemployed in the age of 15-24 and 25-39 years."[9] Prior to the implementation of SKYL, survey results showed that only 24% of youth had attended more than two vocational/job readiness trainings and a full 48% did not attend any. Youth-related organizations interviewed for this evaluation noted that formal education is not of high enough quality to gain access to an extremely competitive job market.

> *"To me, a very important issue was writing a CV and a motivational letter. Even though I was not skilled to do it, I know now what these documents should look like, and also how important they are."*
>
> *Youth Interview*
> *Mitrovica/ Mitrovicë*

Similarly, MCYS emphasized the importance of “soft skills” including on-the-job experience and communication.

Second, the geographic focus of SKYL along regional and rural/urban dimensions has been strategic in meeting the demands for job readiness for all ethnicities and communities. For example, the *highest* number of registered unemployed persons is currently in Prishtina with 19.4% and Mitrovica/Mitrovicë with 19.3%. In addition, the Ministry of Labour has indicated that most training opportunities are currently offered mainly in urban areas. SKYL addressed this gap by providing trainings in Kosovo's most rural areas. Third, within the business community, employers noted that many young people *think* they have the appropriate skills needed for employment, but they do not, particularly as it relates to their communication, decision-making and listening skills. Employers from focus groups in the north of Kosovo were particularly complimentary of SKYL's emphasis on communication and negotiation, because of a lack of "politeness, articulation and general tendency toward coarseness in language." Fourth, it is the perceptions of youth themselves that are most notable in terms of the relevance of these trainings for them. Predominant themes in both focus groups and interviews included the realization that, although they *thought* they had the ability to apply for and succeed in a new

[9] From Department of Labour and Employment of the Ministry of Labour and Social Welfare. 2011. "Employment Promotion - Performance Report ." Prishtina. It is also important to note that Department of Labour and Employment notes that their organizational resources to support the unemployed is far below the actual need.

place of employment, they lacked the appropriate skills to do so, particularly regarding CV preparation, interviewing, and communicating with employers.

After completing trainings, 1,150 K-Albanians, 144 K-Serbs, with 14 from other ethnicities, to total 1,308 SKYL youth, secured internships and apprenticeships to gain on-the-job experience. The high number of internships is particularly notable since all three implementing partners, CRZ, Mundësia and KCIC, experienced challenges in developing relationships with businesses to create placement opportunities for two main reasons: First, businesses expressed concern that the internship stipend of 30€ might not be sufficient to satisfy SKYL participants, though this was not the case. Second, many private sector companies are operating in the informal economy and SKYL's mandate was to work with only registered companies. Mercy Corps' strategic approach was to introduce the SKYL program and to request support for internship and apprenticeship placement within the donor community and public and private sectors generally, then meet with employers individually. [10] Mitrovica/Mitrovicë partner CRZ faced significant challenges in placing interns and apprentices, but they remained persistent and persuasive and achieved enough success to allow SKYL to surpass the programmatic target of 1,121 (indicator 1.2).

The *relevance* of internships was high for both SKYL participants and current trends in workforce development in Kosovo. Prior to the implementation of SKYL, 72% of youth surveyed believed that internship and apprenticeship placements were very important experience in finding a job. All youth focus groups stated that "practical work," in addition to skills acquisition, were invaluable in gaining work experience, giving them confidence in themselves and in finding employment. Formal educational institutions also see the benefit of internships and apprenticeships as a means of linking youth to the larger economy. For example, USAID's Kosovo Private Enterprise Program funded the Business and Economics Internship Program at the American University in Kosovo, which has integrated work placements and internships into its curriculum as a way to permanently institutionalize internships throughout the country.

The Impacts of Training and Internships

SKYL participants were unified in stating that it was the *combination* of skills development with internships had the most impact in preparing them for employment. This was expressed most enthusiastically in communities north of the River Ibar/Ibër. For example, "...the best thing was that after the trainings we had internships so that we could apply what we learned in the trainings..." and "in addition to the theories, I was able to practice..." and "what the trainings and internships together allowed was an overall awareness of the role of effective communication in being 'responsible' adults who not only can navigate the employment world, but treat others with respect...." In other words focus groups indicated that they had gained the communication skills to "best present themselves to the world."[11]

Lesson Learned:

SKYL staff noted that the majority of placements were achieved through bilateral meetings between potential youth intern/apprentice and employer and through continual monitoring of youth placements at companies to maintain positive working relationships.

[10] For example, the UNDP, Centers for Employment, Youth Departments of targeted municipalities, Kosovo Electric Company, Kosovo Chamber of Commerce and Alliance of Private Businesses ,among others.
[11] CRZ focus group

Of those participating in internships and apprenticeships, 332 SKYL youth (238 K-Albanian, 144 K-Serb, and 3 other) received follow on employment in private sector institutions (1.3 Target - 448). Follow on employment was promoted in two ways: first, by meeting with those businesses that sponsored SKYL interns and discussing their levels of satisfaction and potential for follow on employment and, second, meeting face to face with employment centers in SKYL participating communities. The number of youth receiving permanent employment is notable in light of the intense competition for jobs. According to Kosovo's Department of Labor and Employment in 2011, an average 427 unemployed compete per one vacancy offered.[12] Adult focus groups articulated the underpinnings of high competition for jobs as a function of a poor economic enabling environment, economic non-development, dearth of medium-businesses in Kosovo, lack of fiscal policies, failure to invest in the agricultural sector for additional growth and employment, lack of foreign direct investment, low manufacturing base and nepotism. Both SKYL participants and community, education and business leaders expressed a desire for future trainings in English, computers and IT in order to compete in the job market.

Supporting Young Entrepreneurs

Currently, Kosovo's economy is not generating enough jobs to either absorb the existing labor supply or accommodate the 30,000 new entrants to the labor market every year.[13] In recognition that the country needs entrepreneurs to grow the economy and create new job opportunities, SKYL programming was designed to support youth entrepreneurship through education, financing and mentoring. SKYL partner REA provided trainings in the following areas: Start Your Own Business, Bookkeeping and Basic Business Administration, Business Plan Preparation and Business Plan Case Studies. SKYL entrepreneurs faced challenges in implementing their business plans due to barriers with financing. Mercy Corps immediately undertook an assessment of the existing credit environment: the assessment confirmed that there are currently no micro finance institutions in Kosovo to support fledgling businesses, especially for youth. Where credit markets do exist, interest rates are prohibitively high, ranging from 14% to 24%, and no "grace period" once loans have been established. Finally, loans require collateral that most youth simply do not have. [14]

Mercy Corps established its own micro-credit finance agency, the Agency for Finance in Kosovo (AFK) to provide grants of 1,000€ to help SKYL entrepreneurs secure start-up capital. In addition to financing, the AFK loan expert helped refine their business ideas and provide further technical support related to cash flow. As of November 1, 2011, SKYL entrepreneurs raised 10,098 USD to support business start-ups. (Indicator 1.4 Target 99,600 USD)

SKYL's programmatic approach to support young entrepreneurs is most critical at this stage of Kosovo's economic development. Both theory and practice relating to youth entrepreneurship asserts that the "first wave" of educational preparedness to support small business development should include training and competence in the areas of Entrepreneurship Work Readiness and Employability, Civic Engagement and Interpersonal skills, all of which were provided by SKYL in Objective 1 activities. A "second wave" of programming should follow proven approaches

[12] From Department of Labour and Employment of the Ministry of Labour and Social Welfare. 2011. "Employment Promotion - Performance Report ." Prishtina.
[13] Ibid.
[14] Another sign of weakness in Kosovo's struggling economy is a decline in small-business activity. According to a December 18, 2008, report by Inter Press Service, Zharku's ministry estimates "around 50%" of the 90,000 small businesses registered in Kosovo are "inactive".[14] As a result of the current financial crises, operating financial institutions have increased the restrictions on the procedure of approving credits in general. This new momentum has further constrained existing restrictive policies within financial institutions towards financial support of youth start-ups.

and models as pathways to youth entrepreneurship and be supported by media and educational campaigns to create positive perceptions of entrepreneurship. In vocational and non-formal educational settings this should include advanced trainings in Life Skills (with modules on Problem-Solving, Interpersonal Communication skills) and Technology. The inclusion of women for entrepreneurial support in SKYL was especially important: In Kosovo, women between the ages of 15-24 are the fastest growing segment of the unemployed and only 6% of businesses are registered to women owners in Kosovo.[15]

The Impacts of Entrepreneurial Training and Support

Through SKYL, twelve businesses have been developed and are still operational after 1 year (Indicator 1.5 Target-70). *One of the most significant impacts of the SKYL program has been in helping young entrepreneurs in both urban and rural areas establish their own sustainable businesses and what this has meant to their families and communities*. As exemplified in the story above, not only did this young man establish his own business, but he went on to provide apprenticeship opportunities for other SKYL participants.

Another SKYL entrepreneur from the rural village of Pantine/Pantina received an agricultural loan of 1,000€ to start his own business in calf rearing and bee keeping. Using half of the loan to pay for the calves and bees, he used the remaining capital to purchase inputs needed to support the bees and calves. In keeping with this young man's experience and success, one of the more promising sectors for entrepreneurial activity appears to be in the agricultural sector.

[15] FAO. 2003. "A Strategy for Education for Rural People in Kosovo (2004 – 2009)." http://www.fao.org/sd/erp/ERPkosovoenglish. Accessed 27 December, 2011.

"*Now I am a New Businessman"*

"I was a young man, after finishing the secondary school with a great will to work towards a future and become a successful dental technician. I was ready to dedicate all the time in the world to this profession, but the opportunities to move forward were small. After four years of medical high school I was not given the opportunity of training for professional practice but I seek for other alternatives and started to work as an intern in a private clinic.

Since I was young and without any perspective and support I was lucky to be introduced to Mercy Corps SKYL program through Mundësia NGO. This was a golden opportunity for me… Through this program I have benefited a lot, I increased my knowledge on communication, increased self-confidence, learned how to prepare a CV, job interview preparation, negotiation, and other necessary job skills. As a participant of entrepreneurship training I applied for a start up grant. SKYL program has helped me to make my first steps as dental technician. By using negotiation skills I have achieved to build and create new relationships with many dentists. Also the grant has helped me to support my dental lab in producing dental products which I have been selling to different dentists.

I am a family person; I have a wife and a daughter. With my business I am able to support them. So my commitment is rewarding because I managed to grow and have a sustainable business.
I also provide on the job training for other SKYL beneficiaries, and I am becoming an example in my community by offering to young people the opportunities that I wasn't offered before. "

A.J., male, 28 years old
Mitrovica/Mitrovicë
31st October, 2011
Domain of Change: Individual/Community

Agricultural land comprises 53% of Kosovo's total land area. Kosovo's agricultural sector is generally characterized by small farms, low productivity, and the absence of advisory services. However, it is the largest employer in Kosovo, providing jobs for approximately 16.5% of the population, primarily on an informal basis.[16] Although half of Kosovo's youth are from rural areas, the number employed in the agricultural sector is quite small. Reasons cited for their under representation stem from a lack of interest in agriculture work among many youth and the relatively stagnant state of agricultural development in general. [17] According to the MCYS, although little priority has been given to the sector, anecdotal evidence suggests that these small, start-up agricultural enterprises are profitable. Furthermore, in key informant interviews youth-related organizations consistently stated that if farming and agricultural work is presented as an "entrepreneurial" and profitable activity, young people might pursue the sector more vigorously.

Future Considerations for Youth Success in Private Sector Employment

[16] Also, the agricultural sector also accounts for 16% of total export value and remains an important creator of national wealth, although Kosovo is still an importer of many agricultural products, which accounted for 24.4% of overall imports agriculture contributes around 13% of Kosovo's overall GDP. From "US State Department. Background Note: Kosovo." http://www.state.gov/r/pa/ei/bgn/100931.htm. Accessed 12 December 2011.
[17] This appears to be true. The Agriculture Vocational Education Center (VEC) 'Adem Gllavica' in Lipjan/Lipljane., which is offering in 'farming as a business' and provides practical training enjoys robust enrollment

SKYL participants were asked about the barriers that might negatively impact their ability to sustain their small business or acquire employment in the private sector. Regarding the former participants cited taxes, high rents in desired locations, competition from imports and the general economic policy of Kosovo (though specifics were not elaborated upon). Regarding the latter, nepotism, the "generation gap" between young people and prospective employers, resistance to "new and untested ideas" from young people, the prevalence of older workers, distortions in the current market system, vis-à-vis informality, and finally sexual and religious stereotypes and prejudices were cited as barriers.[18] It is interesting to note that both K-Serbs and K-Albanians shared these perceptions equally.

Participants in the north of Kosovo faced a particularly challenge-enabling environment: entrepreneurial activities are all but halted due to tensions surrounding the barricades and customs regime, both of which are limiting both formal and informal economic activities between Serbs and Albanians. Even where funding and credit is available, “entrepreneurial activities are taking a step backwards,” due to a fragile situation in which Serbs in the north “don’t know if they will still be living in Kosovo in 6 months time.”[19]

When asked about what further skills are needed for SKYL participants specifically and youth in Kosovo in general moving forward, there was little difference in the opinions expressed along either generational or ethnic lines. Responses emphasized the importance of so-called "soft skills" including advanced communication skills, decision-making, personal resiliency, ability to exercise persistence and restraint in stressful situations, and social skills (including networking). Both youth and adults in the north of Kosovo were especially emphatic about future trainings in communication that included more in-depth practice in articulation, active listening, tolerance, realizing and expressing ambitions for their economic future, and non-violent expression as preparation for the business environment. Regarding technical skills, acquisition of second and third languages and development of computer proficiency and further experience in the private sector through internships and apprenticeships were consistently requested. Youth and adults from Kosovo's northern communities were critical of their educational system for failing to adequately prepare them for future employment: “this is not knowledge that could later be utilized, and there is no specific tools they can adopt during their education to prepare them for work." [sic] [20]

Further support of youth to gain the job skills, experience and support needed to find future employment will continue to require an integrated approach at the macro and micro levels with cooperation of the public and private sectors.

In keeping with both USAID and Government of Kosovo's priorities to improve youth employment and engagement and focus on the private sector as an engine of growth,[21] recommendations include:

1. Improve the overall business enabling environment to ensure private sector sustainability.

[18] From CRZ, Mundësia and KCIC youth focus groups.
[19] Interview with Dragah Tomic, Chief of Office SPARK Ignites Ambition (Higher Education and Entrepreneurship) in which he is citing a UNDP micro-credit program offering 1,000,000 USD. As of November 2001 only 24 people had applied for funding.
[20] From CRZ adult focus group. A few participants cited at report from “European University Association” about the University in Mitrovica, which cited weaknesses in the University's provision of computer literacy and English language courses, although the evaluator could not find such a report.
[21] From "Kosovo Youth Strategy and Action Plan 2010 (KYAP)" and" USAID/Kosovo Strategic Plan 2010-2014 " http://pdf.usaid.gov/pdf_docs/PDACQ298.pdf. Accessed 2 January, 2012.

- Reform regulations, strengthen the rule of law and create conditions to reduce incidents of informal business.
- Engage representatives of the domestic private sector in the policy process to create real partnerships in order to implement these changes and ensure that the voice of the private sector includes small and medium enterprises and micro enterprises.
- Support women as business owners in medium and small enterprises.

2. Encourage Public/Private Partnerships to support entrepreneurship in general and development of youth entrepreneurship specifically through:
- Policy leadership and coordination for youth entrepreneurship.
- Innovations to improve affordable access to credit and financial resources for start-up and small businesses.
- Promotion of young people as entrepreneurs.
- Improved access to affordable business premises.
- Support for access to markets.
- Development of and access to entrepreneurs' associations, business networks and employers' organizations
- Commitment to undertaking research on women entrepreneurs and women-owned medium and small enterprises.
- Continue to develop linkages with multinational and large domestic companies to nurture smaller companies and entrepreneurs in the private sector.
- Development of and access to business development services (BDS) and information.
- Promotion of youth entrepreneurship for both rural and urban economic development in priority sectors as stated in the *Program of the Government of Republic of Kosovo 2008-2011,* including agriculture and energy development.

3. Strengthen and advance youth capacities for job readiness to include:
- Second and third language offerings in formal and informal educational settings.
- Provision of computer and IT training in vocational and informal educational settings.
- Continuing to create opportunities through internships and trainings and expand efforts to include U.S. and EU- supported businesses in Kosovo.
- In vocational and non-formal educational settings providing advanced trainings in Life Skills (with modules on Problem-Solving, Interpersonal Communication skills) and Technology.
- Utilizing media to promote vocational and non-formal educational opportunities.

Objective 2- 1,149 young people from diverse communities gained the confidence and skills they need to play a more active role in the community and public life on issues that directly affect them. (Target: 1,122)

Trainings and Internships

The challenges in engaging young people in community and public life are significant. Although Kosovo has a strong and unique history of volunteerism vis-à-vis the so-called "institutional volunteerism" that existed in Kosovo during the 1990's, that volunteer spirit, tradition and desire

to participate in civic life has not fully resonated among Kosovo's young people post war.[22] Currently, youth are focused on employment and may not anticipate gains from volunteering. Prior to the implementation of SKYL, more than 50% of youth interviewed said they had not recently participated in any organized, youth-led activity and only 23% participated in a collective action organized by youth. And while this may substantiate a lack of interest in participating in public life, it also indicates that they may not be fully empowered by their communities and local institutions to lobby for their own interests or activities. SKYL was therefore designed to provide tangible benefits to youth by increasing their individual skills and capacities, while creating processes to empower youth as a whole: participants articulated their priority concerns, including jobs, the environment, school quality, and sports, with local leaders and leveraged volunteers and resources to implement community based projects.

> *"There were many youths from the SKYL programme who participated internships in the Municipal Assembly of Mirovicë/Mitrovica , Two of them have been employed and we are considering the position of others in order to offer them employment. This experience has affected them considerably as they have achieved self-confidence and are ready to face various challenges"*
>
> *Abdullah Kelmendi 47, Head of Administration in the Municipal assembly of Mirovicë/Mitrovica*

SKYL provided 1,149 young people with trainings in Civic Engagement and Community Mobilization, with modules on Advocacy, Project Proposal Writing, Leadership Skills and CV Preparation Cover Letter Writing and Mock Interviews. As with other SKYL training activities, participation by K-Serbs was robust with 513, along with 623 K-Albanians and 11 Bosniaks. Participation was dominated by women (613 women to 536 men) and the 19-26 age cohort (686 compared to 463 young people ages 15-18).[23] Following trainings, 1,114 participants (529 K-Albanians, 200 K-Serbs and 10 other) applied their skills in public sector employment venues ranging from local government offices, to educational institutions, to national government offices (Indicator 2.2 Target 1,122). Interns were monitored weekly by SKYL staff.

Trainings and internships under SKYL are *relevant* on two levels. At the national level, the GoK has articulated policy priorities in the Medium Term Expenditure Framework (MTEF) which serves as the national development plan.[24] The MTEF 2010-2012 identifies the GoK's overall goal as "an economically sustainable Kosovo, being a multi-ethnic state on its path to European integration and meeting the highest standards of accountability and transparency." The continued development of a vibrant civil society will serve as an integral mechanism to ensure enhanced government accountability. Since the notion of civil society is a relatively new concept in Kosovo, young people need the tools, skills and resources to make their communities better places to live, through an approach that is neither adversarial, nor overtly political. At the individual level, SKYL participants acquired leadership and community engagement skills, while also preparing them to be the next generation of public sector employees that works toward creating accountable and democratic government institutions. SKYL's emphasis on civic and community mobilization training, combined with public sector internships/apprenticeships also follows best practices and lessons learned in youth

[22] Throughout the 1990's a parallel system of government by Albanians provided various public services financed by taxes, of up to 3 percent of income, paid on a voluntary basis.
[23] Under Objective 2, USAID set target for inclusion of traditionally marginalized groups. SKYL program engaged 527 minority youth including Serbs, REA, and Turkish youth, surpassing the programmatic target of 350 minority youth
[24] GoK Ministry of Economy and Finance. 2010. *Medium Term Expenditure Framework 2011-2013*. Prishtina.

programming in post conflict settings, as well as alleviating the two most significant challenges facing youth in Kosovo: unemployment and social exclusion. [25]

The Impacts of Training and Internships

The impacts of public sector trainings and internships were realized at individual and community levels, with positive implications for possible future internship-to-work models that may be replicated. After completing three month internships, 127 SKYL participants were able to secure follow on employment (Indicator 2.3 Target- 337). [26] Participants indicated that through internship opportunities they gained concrete work experience and were able to apply the negotiation and civic engagement skills they had acquired in areas of their lives other than work.

Moreover, they "faced the employment obstacles in an easier manner, since they were confident in filling their application."[27] At the community level, both employers and public sector supervisors of SKYL participants indicated they would either recommend other employers to recruit SKYL trainees for employment or as interns. Reasons cited included "it is qualitatively lucrative[sic] for me as an employer," "it sends a good message to the community," and "it builds loyalty and capacity in the community."[28] SKYL also succeeded in creating and setting precedence for a potential internship-to-work model. For example, in the Novobrdo/ Novoberde Municipality, nine youth gained follow on employment in sectorally important offices such as the Education Department, Cadastre Office and Finance Department. Similarly, the Klokot/Kllokot municipality mentored interns into formal employment in important municipal offices including the Department for Community and Returnees and the Mayor's Office and Administration. In both of these situations SKYL employee were issued standard employment contracts, as with all other municipal employees. Employers were happy to hire SKYL beneficiaries because they "had the capacity and experience to step into the professional work environment."[29]

For communities in the north, parallel government structures made the placement of SKYL participants very challenging: the Serbian National Employment Service runs a program called "First Chance" which offers attractive incentives to employers who hire young people far beyond what existing local government, NGO's or donor programs can. 200 SKYL K-Serb beneficiaries have gone through public sector internships. However, SKYL partner CRZ highlighted that one of most significant achievements of the activities in Objective 2 was the "massive response" of young people from communities north of the River Ibar/Ibër for participation in trainings and internships as well as the fact that *more* "K-Serb youth gained follow on employment than their K-Albanian peers (70 K-Serb , 54 K-Albanian and 3 other). Moreover, they gained first-hand experience regarding the functioning of NGOs, as well as with the term 'Civil Society'...this is particularly notable since communities in the north of Kosovo have a very negative view with regard to nongovernmental organizations."[30] Indeed, meta-analysis of the Most Significant Change stories gathered in this evaluation revealed that 60% of the stories articulated a greater trust and awareness of NGO's, their missions and functions as articulated in the story above.

[25] Hoxha, Ilir. 2011. Reviews On Youth Policies And Youth Work In The Countries Of South East Europe, Eastern Europe & Caucasus- Kosovo . Brussells: Council of Europe.
[26] However, the indicator allows for youth gaining employment within 6 months of their participation in SKYL or their internship so this figure may rise.
[27] KCIC youth focus group.
[28] CRZ adult focus group and interviews.
[29] Adult focus groups.
[30] Interview with Tatjana Lazarevic CRZ.

"Finally I Feel Useful"

"In 2008, I came to the city from a small place where I promoted attitudes and values that I strongly represented. After few years in high school, by chance, from my friend I have found out for one non-governmental organization that deals with youth.

My first impression was that it's a spy organization working against my people. But I decided to see what this organization all about is.

After few months of trainings and interesting workshops, I have understood that my role as an individual is very important, no matter that I as a single person can change the world.
Feeling that you are a part of the group that dedicated his work to positive change is magnificent.
Now, instead of sitting in room and being mad on the whole world because it's not tailored to my desires, I am traveling, meet new people and improving my attitudes."

M .Š., male 19 years old
Mitrovica/Mitrovicë
31 October, 2011

Young Leaders Implement Community Projects

With the skills and experience acquired under training and internships, SKYL participants planned and implemented 27 community projects (Indicator 2.4 target-24). Through meetings and brainstorming sessions, young people established a list of desired projects and through democratic processes established their own priority projects. Youth groups presented their ideas, negotiated with community leaders, developed proposals explaining goals, objectives, potential impacts and secured cash, in-kind contributions, and mobilized volunteers to match financial support from USAID.

SKYL's community projects are *relevant* at this point in Kosovo's history, as they advance and reaffirm youth participation in the public sector, not only to comply with best international practices, European standards and GoK priorities in general, but also with the newly implemented laws and the developments of youth institutions building specifically. For example, the new "Law on Youth Empowerment and Participation**,"** establishes basic responsibilities for strengthening the youth sector in Kosovo and for supporting the participation of youth in "decision-making" and "voluntary work." According to both adult and youth focus groups, most people in Kosovo do not see the benefits of doing voluntary work and agree that there has been a decline in voluntary work since 1999 due to concerns about employment, ethnic and social divisions. They consistently stated that they would do more volunteering *if* it could be counted as work experience. However, the new "Law on Youth Empowerment and Participation," now recognizes that "...the work of voluntary youth is regulated by contract between the volunteer and organizer of new volunteer and should be recognized as work experience, which will be considered as a priority in case of competition for employment."[31] Clearly the tenets of the law have not yet been recognized by the broader community.

The Impacts of Community Projects

[31] From Article 14 "The Voluntary Work of Youth"

The effects of SKYL's community projects were robust in the breadth of their impact. First, from awareness campaigns on the plight of child labor, to campaigns to increasing participation of youth in developing the “Kosovo Youth Action Plan,” to efforts to provide poor families with food and necessities, these small scale community projects impacted 11,600 community members (Indicator 2.5 Target-9,600). Community leaders and youth asserted that they believe that more could have been reached with better outreach and media campaigns and indicated that future trainings in public information and outreach are recommended. Second, SKYL participants indicated their participation in community projects resulted in greater efficacy in influencing community priorities. They felt they were now able to take part in lower-level decision-making process in their community, particularly in their schools. [32] They also recognized that the success of their efforts was dependent up on "their level of their motivation, arguments, persistence and work."[33] While they believed that only a small number of young people take part at higher levels of the decision making process, they also perceived that, despite the resistance of communities and specifically “older generations” to higher level decision making, when “larger groups of young people advocate for interests, this has a greater impact on their ability to be heard."[34] Third, SKYL participants also expressed an increased level of trust in working with local authorities. In *most* cases, participants cited the fact that trust increased because they “worked together,” “organized jointly," “implemented projects of importance,” and “developed future plans.”[35] Interestingly, in mixed communities youth also cited the latest investments in infrastructure of Mitrovica/Mitrovicë, as well as the plans for regulation of the town, as increasing their trust in municipal authorities.[36] Similarly, analysis of MSC stories reveals that half of the stories reference the importance of adult and community support in general. However, SKYL participants in K-Serb communities in the north of Kosovo were vocal in their lack of trust in local authorities, particularly since an escalation of tensions in July of 2011. They criticized the lack of communication and verbal skills from leaders. “If they cannot verbally persuade me in what they talk about as leaders, so to say, with their education, why would I trust them anyway?"[37]

Fourth, SKYL participants in K-Albanian and mixed communities indicated that their experience with community projects had expanded their openness to volunteerism for practical reasons, such as gaining employment and for its potential educational value, as exemplified in the Most Significant Change story below.

[32] Several focus group discussions surfaced schools as the places where they were able to exert some influence on decision making.
[33] CRZ youth focus group and youth interviews.
[34] Comments made during youth focus group discussions facilitated by Mundësia.
[35] From youth focus groups facilitated by Mundësia, KCIC, and CRZ respectively.
[36] From Mundësia Youth Focus Group.
[37] From CRZ youth focus groups and interviews

Finally, local leaders expressed greater trust and confidence in young people as a result of their interactions with SKYL participants and community projects. In focus group discussions many adults asserted that youth should have their own local institutions, such as Youth Centers, to further support and protect their ability to establish and implement *their own* priorities. They warned that youth who are active in public affairs are increasingly being recruited by political parties to serve as party activists and run the risk of "being used as an instrument by politics."[38] This is an important impact: in 1999 31 municipal-level youth centers were established through donor aid to stimulate youth involvement in sports and recreational activities, to organize awareness campaigns on health issues, drug use, and the growing problem of human trafficking. These centres provided important services for youth, but declined due to cutbacks from donors and lack of local government funding, and community support. [39] The new "Law on Youth Empowerment and Participation," and the Kosovo Youth Strategy and Action Plan 2010 sets forth guidelines to establish Local Youth Action Councils (LYACs) and youth centers, which operate at local level and represents the interests of youth and youth organizations to the institutions of local government.

"From Volunteerism to Employment"

I live in Kosovska Mitrovica. My name is Melisa and I am 21. I am studying English language. In February 2010, I was invited by the Coordinator in NGO "CRZ" regarding the training within SKYL program. I accepted the invitation to participate, because before that I never attended any training. It seemed to me as a great idea.

After completion of the training (program), I had an internship in NGO "SPARK" as a volunteer. The most significant change is the fact that after the internship I resumed working, albeit still as a volunteer, for non – predetermined period of time. I gained a good experience in working for NGOs (what to do and how to do it). This volunteering work brought me a job in an NGO, not full time though, and, of course, it opened my views and provided me with an opportunity to meet a lot of new people.

Name withheld female, age 21
Mitrovica/ Mitrovicë
31st October 2011
Domain of Change: Individual level

Future Considerations for Youth Success in Civic Life

The SKYL program was highly successful in attracting robust participation in trainings and public sector internships as a practical pathway to engage youth across gender and ethnic lines in the public sector. However, problems in the larger political and institutional enabling environment parallel structures, lack of transparency and "irregularities" in the application process for public sector jobs, and extreme competition for employment will hinder development of GoK national aspirations for multiethnic, accountable and transparent governance at all levels. Therefore, the enabling environment must be improved and Kosovo's youth must be trained and educated to both create such a system and lead within it. Active participation in

[38] Comment from Luan Qabra 50 from NGO Hendikos
[39] UNDP.2006. Youth: A New Generation for a new Kosovo. http://www.kosovo.undp.org/repository/docs/hdr-eng.pdf.Accessed 5 January, 2012.

trainings by K-Serbs should be leveraged as an opportunity to incrementally change entrenched and hardened positions by adults and community leaders about the status of Kosovo and the future prospects for and implications of parallel government structures on their future.

> *"Nepotism is a serious problem in our country. For example, I applied for a job at the Elkos Trade Center (ETC.) People from other citizens of Kosovo had applied, too. 5000 people had applied for 140 open jobs. You may imagine how little were the chances for getting hired as all of us know that most of the people get hired through nepotism or close interests."*
>
> *V.K., age 20*

SKYL's small scale community projects yielded a breadth of positive impacts, and future efforts should build on previous success by undertaking community projects at a larger and broader scale, and utilizing the support of LYACs, municipalities, communities and families. At this point volunteerism is seen as primarily as more of an educational and practical activity than a social and altruistic one. While the new law recognizes the value of volunteerism as counting toward work experience, it will be critical to expand the notion of volunteerism beyond having educational and economic benefits to working toward creating a culture of civic engagement. In the north of the country, specific future activity should focus on addressing negative youth critiques on local authorities and uncertainty about the future.

In keeping with both USAID and Government of Kosovo's priorities to improve youth employment and engagement and focus on the public sector to promote and reaffirm continued participation in the development of a democratic society,[40] recommendations include:

1. Ensure all future programming aligns with and supports laws and institutions designated in the "Law on Youth Empowerment and Participation," and KYAP, and with youth policies of MCYS and Department of Youth.

- In keeping with GoK and USAID priorities to move toward decentralization, continue to develop and strengthen LYACs and Youth Centres to ensure Kosovo's institutions are sustainable moving forward.
- Use youth related laws, policies and institutions to address critical gender-related concerns including human trafficking, domestic violence, education and employment.
- Link youth civic engagement efforts with larger, adult led advocacy groups and watchdog organizations to promote government accountability.
- Develop mentorship programs at various levels of Kosovo society to assist youth to engage with institutions in public forums, and to advocate for their interests.
- Use youth related laws, policies and institutions to address critical environmental issues.

2. Continue to strengthen and advance youth capacities for job readiness in a democratic, multi-ethnic and sustainable public sector to:

- Provide educational and training opportunities in formal and informal learning settings on the prerequisite values of good governance—ethics, transparency and

[40] From "Kosovo Youth Strategy and Action Plan 2010" and "USAID/Kosovo Strategic Plan 2010-2014". http://pdf.usaid.gov/pdf_docs/PDACQ298.pdf. Accessed 5 January 2012.

accountability—in the public sector. (This may also serve as an opportunity to build upon active participation by K-Serbs in SKYL trainings.)

- Encourage partnerships among educational and youth institutions and government to support introducing special criteria to increase youth employment in public administration, including those who have already participated in internships or received special training on public sector accountability, as described above.
- Conduct in-depth analysis of SKYL experience with internships and follow-on employment in the Novobrdo/Novoberde and Klokot/Kllokot municipalities to discern common processes and themes that can contribute to the development of a model which may be replicated in future activities.
- Support study visits to other countries to observe municipal government hiring practices, intergovernmental coordination and processes that support accountability and transparency such as due process procedures, public meetings etc.
- Improve the enabling environment transparent public sector hiring practices by codifying and making public: the tasks and responsibilities for every job position, the required education level, the professional skills needed, and application procedures and deadlines.

Increase efficacy and impacts of youth participation in community life.

- Initiate measures to stimulate a larger culture of volunteerism by publicizing practical gains from civic engagement such as to gaining work experience and skills, or making contacts with people in their chosen career. For example, support campaigns and outreach efforts highlighting tenets of the Law on Youth in supporting volunteerism as work experience.
- Initiate measures to stimulate a larger culture of volunteerism by publicizing and enabling youth to experience the personal gains derived from public service including gaining new experiences, meeting a diverse range of people and as a concrete expression of a common need to connect with another.
- Build upon youth interest in social media and technology to provide advanced learning opportunities in media and public outreach to publicize youth-related initiatives in formal and informal settings.
- Build upon the mutual trust building that occurred between SKYL participants and local authorities to ensure that youth engagement is not limited to "decoration" and "tokenism" but continues moving to higher rungs on the ladder of participation which include substantial consent on programs affecting youth and youth initiated projects.[41]

Objective 3- An increased number of young people from diverse communities build inter ethnic reconciliation and tolerance, and work together on joint projects that advance shared interests

Developing Leaders through Trainings

Prior to the implementation of SKYL, most young people throughout Kosovo were either unaware of or had minimal participation in multi-ethnic activities.[42] SKYL's programmatic approach was to provide young people with the skills and experience they need to build a viable

[41] Please see Roger Hart's "Ladder of Participation, Children's Participation: From Tokenism to Citizenship." UNICEF
[42] SKYL Endline Data Report.

future together. Under this objective, Mercy Corps and SKYL partners first identified natural leaders among young people who had participated in early trainings under Objective 1. These young leaders then participated in trainings designed to help youth develop joint problem solving skills, approach problems in a positive, interest-based manner and handle difficult conversations. The Mercy Corps Conflict Management Group incorporated modules in Inter ethnic Communication, Relationship Mapping, and Coalition Building/Coalition Blocking. The Mercy Corps Conflict Management Group also provided a ToT in Advanced Negotiation skills for SKYL partners' trainers with an advanced curriculum including topics such as the Methodology of Training, Advanced Communication Skills and Multi-Party Negotiations.

A total of 85 youth participated in the advanced curriculum of negotiation, conflict mitigation and resolution (Indicator 3.1 Target-80). The majority of participants were female, numbering 48, compared to 37 males. Participation by the 19-26 age group was 2 to 1 over the 15-18 age group. Most notably, participation by K-Albanian youth was nearly 3 to 1 over K-Serb, although programmatic goals by ethnicity were met. [43]

The necessity of developing these skill sets for the future viability of multi-ethnic life in Kosovo is critical. Prior to the implementation of SKYL, young people across gender and ethnic lines showed a willingness to participate in multi-ethnic initiatives.[44] Negotiation skills are crucial in reconciliation and integration processes, especially in post-conflict situations. Second, pessimism and tension in K-Serb communities related to the "status of Kosovo," unemployment, and the establishment of roadblocks in July 2011 as protest against Kosovo's government, has left young people frustrated: positive opportunities and outlets for the K-Serb youth are critical.

The Impacts of Training

Training activities led to two main impacts. First, unlike the civic engagement and jobs skills trainings in Objective 1 and 2 activities, conflict management trainers were not readily available in Kosovo. Although this was beyond the scope and mandate of SKYL, Mercy Corps made the decision to invest in developing local trainers from SKYL partner orgnizations, leading to a cadre of trainers who can continue with these trainings moving forward. Second, SKYL participants described that the advanced negotiation training gave them tools to problem solve in "fair" and "democratic" manner as illustrated in the Most Significant Change on page 26.

Young Community Leaders Implement Joint Multi-Ethnic Initiatives

Once the advanced negotiation trainings were completed, SKYL leaders were brought together to identify activities that held the potential for advancing mutual interests. Once priorities were decided, youth leaders presented their ideas for joint projects, holding 37 discussions with community leaders to discuss the feasibility and receptivity to joint multi-ethnic initiatives; twenty-eight projects were implemented (Indicator 3.3.1 Target -36). (See Annex 6 for listing of joint projects.)

[43] 61 K-Albanians and 22 K-Serbs participated in advanced trainings
[44] Please SKYL Endline Data Report

These were primarily in the areas of sports, art and leisure. However, the "Peace for All Project" in the Gnijlane municipality showed a remarkably nuanced understanding of what is needed for a shared and viable future. They celebrated International Peace Day activities under the theme "There is not a good war, but there is not a bad peace."

The implementation of such projects was important in providing youth with the opportunity to witness and experience concrete benefits to *both* communities. Prior to SKYL, baseline survey results showed that 60% of young people believed their communities did not hold multi-ethnic activities. In K-Serb communities north of the River Ibër/Ibar over 80% of youth believed there were no multi-ethnic activities in their communities. That SKYL leaders were able to mobilize support for their projects *at all* was notable: youth focus group discussions described an environment in which youth were experiencing intense resistance to their participation in joint multi-ethnic initiatives. Parents and grandparents, community leaders and NGOs describe a highly politicized environment in which the pressure by adults *not* to participate in such activities was prohibitively high. Their opposition to participation, as described by adults, included

"From Small Changes, Big Things Happen"

"I am V.M. When I was in the 11th grade, I heard that training programs for youth were being held. At the beginning, I did not know what the nature of those training was and I did not have great expectations. As time was passing and my knowledge was getting bigger, I understood their value and importance. The changes one program brought to my life and personality are as follows:

I have an approach toward problems in my community and resolving them in the fairest possible manner, with negotiation as the main way to resolve problems and legitimate divisions....

These programs had an important role because I could apply them in my daily life.

Except for my family and professors, who helped me increase my education level, a special gratitude goes to Mercy Corps and the SKYL program for my achievements and for helping me prepare practically for life and work."

V.M., female, age unknown
KCIC focus group
Domain of change: Individual level

uncertainty regarding the "status of Kosovo," [45] failure of the Kosovo Government to implement "the rule of law consistently," ongoing land confiscations by Albanians of Serbian land, particularly farming land,[46] an overall lack of security, and uncertainty over whether they would still be living in Kosovo in the near future.

[45] During adult focus group discussions went off topic and turned to arguments about the status of Kosovo. A participant who spoke English turned to the evaluator and commented: "There is a sense of distraction and uncertainty about the future so why should young people be engaged?"
[46] The case cited recently occurred in Peja/Pec where a Serbian farmer made an effort to reclaim land being used by Albanians for farming activities without permission. The farmer was killed in the process and though charges have been brought against the perpetrators, Serbs perceive his punishment will be "light"

Significant progress was made toward building joint multi- ethnic activities in year 2 with study trips similar to those done in another USAID project FORECAST. Twenty- nine youth leaders from Kosovo participated in a youth study trip to Macedonia. In September 2010 another multi-ethnic group of 18 youth visited youth organizations in Bulgaria, Croatia and Hungary. During these study visits, SKYL leaders learned about building effective partnerships, project management cycle, issues in human rights and project planning.

Between September 2009 and March 2010 K-Serb and K-Albanians launched a Facebook page "Young Kosovo Leaders," where young members from all ethnicities shared experiences and developed friendships.

A sample of follow on multi ethnic projects by SKYL participants:

"Get to Know Kosovo" - a study tour, to bring young Kosovo Serbs, Kosovo Albanians, Roma and other minorities.

An advanced joint negotiation and life skills training to promote violence and conflict prevention.

Provision of SKYL trainings in civic engagement and leadership to Local Youth Action Councils, youth-focused NGOs and Kosovo youth centers.

The Impacts of Community Projects

The implementation of joint, multi-ethnic initiatives impacted communities and SKYL participants, with positive implication related to prospects for peace. Five hundred and seventy seven youth attended facilitated events geared toward strengthening understanding among conflict affected groups that were developed by SKYL participants (Indicator 3.5.1 Target-540). These facilitated events varied from planting flowers at a Roma Education Center, to holding multi-ethnic sports events and art exhibits. A further 11,600 from Kosovo's diverse communities indirectly benefitted from SKYL multi-ethnic reconciliation projects, such as Mitrovicë/Mitrovica street lighting project, the Lipjan/Lipljane sports field refurbishing, and the Vushtrri/Vucitrn documentary initiative, among others. Although the target of 14,400 indirect beneficiaries has not yet been reached, it is important to note that this phase of the project continues until 2012 and the results described here are only those joint economic activities completed as of November 1, 2011 (Indicator 3.4).

The effects on youth leaders varied: they saw a need for "development and coexistence," they developed "respectful and cooperative relationships with the adults supporting them in their implementation," acquired "tolerance between ethnicities," and a willingness "to look at and work for their own interests," even if "older generations (grandparents) might be somehow against it."[47] In most cases, participants attributed their efforts to increasing their leadership skills as described in Most Significant Change Story below.

[47] From KCIC, Mundësia and CRZ youth focus groups.

A Vision for the future

"Every young person has a vision for the future and I am fulfilling my wish to be a leader by building the skills of a young person through the SKYL program, which has helped my dream become a reality. I was chosen to be a young leader from Mitrovicë/Mitrovica and I won a joint project that I have implemented in Mitrovicë/Mitrovica.

The project dealt with recreational activities for youth and I learned a lot about how to lead and manage a project. This used to be a dream for me but now it has become a reality. I also managed to represent the youth of Mitrovicë through a joint study trip to Bulgaria as well. I implemented the projects there that I did in Mitrovicë. and many youngsters, who were part of them benefitted from the projects. Since I have returned home I have also organised various local tournaments and concerts."

Name withheld, male, age unknown
Mitrovicë/Mitrovica ë
31st October 2011
Domain of Change: Individual/community level

The most significant barrier, according to youth, was language, which impinged upon communication.

Finally, the SKYL program succeeded in actually bringing youth *together*. Further, another NGO stated, “we exchange and mix trainers, information, organizational capacities, and ideas, but we don't mix beneficiaries.” And another concurred “joint multi-ethnic activities are still only at the organizational level.”[48]

Despite the challenges of implementing joint multi-ethnic initiatives, SKYL participants in Objective 3 activities conducted 37 future planning workshops meetings and workshops to discuss and plan future activities to be implemented together (Indicator 3.5.2 Target-36).

Future Considerations for Youth in Developing a Multi-Ethnic Civic Life

In focus group discussions, adults were clear that they recognize youth as having the strongest potential to lead the way toward more peaceful coexistence in Kosovo. Youth and adults from mixed communities expressed the most robust willingness to participate in joint projects, as well as an overall tolerance to both live and work together for varied reasons: "Serbs are a minority and they must be oriented towards Albanians." Others pointed to Kosovo's multi-ethnic history and future: "joint life is inevitable, and this is their only choice, but we also have a tradition of multi-ethnic life." Further, "Serbs in enclaves are trying to secure at least a minimum of normal life."[49] In K-Albanian communities, youth also indicated their willingness to engage in multi-ethnic activities, but noted "it is not always possible due to the prejudices of other communities, particularly of the Serbs,” and “while parents would not be against such activities, maybe the older generations (grandparents) would be."[50] Young K-Serbs from north of the River Ibar/Ibër were more vocal in the lack of support from their communities: "the community absolutely does not support multi-ethnic projects - joint projects with Roma people are not supported by the local

[48] Quotes are from CRZ and SPARK, NGO’s from the north of Kosovo and from Forum Syd respectively.
[49] From Mundësia youth and adult focus groups and interviews.
[50] From KCIC youth focus group and interviews.

community. However, projects with local Bosniaks are, "something absolutely normal and positive, because we all live here together."

K-Serb adults were most critical of the practice of presenting projects to the public or before donors as multi-ethnic, though they are not multi-ethnic in either fact or intent. For example, they described the "tendency to avoid mixing ethnicities by simultaneously implementing projects both in the north and in the south and calling them multi-ethnic." A current example of this phenomenon is International Business College in Mitrovicë/Mitrovica, where two separate buildings operate – one in the north, the other in the south, although the initial idea was for it to be a single building with mixed students from Serbian and Albanian communities.[51] The low levels of perceived receptivity to multi-ethnic activities are further underscored when asked about their desired future programming related to youth: "in North Kosovo, our interests are different. For example, the status of girls within the Serbian community, who have become the new minority in an increasingly male dominated and violent society, is slipping. With no civic opportunities, social outlets or protection for girls, they too have become more violent and sexualized."[52]

Creative ways must be found to capitalize on the overall willingness of youth to work together, while also addressing the hardening of K-Serb positions related to multi-ethnic cooperation. In keeping with EU, USAID and Government of Kosovo's priorities in encouraging a democratic process inclusive of all citizens, including all minority groups, supporting the continued integration of Kosovo in the region and Europe and integration of youth in public life [53] recommendations include:

1. Continue to develop youth programming that supports issues that are not directly related to the conflict as a means orienting efforts *away* from current tensions.

- Assess common interests and priorities for youth across Kosovo communities and develop an incremental, strategic approach to fostering joint initiatives that address these common interests.
- Assess and support stated priorities by minority communities such as developing resiliency capacities of girls, and create linkages to similarly developed programs in mixed and Albanian communities. Encourage SKYL beneficiaries to continue their participation in these kinds of initiatives.
- Build upon the success of SKYL study trips and visits to continue to foster joint participation in a politically non non-threatening way for both adults and youth.

2. Continue to develop youth programming that supports issues that are directly related to peace but are equally important for all young people in the local community as a group—and as individuals—as a means orienting efforts *toward* peaceful coexistence.

- Build upon initial SKYL trainings to sensitize and increase the knowledge of youth in formal and informal learning settings on issues like democracy, peace and development and what they mean for youth.
- Leverage SKYL participants stated interests in sports, art and culture as a pathway to developing positive meaningful relationships with each other, overcoming biases, and reinforcing positive understanding and respect.

[51] From CRZ adult focus group.
[52] CRZ adult focus group and informal interviews ex-post FGD.
[53] From "Kosovo Youth Strategy and Action Plan 2010", and "USAID/Kosovo Strategic Plan 2010-2014" http://pdf.usaid.gov/pdf_docs/PDACQ298.pdf. Accessed 7 January 2012.

- In K-Serb communities in the north, develop programs that provide fora and opportunities for youth to safely express their own insights, feelings and priorities regarding prospects for multi-ethnic life without interference or pressure from their families, communities or political interests. These may include peer mentoring, peer support groups and peer education.

3. Develop and support programming that improves the enabling environment for multi-ethnic initiatives for all age groups and segments in Kosovo society, including youth.

- Ensure that youth centres receive proper support from the central and local administration bodies by developing more sustainable funding sources and other resources needed to allow them to be utilized.
- Support multi-ethnic advocacy efforts around priority concerns such as the environment, health, drugs and trafficking and integrate youth participation in advocacy efforts both substantively and procedurally.
- Leverage the active participation of K-Serb and K-Albanian women in Objective 3 activities to further develop advanced leadership capacities and skills and implement joint multi-ethnic initiatives.

Conclusion- Did young people from Kosovo's diverse communities become active in building a viable shared future for themselves and their communities?

The preceding discussion of SKYL's programmatic objectives demonstrates the discrete impacts of program activities, but do they add up to the overall programmatic goal of a viable and shared future? "Viable" is defined as capable of working, functioning, or developing adequately; having a reasonable chance of succeeding; and capable of existence and development as an independent unit." "Shared" is defined as an earnest and conscientious activity intended to do or accomplish something. [54] At the most practical level, SKYL provided young people of all ethnicities with the skills and support to, not only, become capable and prepared for work, but to actually secure employment in the private and public sectors.

However, analysis of Most Significant Change (MSC) impact stories provides deeper impacts, with the strongest evidence of the changes in attitudes and behavior at the individual level. Impacts were split evenly between men and women: 50% of MSC stories were from men and 50% from women. A full 100% of stories expressed change at the individual level: participants were better able to communicate either in person or through writing with peers, employers, families, community leaders and also across the dividing lines of ethnicity. Two-thirds of the stories reflected personal transformation and shift in world view and the qualities they had gained because of these changes including inner "maturity," greater respect for self and others and "changes in character."

The most significant change brought about by the SKYL program as a whole has been the positive effect of SKYL in increasing the individual abilities of young people to effectively prepare for future employment and to achieve or realize their ambitions and dreams as articulated in the impact story below.[55]

[54] Merriam Webster Dictionary. http://www.merriam-webster.com/dictionary/viable. Accessed 12 January, 2012.

[55] All but one of the MSC stories indicated change at the individual level. Of the 15 stories, all cited a better ability to communicate with adults and peers, nine stated they had gained confidence and skills to gain employment and six attributed these new skills to being able to realize either "dreams" or "ambitions." Please see Annex 5 for field level stories selected for advancement to Partners Data Workshop. Also note that in keeping with the methodology, stories were recorded verbatim, thus no "cleaning up" of stories for improvements in grammar were undertaken.

Interestingly individual level impacts articulated by participants from both mixed and K-Serb communities were both the realization of the importance of adult and/or community support and an end to "isolation."

"Do not hesitate to try"

"I am a secondary school student. Challenges that I've been through until now, didn't affect me, because in the future when I will be facing challenges, I will be able to overcome them. From the moment I heard about this organization, my curiosity rose and I have decided to follow the trainings. Before I did not have any experience in applying for a job or something similar, but now I know where I'm going and why.

Now I do not have any problems if I am asked to write a CV, because I know how to write one and in which format.

Now I am able to negotiate in order to achieve my interests, and I also know which types of negotiation to use and I will use right negotiation elements.

My fear of presentation and public speaking has vanished.

That is why you should never hesitate to try something new in order to realize your dreams, because every time there is someone who will support you in realization of it. I would like to thank SKYL Program for giving me the opportunity to be part of this experience."

I.A., female, age 18
31st October 2011
Domain of change: Individual level

While youth experienced changes in their own *attitudes* and *behaviours*, 66% of impact stories indicated that these changes had given them the skills and confidence to play a more active role in community life. This lead them to take *actions* vis-à-vis working on community projects, joint multi-ethnic initiatives and serving as peer mentors—all beneficial to the community at large.

In addition to the personal and relational level impacts, SKYL catalyzed structural changes at the national level and community levels. At the national level, Mercy Corps aligned their efforts with national policymaking and legislative development. The Mercy Corps SKYL Team was involved in the preparation of "Law on Youth Empowerment and Participation," as well as the "Youth Strategy and Action Plan 2009-2012" serving on a variety of working groups under the leadership of Ministry for Youth, Culture and Sport. At the community levels, Mercy Corps believing that Local Youth Action Councils are vital for sustainable youth engagement in civil society, conducted an assessment as part of Community Youth Mapping in February 2011 in consultation with GIZ and OSCE. The assessment concluded that LYACs needed significant capacity building and material support if they were to become successful mechanisms for youth advocacy at the community and drivers of youth participation at the local level. Mercy Corps supported eight LYACs in target areas of SKYL program with trainings, on the job mentoring and minor office set up equipment. Mercy's Corps goal with this support goal was to strengthen and further institutionalize the newly established LYAC's to work with newly established Youth Councils. Further, by having SKYL participants engage with local decision-makers and municipal leaders local authorities have started to see youth as resources and are starting to

engage and provide support to youth. This has begun the process of all generations realizing the importance of youth participation for peace building and community governance at local level.

At the cultural level, it is important to note that while much of the focus of donor activities after 1999 has been in developing the organizational and thematic capacities of Kosovo's NGO's, SKYL has actually succeeded in building individual *youth capacities,* which are the necessary building blocks to more fully engaging youth in the economic and public life of Kosovo. More will need to be done in light of the increase in tensions in K-Serb communities and their doubts with regard to long term survival of community in Kosovo.[56]

However, both Albanian and mixed communities show a robust belief in the feasibility of a shared and viable future—and from the sentiments of one K-Serb participant that "young people do have the skills, and are recognized as powerful...we have intelligence, as well as a strong will to be better and live better."[57]

[56] CRZ adult focus group
[57] Youth interview in Mitrovica/ Mitrovicë

Annex 1- Evaluation Calendar

		External Consultant Calendar 24 October 2011 Final	Responsibility
Prep	Oct 18	Document review. Home base.	External Consultant
	Oct 19	Document review. Home base.	External Consultant
	Oct 20	Prepare Focus Group Discussions and Most Significant Change/ Performance Stories Training. Home base.	External Consultant
	Oct 21	Prepare Focus Group Discussions and Most Significant Change/ Performance Stories Training. Home base.	External Consultant
In Country	Oct 23 Sunday	Travel to Kosovo.	
	Oct 24 (Monday)	Travel and arrival in Kosovo. Meeting with CD and SKYL PM on logistics. Meeting with Staff regarding Focus Group questions. ½ day	External Consultant
	Oct 25 Tuesday	9.00 – 11.00 Meeting with relevant staff, and CD for end evaluation outline review 11:00-13:00 Meeting with DM&E officer to review end line data collection process and data quality. 13.00 – 16.00 – First review of end line data and	External Evaluator and MC
	Oct 26 Wednesday	9.00-15:00 Training on most significant change and impact stories.	External Evaluator
	Oct 27 Thursday	9.00-11:00 Focus Group Discussions – training and prep – 11:00-13:00 Innovative Practices and Lessons Learned Workshop with Partners 14:00-17:00 Workshop findings analysis	External Evaluator and MC External Evaluator External Evaluator
	Oct 28 Friday	Presentation of end line data Analysis of endline data Finalization of Focus Group questions to include notable results from endline Finalization of PMP data	MC MC and External Evaluator MC
	Oct 29-30 (Sat & Sunday)	Begin assembling report with inclusion of PMP indicator data, endline data and begin drafting needs for Key Informant Interviews	External Evaluator
	Oct 31 (Monday)	6 focus groups conducted	MC and external evaluator

		Begin key informant interviews • SPARK, North Mitrovice • Mundesia	External Evaluator
	Nov 1 Tuesday	Key informant interviews and field visits. • Forum Syd • Ministry of Youth and Culture Translation of MSC stories, focus group reports	External Evaluator MC
	Nov 2 Wednesday	Data analysis workshop Selection of final Most Significant Change story with partners Key Informant Interview	MC and External Evaluator MC and External Evaluator External Evaluator
	Nov 3	Most Significant Change; Selection of thematic codes	External Evaluator and MC
	Nov 4	Meet with DM&E Officer and key staff to discuss findings. Share of major findings with team.	
	Nov 5 (Saturday)	Travel back to home base.	
Follow up	Nov 7 (Monday)	MSC Meta Analysis	External Evaluator
	Nov 8	Drafting final report.	External Evaluator
	Nov 9	Drafting final report.	External Evaluator
	Nov 19	Drafting final report.	External Evaluator

Annex 2 - Support for Kosovo's Young Leaders - (SKYL) End-line Evaluation - Questionnaire

1) **Gender**
a) Male
b) Female

2) **How old are you?**
a) 15-18 b) 19-21 c) 22-26

3) **From which municipality? Interviewer, please, fill out**

_____

4) **Are you –?**
a) Albanian
b) Serb
c) RAE
d) Bosnian
e) Turk
f) Gorani
g) Other

5) **What is your education?** (already completed)
a) Elementary
b) Secondary
c) High School
d) University
e) Advanced (magistrate) degree

6) **Employment status?**
a) Self-employed (running their own business)
b) Full-time
c) Part-time
d) No
e) Student

7) **Do you believe that you have skills, knowledge and qualifications to gain employment in the desired field on the local job market?**
a) Yes, strongly
b) Yes, somewhat
c) No, not at all
d) I do not know

8) **On a scale from 1 to 5 (One most important, five least important) please rank the importance of the following skill sets for increasing your employment chances?**
a) Negotiation
b) Effective Communication
c) Professional presentation and behavior
d) Interviewing skills
e) Business plan and business management

8.1) **If employed, how important were life skills (negotiation, presentation, communication, etc) in getting employment? (if not employed please move to question 9)**

a) Yes, very important
b) Yes, somewhat
c) Not very important
d) No, not at all

8.2) **If employed, how important were technical skills in getting employment? (if not employed please move to question 9)**
a) Yes, very important
b) Yes, somewhat
c) Not very important
d) No, not at all

9) **On a scale from 1 to 4 (four most important, one least important) please rank the importance of the following skill sets for increasing your participation in public life?**
a) Community Mobilization
b) Civic Participation
c) Advocacy
d) *Volunteerism*

10) **Do you feel your opinions are welcomed by adult community members?**
a) Always
b) Sometimes
c) Rarely
d) Never

11) **Do you feel that you have the skills to have positive influence on the community life?**
a) Yes
b) Somewhat
c) Hardly
d) Not at all

12) **Do you think that local businesses and authorities are supportive of youth opening their own new businesses?**
a) Yes, strongly
b) Partially
c) No, they are opposed
d) They do not care
e) I do not know

13) **Do you think that adults in your community are supportive of multi-ethnic initiatives?**
a) Yes, strongly
b) Partially
c) No, they are opposed
d) They do not care
e) I do not know

14) **Do you think that youth joint-economic activities increased confidence toward higher receptivity in your community?**
a) Yes, strongly
b) Partially
c) No, they are opposed
d) They do not care
e) I do not know

15) **Would you feel comfortable to participate in multiethnic projects/activities?**
a) Yes

b) No
c) I do not know

16) **How many multi-ethnic youth activities have been held in your community? (within last calendar year)**
a) More than one
b) One
c) None
d) I don't know

17) **Do you think that civil society/youth organizations are active in public life in your municipality?**
a) Yes
b) No

18) **If you were asked to measure trust in Municipal Authorities on a scale from 1- 5, what would you choose? (One being the lowest, five being the highest)**
a) One
b) Two
c) Three
d) Four
e) Five

19) **Has your trust in government/local authorities improved over the last year?**
a) Yes (if yes please explain why?)
b) No (if no please explain why?)

_____
_____
_____
_____

20) **Do you think that local authorities are ready to support youth programs in your municipality?**
a) Yes
b) Likely
c) Unlikely
d) No

21) **What are you likely to do if employment opportunities for you do not improve within next three years?**
a) I will be more involved in public life o build better future
b) I will try to start my own business (with friends)
c) I will continue education to gain more appropriate skills
d) I will engage in protest movement
e) I will consider immigration

22) **Do you believe in a viable shared future for Kosovo's diverse communities?**
a) Yes, definitely
b) Likely
c) Unlikely
d) No, definitely not

Annex 3 – Scope of work for Endline Evaluation Review

SUPPORT FOR KOSOVO's YOUNG LEADERS (SKYL)

Cooperative Agreement No. 167-A-00-08-00104-00

1 October 2008 – 31 January 2012

1. SOW for endline review

PURPOSE OF FOCUS GROUP DISCUSSION

The purpose of the Focus Group discussion is to gather qualitative information and explore issues in depth. It is to understand the youth and adults perceptions, views and opinions about youth role in the society. Results of the focus group discussions will also help to measure success of the program during the first year of implementation and will give crucial information for end line evaluation.

2. METHODOLOGY focus groups

Mercy Corps and its partners, will conduct six Focus Group discussions(two per partner, one adult, one youth) in municipalities Gjilan /Gnjilane and Mitrovicë/Mitrovica (north and south), where our implementing partners (KCIC, Mundesia and Centar za Razvoj Zajednica (Center for Community Development)) are located. Selection criteria for the FGD were according to the program document approximately: ethnicity (60% K. Albanians, 40% K. Serbs. The groups will be gender mixed and Mercy Corps also aims for gender balance. It is recommended that each focus group has 8 – 12 participants, if possible.

Our implementing partners will conduct all together six FGD;

- KCIC will conduct two FGD discussions (one and one adult) with Kosovo Albanian and Kosovo Serb participants in Gjilan/Gnjilane region
- Mundesia will conduct two FGD with Kosovo Albanians participants (one youth and one adult) South Mitrovicë/Mitrovica region
- CRZ will conduct two FGD with Kosovo Serbs participants (one youth and one adult) North Mitrovicë/Mitrovica region

The structure of Focus Group discussion will be as below:

- FDG - Youth Group – MC recommends that it is combined with program beneficiaries and youth out of the program
- FDG – Adults Group – MC recommends that this group is composed of employed adults, adults who were directly affected by program, municipal authorities, business community and civic society members.

Note: for each Focus Group discussion Mercy Corps needs two persons: one who will be in charge of facilitating the meeting and one who will take notes. After each FGD, the team is obliged to write report and submitted to Mercy Corps (see more info in section 7), with the information on FGD participants age, gender, ethnicity and note of discussion around each question. See the report template. It is recommended that partners record the discussions, if participants agree.

3. TEAM COMPOSITION AND PARTICIPATION

The facilitation for Focus Group discussion consists of SKYL staff and three implementing Partners
as below:

- Kosovo Center for International Cooperation (KCIC), Gjilan/Gnjilane
- Center for Community Development (CRZ), Mitrovicë/Mitrovica
- Mundesia, Mitrovicë/Mitrovica

4. Table of Focus Group Discussion

Municipality SKYL Implementing Partners
of

Municipality	SKYL Implementing Partners	# of Focus Groups	# of Participants (8-12 per FG)	Ethnicity	# of Youth	# of Adults
Gjilan /Gnjilane	Kosovo Center for International Cooperation (KCIC)	**2**	**8-12**	Kosovo Albanian/Serb	**8-12**	**8-12**
Mitrovicë /Mitrovica,	CRZ) Center for Community Development (CRZ)	**2**	**8-12**	Kosovo Serb	**8-12**	**8-12**
Mitrovicë /Mitrovica,	Mundesia	**2**	**8-12**	Kosovo Albanian	**8-12**	**8-12**

5. REPORTING AND DISSEMINATION REQUIREMENTS

There are two types of report related to Focus Groups:

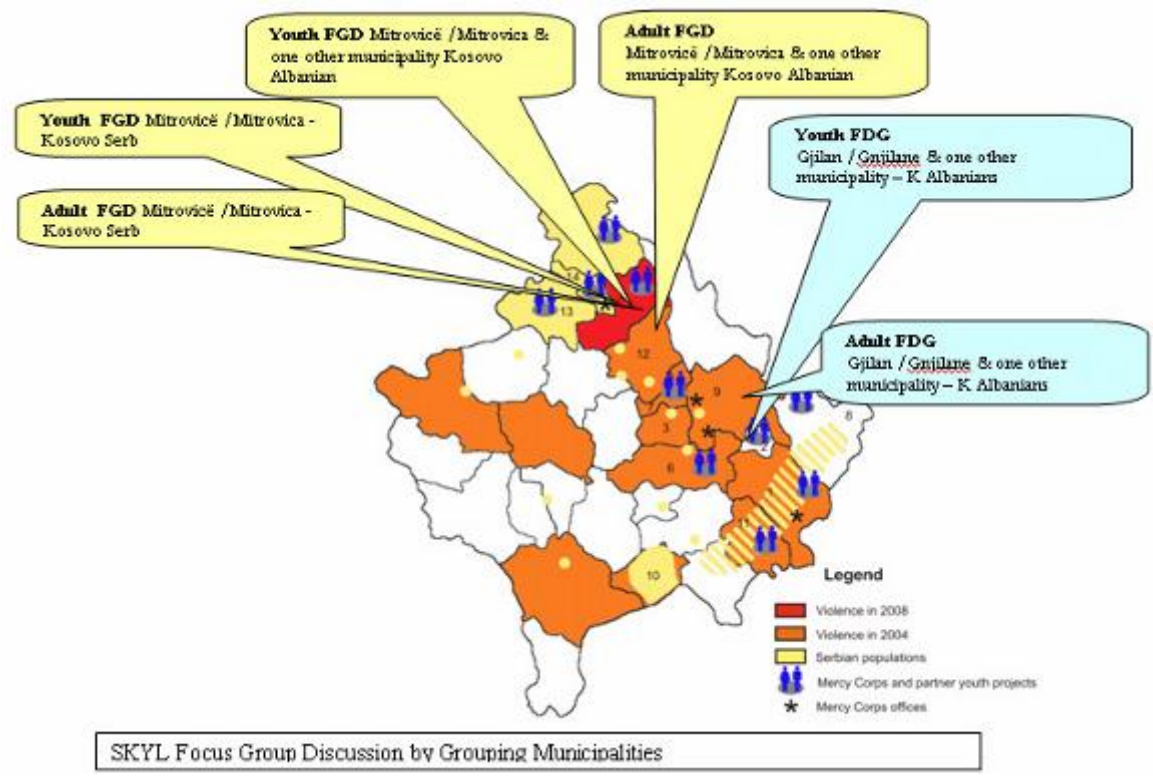
A) Report from each Focus Group discussion

- The report will include the following information: FGD participant's age, gender, ethnic composition, and note of discussion around each question. See the report form.
- Report will be prepared by the partner in English
- Electronic version of the report will be send to Mercy Corps within two days of FG discussion

- If the FG discussion was recorded, please also submit voice record

B) Final Focus Group Report

The final Focus Group Discussion report will not exceed 6 pages and will be part of the endline. A summary will be translated and prepared for other program stakeholders.



SKYL Focus Group Discussion by Grouping Municipalities

Questions for Focus Group Discussion SOW:

Informed Consent

Hello. My name is _____, and I am working with Mercy Corps on their Support for Kosovo's Young Leaders (SKYL) Program implementing partner _____ for End line Evaluation. We are conducting focus group discussions and would appreciate your participation. I would like to ask you a few questions to discuss program activities. This information will help MC to assess it's the program in order to improve it for the next phase. The focus group usually takes about one hour to complete.

Participation in this focus group discussion is voluntary and you can choose not to answer any individual question or all of the questions. However, we hope that you will participate since your views are important. We'll have soda and biscuits for participants at the conclusion of the focus group discussion.

Do you agree to participate in this focus group discussion? □ Yes □ No

At this time, do you want to ask me anything about the focus group discussion?

Pass around attendance sheet to record names.

QUESTIONS FOR YOUTH GROUP

Objective 1 and 1.1: Do you think that you have adequate and relevant skills that will make you more employable? What new skills would you like to have?

1.2: Do you feel better prepared for employment after participating in SKYL? How or why?

1.3: When you think about SKYL program what was your most useful learning experience during the program? Which skills were most useful to you?

2. What do you consider a good job in your community? Why?

3. Do you think that business community is open to employing young people? Why do you think yes or no? (1.6)

4. What are the major barriers for you to get a job? Do you think that these barriers have changed over the last year? Have your opinions and perceptions changed about what the barriers to employment are since participating in SKYL?

5. Do you think your business ideas will be supported by businesses or your local community? If yes, please explain or if not please explain? (1.6)

6. Do you think that you can influence any decisions made in your community? Has this changed over the last year? Can you tell us about any recent situation (within the last year, where you feel that you influenced your community. What impact did it have on you? What impact do you think it had on your community (2.6)

7. Do you think your community is supportive of joint mutli-ethnic projects? Has this changed in the last year? Why or why not? Do you know of any successful multiethnic projects in your municipality? (3.6)

8. How much do you trust the government? Has your trust increased or decreased in the last year? Why?

9. What parts of the program did you find most useful in finding employment? Why?

10. Now I want each person to turn to the person sitting next to you, and in pairs, discuss for 5-10 minutes this question: What is the most significant change brought by your participation in this project?
    Please think of specific things at the individual or community level. Then we will ask you to share these stories with the group. It is a way of assessing the project's impact.

    Repeat the main question and explain the process several times to make sure they understand. After 5-10 minutes of story-telling in pairs, then have each pair share and discuss with the group. If taking too long, just hear at least 3 stories and move on to next questions.

    Note-taker: Record the primary story-teller's name and their change stories in the table below. Try to include main details. Ask for clarification if needed. Continue on back of page if needed.

Pairs	Most Significant Change Stories
1 Name (s) _____	
2 Name (s): _____	
3 Name (s): _____	
4 Name (s): _____	
5 Name (s): _____	

11. In your view, what have been some of the project's main challenges or constraints?

Probing:

a. These could be external or internal constraints.
b. How do you feel Mercy Corps has responded to these challenges?
c. How could they improve on these challenges in the future?

Challenges	How to Improve
➢	➢
➢	➢
➢	➢

12. Anything else you'd like to share or comment on that is relevant to this evaluation?

QUESTIONS FOR THE ADULT GROUPS

1. Do you think that youth programs have influenced changing the youth perception on employment? If yes, what was the impact of those programs?
- What are the skills lacking among the youth in your community?
- Which are the skills that you see as strength in youth in your community?
- What additional skills, trainings youth might need to increase their chance of getting jobs? (1.6)

2. In your organization were there any SKYL participants employed or engaged (internships) in any form any young person during three years of SKYL program? If yes - why, if not - why not, please explain. (Overall objective 1 and 1.3)

3. If you used a SKYL intern, would you offer an internship placement to another young person? If yes,why? Would you recommend to other employers to use interns? Why or why not? (1.6 and 1.2)

4. Do you think that youth from diverse ethnic groups can plan multi-ethnic projects in your community? Has your opinion changed over the last 3 years? Why or why not? (3.6)

5. What do you think about participation of youth in local decision making and community life? Has your opinion changed over the last 3 years? What role can youth play in the future? Why? (2.6)

6. What are the major economic and social challenges to the future of Kosovo? Are you more or less optimistic about Kosovo's future than you were 3 years ago? Why or why not? What are the prospects for multi ethnic life and joint future in Kosovo? (Overall program goal)

7. Did you support any youth activities? Why or why not?

DM& E additional staff questions for focus groups
Monday October 31,2011
Objective 1

1. What are the continued barriers to gaining start-up capital?
2. What are the barriers to maintaining a business

Objective 2

1. Data has indicated that less than half of you believe you have acquired the skills, qualifications and knowledge to gain employment in your desired field in the local job market. Why? What additional skills do you need?

Objective 3

1. Data indicated that you perceive that there are low levels of receptivity in your community to joint economic activities and joint projects. Why is this so and what are the barriers as you see them?

Annex 4- Key Informant Interviews

The purpose of key informant interviews was to select individuals with first-hand knowledge of Kosovo who could provide insights and information about the larger political, social, economic and cultural context to explain the motivation, behavior, and perspectives of SKYL participants and partners. Other reason for interviews included:

1. To explain in more detail the successes and barriers to successful implementation of SKYL activities and realization of objectives and programmatic goals.
2. To generate recommendations for follow on activities at the conclusion of SKYL.
3. To better interpret and triangulate findings from the SKYL end line survey, PMP data and focus groups

Each key informant interview was preceded by developing a set of questions to ask and offering them to key informants at the time meetings were scheduled. Although the list of key informants interviewed was relatively short due to intense time constraints (in light of the full integration of MSC into the evaluation), care was taken to find stakeholders with various points of view, specialized knowledge and divergent perspectives
As an American evaluator and representative of an NGO, rapport building for interviews in North Mitrovice became extremely important and was done carefully.

Key Informants

Dragah Tomic, Chief of Office
SPARK, Ignites Ambition (Higher Education and Entreprenuership)
North Mitrovice
Date of Interview- October 31, 2011

Tatjana Galesic, Universityof Prishtina
North Mitrovice
Date of Interview- October 31, 2011

Hysnie Thaqi- Deputy Director (Multi-Ethnic Programming)
Mundesia
Date of Interview-October 31, 2011

Albulena Zaimi, Programme Manager
Forum Syd- Kosovo Programme (Youth Development)
Date of Interview- November 1, 2011

Vedar Jashari, Head of Youth Policy and Development
Ministry of Culture, Youth and Sports, Government of Kosovo
Date of Interview- November 1, 2011

Tatiyana Lazarevic, Program Manager
Center for Community Development, CRZ
North Mitrovice
Date of Interview- November 2, 2011

Annex 5. List of Small Scale Community Projects

Name of Project	**Municipality**	**Number, (ethnicity &gender) of youth that implemented project**	**Budget MC share /Community Contribution (** €1 = $1.472)	**Number of beneficiaries from the community projects**
"Hand Charity"	Gjilan/Gnjilane	4 (4 K-A; 3 female, 1 male)	€ 370($544.90)/ € 849/$1250.32	Direct: –11families, 67 members
"Sport"	Gjilan/Gnilane	3 (3 K-A 1 female, 2 male)	€ 378($556.68) / € 425($625.90)	Direct:-70, Indirect -250
"Cooperation Through Sport"	Novobërdë/ Novo Brdo	5 (3 K-A, 2 K-S, 3 female, 2 male)	€ 378 ($556.68)/ € 410($603.81)	Direct: - 45, Indirect–100
"Basketball Tournament"	Zvecan/Zvecan	35 (35 K-S 1 female, 34 male	€ 370($544.90)/ € 350 ($515.45)	Direct: - 36, Indirect – 350
"Young Talents Concert"	Zvecan/Zvecan	9 (9 K; 9 females	€ 336,9($496.15)/ € 705($1038.25)	Direct:-24, Indirect-200
"Mitro – Clean - Make It Routine"	Mitrovicë/ Mitrovica	16 (16 K-A, (9 female and 6 male, plus 16 non Kosovo nationalities)	€ 370 ($544.90)/ € 200 ($294.54)	Direct: -16 Indirect - 1000
"Health Education"	Mitrovicë/ Mitrovica	95 (95 K-A, 42 female, 53 male)	€ 370 ($544.90)/ € 280 ($412.36)	Direct:-95 Indirect -500
For Healthy Youth	Vushtrri/Vucitrn	21 (8 F and 13 M)	€ 760 (€ 380 from MC and Match Community €380).	90 young people benefited.
The Secrets of Happiness	Vushtrri/Vucitrn	12 (7 F and 5 M)	€ 740 (€ 370 from MC Match Contribution €370).	75 young people of benefited.

"Participation of Youth in Kosovo Youth Action Plan"	Lipjan/Lipjane	5 (2 F and 3 M)	€ 756 (€ 378 MC; Match Contribution €378).	50 young people directly benefited/ 240 indirectly
"Child Labor"	Viti/Vitina	3 (2 F and 1M)	€ 756 (€ 378 MC; Match Contribution €378).	240 young people directly benefited/600 indirectly
"Educational Study Visit"	Strpce/ Shterpce	3 (1 F and 2 M)	€ 756 (€ 378 MC; Match Contribution €378).	40 young people directly benefited/90 indirectly
"Toward Europe"	Obiliq/Obilic	4 (2 F and 2 M)	€ 760 (€ 380 MC; Match Contribution €380).	23 young people directly benefited/125 indirectly
"Rehabilitation of Informatics Cabinet"	Mitrovicë/ Mitrovica	4 (4 M)	€ 760 (€ 380 from MC Match Contribution €380).	21 young people directly benefited/800 indirectly
Tutorial on work of Dental Technicians	Mitrovicë/ Mitrovica	2 (2 M)	€ 760 (€ 380 from MC Match Contribution €380).	63 young people directly benefited/50 indirectly
Youth film	Zubin Potok	5 (2 F and 3 M)	€ 1603 (€ 378 from MC Match Contribution €1225).	90 young people directly benefited/450 indirectly
"U kom si fazonu?", or, "*What mood are you in?"*,	Mitrovicë/ Mitrovica, on the north side of River Ibër/Ibar	40 volunteer		
Debate on "Youth and Challenges"	Obiliq/Obilic	25 youth (25 K-Albanian, 10 female and 15 male)	757€ ($ 1090) MC 378.5 € ($ 545.04) Community 378.5 € ($ 545.04)	1300 people directly benefited

Clean Vushtrri/Vucitrn	Vushtrri / Vucitrn	15 youth (15 K-Albanians, 15 male)	757€ ($ 1090) MC 378.5 € ($ 545.04) Community 378.5 € ($ 545.04)	450 people directly benefited
Art Workshop	Gracanica/ Graqanicë	30 youth (30 K Serb, 20 female and 10 male)	756€ ($ 1088) MC 378€ ($ 544) Community 378€ ($ 544)	35 people directly benefited
Planting Flowers to the Roma Education Center	Gracanica/ Graqanicë	20 youth (20 RAE, 8 female and 12 male)	756€ ($ 1088) MC 378€ ($ 544) Community 378€ ($ 544)	250 people directly benefited
Planting flowers at the Primary School)	Gjilan/ Gnjilane	4 youth (4 K-Albanian, 4 female)	756 € ($ 1088) MC 378€ ($ 544) Community 378€ ($ 544)	200 people directly benefited
Training about the Civic Engagement and Municipal Procedures	Viti/Vitina	4 youth (4 K-Albanian, 2 male and 2 female)	756€ ($ 1088) MC 378€ ($ 544) Community 378€ ($ 544)	25 people directly benefited
Debate about the Youth issues for the International Youth Day 12 of August 2011	Lipjan/Lipljan	3 youth (3 K-Albanian, 3 male)	756 € ($ 1088) MC 378€ ($ 544) Community 378€ ($ 544)	70 people directly benefited
Trash bins for 3 secondary schools at Vushtrri	Vushtrri/ Vucitrn	5 youth (5 K-Alb, ,1 female and 4 male	757€ ($ 1090) MC 378.5 € ($ 545.04) Community 378.5 € ($ 545.04)	1500 people directly benefited

New books for new school year	Mitrovicë/ Mitrovica	5 youth (5 K-Serbian, , 3 female and 2 male	2900 € ($4175.8) MC 800 € ($ 1153.6) Community 2100 € ($ 3022.2)	250 people directly benefited
Bus stop	Gjilan/ Gnjilane	12 youth (12 K-Albanian, 3 female and 9 male	780€ ($1194) MC 378€ ($ 544) Community 452€ ($ 650)	1000 direct beneficiaries

Annex 6- List of Joint Multi-Ethnic Projects

Name of project	Municipality	Number, gender & ethnicity of youth that implemented project	Total Budget (MC share/community contribution)	Number of beneficiaries of this project
"With Sport Toward the Future"	Kamenicë/Kamenica	4 (4 K-A; 4 male)	€ 370($544.90)/ € 476($ 701.1)	Direct - 90, Indirect – 398
"Peace for All"	Gjilan/Gnjilane	5 (5 K- A, 2 female, 3 male)	€ 378($556.68)/ € 1000($1472.70)	Direct -60, Indirect-2500
'Peace Day Concert"	Mitrovicë/Mitrovica	25 (10 K- A , 2 K-Bosnian, 9 K- Turkish, 4 RAE; 15 female, 10 male)	€ 370($544.90)/ € 370($544.90)	Direct -25, Indirect-390
Multiethnic youth visit in Struga, Macedonia	Macedonia	Twenty-nine youth		
SKYL Coffee	Mitrovicë/Mitrovica	**10** (5 F and 5 M. 5 K-ALB and 5 K-Serb)	€ 756 (€ 378 from MC and Match Community €378).	10 young people directly benefited/ 40 indirectly
Multiethnic Youth camp	Kamenicë/Kamenica	4 (2 F and 2 M. 2 K-ALB and 2 K-Serb)	€ 756 (€ 378 from MC and Match Community €378).	40 young people directly benefited/ 90 indirectly
Play for Life	Kamenicë/Kamenica	3 (3 M, 3 K-Serb)	€ 756 (€ 378 MC Match Contribution €378).	150young people directly benefited/ 240 indirectly
Peace Tree	Vushtrri/Vucitrn	9 7 K-Serb 1K-Serb 1 RAE	€ 756 (€ 378 from MC Match Contribution €378).	40 young people directly benefited/90 indirectly
Refurbishing of sports field and Multiethnic Sports Activities – football competition	Lipjan/Lipljane	40 youth (7 K-Serb, 8 RAE and 25 K-Albanian, 40 males)	756€ ($ 1088) MC 378€ ($ 544) Community 378€ ($ 544)	45 beneficiaries

One day joint trip around Kosovo	Mitrovice/Mitrovica	5 K – Albanian and 5 K-Serb		10 beneficiaries
Street lighting	Mitrovicë/Mitrovica	1 K- Albanian 2 K_ Serb	883€ ($1266)MC/261,9€ ($ 375)community contribution	1300 people directly benefited
No smoking zones	Kamenicë/Kamenica, Gjilan/Gnjilane, Viti/Vitina and Ranilug/Ranilluk	4 K-Albanians and 2 K-Serbians	502€ ($ 720) MC/200€ ($286) community contribution	160 young people directly benefited

"Multiethnic Recreational Activities"

The series of 14 multiethnic recreational events was initiated and organized by SKYL youth beneficiaries. Young people from multiethnic backgrounds practiced their project preparation and management skills, built relationships with different stakeholders and had an opportunity to spend time together, meet new people and socialize. The young leaders who were the main organizers had an opportunity to develop leadership qualities and interpersonal skills.

List of Multiethnic Recreational Activities:

Cross-Regional Project

- Gjilan/Gnjilane – Multiethnic event "Balloons – Multiethnic Peace Messages"

Regional Projects:

- Gjilan/Gnjilane – Movie on Social Disorders, Football Competition, Basketball Competition
- Klokot/Kllokot – Art Exhibition
- Mitrovicë/Mitrovica South – Charity Concert, Football Competition, Tennis Competition
- Mitrovica/Mitrovicë North – Local Band Concert, Competition in Painting
- Vushtrri/Vucitrn – Football Competition, Documentary Movie
- Obiliq/Obilic Photography Exhibition among Youth, Final Closing Event

Annex 7 - Performance Monitoring Matrix
See attached Excel document