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TO DO Development – TOgether for DOmestic Development (Developing Competitive Young Workforce through Cooperation with Professional Diaspora)

Evaluation report on the project result and achievements

Group 484



Report prepared by

Zorica Živojinović, Project Manager

Danica Ćirić, Project Evaluator

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I INTRODUCTION

In the period from July 2012 to the end of July 2013, USAID Sustainable Local Development Program and NGO Group 484, in cooperation with the National Employment Service and Regional Development Agencies realised the project "TO DO Development – TOgether for DOMestic Development (Developing Competitive Young Workforce through Cooperation with Professional Diaspora). Project was realised in three Inter-municipal Cooperation Areas (IMCAs) – Novi Pazar, Vranje and Užice), towns/municipalities: Užice, Cajetina, Priboj, Nova Varos, Prijepolje, Sjenica, Novi Pazar, Tutin, Vladicin Han, Vranje, Bujanovac i Presevo.



Project objective was creating training and employment opportunities for young people through networking young scientists, professionals and entrepreneurs and their unemployed peers with professional diaspora and transferring know-how acquired in the foreign labour market.

Main activities of the project were:

- 1) Identification of the key areas important for economic and social development of three Inter-municipal Cooperation Areas (IMCAs) and the need for human resources.
- 2) Identification of the human resources for the Inter-municipal Cooperation Area development in each of the three IMCAs: identification of the features of migration; identification of professionals from diaspora; informing unemployed young people about the project; motivation of unemployed young people for knowledge and skills improvement; human resources database development.
- 3) Training and employment opportunities development in the 3 IMCAs in the areas important for their economic and social development: unemployed young people trained on business opportunities and social entrepreneurship and on opportunities for scientific projects development and funding; unemployed young people involved in short-term internship within local companies/firms; young people improved their knowledge and skills through cooperation with diaspora professionals, young people improved their knowledge and skills through international short-term internship, development of initiatives for creating training and employment opportunities, best initiatives which include social component applied for Group 484 grant, young people employed
- 4) Increasing of visibility of human potential in diaspora and possibility for its investment in the community development (brain gain): local stakeholders introduced with the project activities and 15 initiatives on creating training and employment opportunities, Evaluation Report with the lessons learnt and recommendations for dissemination of good practices, Media presentations on the project.

Target group of the project were unemployed young people and indirect beneficiaries from 12 town/municipalities where the project was realised (three Inter-municipal Cooperation Areas (IMCAs) – Novi Pazar, Vranje and Užice)

Project results are:



1. 600 unemployed young people in respective IMCAs informed of employment opportunities
2. 209 unemployed young people trained on business opportunities and social entrepreneurship
3. 69 unemployed young people trained on opportunities for scientific project development and funding
4. 48 unemployed young people placed in short-term internships with local companies
5. 12 young people placed in short-term internships abroad (Italy, Germany and Sweden)
6. 81 young people (62 unemployed and 19 employed) improved their knowledge and skills (their employability) through dialogue and consultations / collaboration with professional diaspora
7. 32 diaspora professionals engaged in developing training and employment opportunities in three IMCAs
8. A network of employed and unemployed young people, diaspora professionals, local authorities, and representatives of public, civil and business sector for creating trainings and developing employment opportunities established
9. 19 initiatives for creating training and employment opportunities were developed
10. 17 initiatives in the form of business plans and social projects created by youth with mentoring support from diaspora applied for a Group 484 grant and contributed to the creation of new entrepreneurs and jobs
11. 32 young people employed (15 young people permanent job and 17 young people employed for a minimum six 6 – 12 month period each)
12. 96 total stakeholders within the three IMCAs introduced to the grant activity and possibilities of creating training and employment opportunities
13. 3 lists with areas important for economic and social development and required human resources is posted on Group 484 website¹, as well as 3 reports on features of migration (one per each IMCA)²
14. Human resources database/supply and demand workforce exchange developed for each of three IMCAs³. The database is managed by SEDA, RDA Zlatibor and Regional Chamber of Commerce Leskovac - department Vranje
15. Evaluation Report with the lessons learnt and recommendations for dissemination of good practices was prepared.

II ABOUT THE EVALUATION REPORT

The main goal of this report is to detect whether the programme activities lead to employing of unemployed youth participated in the programme; precisely, to study the links between training, short-term internship at local companies, institution and organisations, short-term internship abroad, mentoring support and employment process.

¹ <http://www.grupa484.org.rs/publikacije/primo/vodi%C4%8D-kroz-socijalno-preduzetni%C5%A1tvo-za-tri-podru%C4%8Dja-me%C4%91uop%C5%A1tinske-saradnje>

² <http://www.grupa484.org.rs/publikacije/cemi/dobrovoljne-migracije/dijaspora-kao-resurs-lokalnog-razvoja>

³ <http://dijaspora.grupa484.org.rs/>

The data for the study were collected through previously designed semi-structured interviews with youth involved in the programme, as well from interviews with their mentors. The interviews were done by telephone, in the period from 13 – 27 June 2013.

Due to the complexity and the large number of different activities that are included the project, we decided to collect impressions, conclusions, and recommendations of the young project participants, local mentors, mentors from diaspora and representatives of local stakeholders in the following areas:

- Training for young unemployed people and local mentors
- Short-term internship at local companies, institutions and organisations
- Development of initiatives for training or employment opportunities
- International short-term internship
- Employment status of project participants
- Mentorship (local mentors and mentors from diaspora)

Number of held interviews is 64. Total of 44 interviews was held with internship participants and grant holders, 7 interviews with local mentors, 3 interviews from mentor from diaspora and 10 interviews with local stakeholders: representatives of local government, institutions organisations and companies.

III TRAINING FOR YOUNG UNEMPLOYED PEOPLE AND LOCAL MENTORS

During the project, Group 484 organised 12 training courses for young unemployed people, local mentors and representatives of local institutions and organisations:

- Six training courses on business opportunities and social entrepreneurship in Vranje, Bujanovac, Užice, Prijepolje and Novi Pazar (209 participants - young unemployed people, local mentors and representatives of institutions / organisations)
- Three training courses on possibilities for scientific projects for unemployed and employed young people in Vranje, Užice, and Novi Pazar (69 participants - young unemployed people and local mentors)
- Three training courses on developing business plans in Vranje, Nova Varoš and Novi Pazar (67 participants- young unemployed people and local mentors)



Photos from the trainings

6 training courses on business opportunities and social entrepreneurship included brief introduction to the concept of social entrepreneurship; development and experiences of social entrepreneurship and social enterprises in Europe; examples of nongovernmental organisations and enterprises in Serbia that have characteristics of social enterprises, how to structure and develop business plan for social enterprise; how to develop a proper balance between social aim and financial aim in order to fulfil social purpose of enterprise; brief assessment of feasibility of business ideas of participants in training, in particular in regard to the concept of social entrepreneurship; the legal environment for social entrepreneurship. In addition to preparation activities regarding training courses, we developed training material on social entrepreneurship and development of business plan. Training material includes brief reports on economic situation and labour market trends in each



IMCAs included in project. Printed version of training material was distributed to training participants. Training material was posted on Group 484 website in order to ease dissemination of information and knowledge regarding the concept of social entrepreneurship⁴.

After training evaluation questionnaires were available to the participants. Here are the results of the evaluation questionnaires for several training courses:

From the evaluation of training held in Vranje at the Town Hall of the Municipality of Vranje, on 19 September 2012. Zoran Antić, Mayor of the Town of Vranje gave introductory word at the training. In addition, Zoran Antić, director of NES branch in Vranje and Dragana Nakić, advisor for employment of NES branch in Vranje participated in the training. Thirty-eight young people participated in the training - 30 from Vranje and 8 from Vladičin Han.

- *The average rating (mean) of the quality of presentations was 4.6⁵ and the mode was 5. The average rating (mean) of the quality of discussion was 4.46 and the mode was 4, while the average rating (mean) of the overall organisation of training was 4.73 and the mode was 5. The average rating (mean) of the usefulness and importance of training was 4.6, while the mode was 5.*
- *Excerpt from comments on how to improve the future training: Training should include more workshops; it would be useful if active social entrepreneurs could also participate and present their experience.*
- *Excerpt from comments on which topics should have been covered more in-depth: Legal environment and legal practice regarding social entrepreneurship in Serbia and employment of members of marginalised groups in society.*
- *Excerpt from comments on which kind of further support Group 484 should provide in the area of employment through social entrepreneurship: Further education of potential social entrepreneurs on business activities, selling, marketing and providing services; financial support.*

From the evaluation of training held in Bujanovac at the Bujanovac Culture Centre, on 20 September 2012. Aber Pajaziti, Chief of Staff of Mayor of Municipality of Bujanovac gave introductory word at the training. In addition, Zoran Antić director of NES branch in Vranje and Mustafi Ljendit advisor for employment of NES branch in Bujanovac participated in the training. Thirty young people participated in the training – 13 from Preševo and 17 from Bujanovac.

- *The average rating (mean) of the quality of presentations was 5 and the mode was 5. The average rating (mean) of the quality of discussion was 4.46 and the mode was 5, while the average rating (mean) of the overall organisation of training was 4.92 and the mode was 5. The average rating (mean) of the usefulness and importance of training was 4.77, while the mode was 5.*

From the evaluation of training held in Užice at the Town Hall of the Municipality of Užice, on 24 September 2012. Nebojša Brzaković, the Member of City Council responsible for social policy, gave introductory word at the training. In addition, Branka Bogdanović and Danica Radojčić, representatives of Office for Local Economic Development, and Radoljub Šunjevarić, director of NES branch in Užice and Biljana Terzić, representative of NES branch in Užice participated in the training. Twenty-three young people participated in the training – 6 from Čajetina and 17 from Užice.

- *The average rating (mean) of the quality of presentations was 4.5 and the mode was 4 and 5. The average rating (mean) of the quality of discussion was 4.71 and the mode was 5, while the average rating*

⁴ <http://www.grupa484.org.rs/publikacije/primo/vodi%C4%8D-kroz-socijalno-preduzetni%C5%A1tvo-za-tri-podru%C4%8Dja-me%C4%91uop%C5%A1tinske-saradnje>

⁵ The rating scale was from 1 to 5, while 1 was the worst grade and 5 was the best grade.

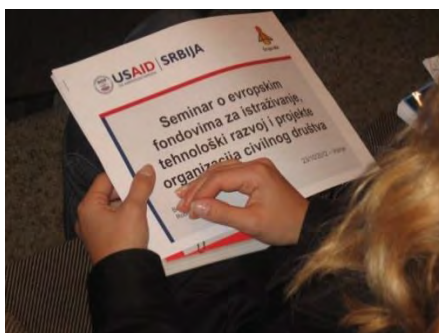
(mean) of the overall organisation of training was 4.57 and the mode was 5. The average rating (mean) of the usefulness and importance of training was 4.71, while the mode was 5.

- *Excerpt from comments on how to improve the future training: focus should be more on examples of social enterprises operating in Serbia, and less on theoretical framework.*
- *Excerpt from comments on which topics should have been covered more in-depth: analysis of possibility for success of business ideas of participants.*
- *Excerpt from comments on which kind of further support Group 484 should provide in the area of employment through social entrepreneurship: consultations regarding founding of social enterprises.*

From the evaluation of training held in Prijepolje at the Culture Centre, on 25 September 2012. Dragiša Rakonjac, chief of unit in charge of economy and finance of Municipality of Prijepolje gave introductory word at the training. In addition, Ana Pejović, Legal Adviser of NES branch in Prijepolje, Admir Veljović, Coordinator of Youth Office of Prijepolje and Emir Vražalica, Coordinator of Youth Office of Priboj participated in the training. Twenty-two young people participated in the training – 11 from Nova Varoš, 12 from Prijepolje.

- *From the evaluation of the training by participants: The average rating (mean) of the quality of presentations was 4.75 and the mode was 5. The average rating (mean) of the quality of discussion was 4.19 and the mode was 4, while the average rating (mean) of the overall organisation of training was 4.56 and the mode was 5. The average rating (mean) of the usefulness and importance of training was 4.19, while the mode was 4.*
- *Excerpt from comments on how to improve the future training: Focus should be more on examples.*
- *Excerpt from comments on which kind of further support Group 484 should provide in the area of employment through social entrepreneurship: To develop a fund for financial support of potential social enterprises.*

The **three trainings on possibilities for scientific projects** for unemployed and employed young people presented the EU Seventh Framework Program for Research and Technological Development and research opportunities that this program provides, especially to young people, future researchers. In addition, we covered other EU funds for academic and scientific projects, support schemes and funds for student mobility and scholarships for graduate and postgraduate studies, but also we lectured about projects of CSOs, project cycle and project proposal.



Photos from the trainings

The first training was held in Vranje on 23rd October. The venue was Municipal Assembly of Municipality of Vranje and participants were young people from Vranje, Vladičin Han and Bujanovac. In total, there were 26 participants. Dijana Spalević and Lidija Stojanović, representatives of USAID – sustainable local development project and Armend Aliu, representative of USAID, participated in training.

- *From the evaluation of training by participants: The average rating (mean) of the quality of presentations was 4.56 and the mode was 5. The average rating (mean) of the quality of discussion*

was 4.31 and the mode was 4 and 5, while the average rating (mean) of the overall organisation of training was 4.62 and the mode was 5. The average rating (mean) of the usefulness and importance of training was 4.63, while the mode was 5.

- *Excerpt from comments on how to improve the future trainings or which topics should have been covered more in-depth: Training should also have practical part, for instance how to fill in application for project or small workshops regarding writing of project proposal for academic or scientific research.*

The second training was held in Užice on 30th October. The venue was the City Development Centre of Užice and participants were young people from Užice, Čajetina, Nova Varoš and Prijepolje. In total, there were 23 participants. Ivana Teodorović, a representative of USAID – sustainable local development project and Slavko Lukić, director of Regional Development Agency of Zlatibor County participated in training.

- *From the evaluation of training by participants: The average rating (mean) of the quality of presentations was 4.6 and the mode was 5. The average rating (mean) of the quality of discussion was 4.47 and the mode was 5, while the average rating (mean) of the overall organisation of training was 4.73 and the mode was 5. The average rating (mean) of the usefulness and importance of training was 4.6, while the mode was 5.*
- *Excerpt from comments on how to improve the future training or which topics should have been covered more in-depth: The topic of how to frame project idea and write project proposal should have been covered more.*

The third training was held in Novi Pazar on 31st October. The venue was the Cultural Centre of Novi Pazar and participants were young people from Sjenica, Tutin and Novi Pazar. In total, there were 20 participants. Howard Ockman, Director of USAID – sustainable local development project, Danijela Jović, USAID SLD Team Leader for Civic Participation and Youth and Semih Durović, USAID SLD Regional Project Manager visited training participants. Howard Ockman addressed to participants, stating that local economic development should be primarily about development of employment opportunities for young people and improvement of living conditions in local community.

- *From the evaluation of training by participants: The average rating (mean) of the quality of presentations was 4.58 and the mode was 5. The average rating (mean) of the quality of discussion was 4.25 and the mode was 5, while the average rating (mean) of the overall organisation of training was 4.5 and the mode was 4 and 5. The average rating (mean) of the usefulness and importance of training was 4.67, while the mode was 5.*
- *Excerpt from comments on how to improve the future training or which topics should have been covered more in-depth: Procedures in application should have been covered more.*



Photos from the trainings

Through the three **Trainingc on developing business plans** participants developed business plans based on their own ideas which were presented at the end of training with the mutual exchange of opinions and the assessment and suggestions for improving from the trainers, project coordinator and project assistant. During the training the seminar participants understood the importance of business planning, standard elements of a business plan, knowledge about the product, market, marketing, management and operational plan, elements and methods of preparing the financial plan and they understood the key financial indicators.

From the evaluation of training held in Nova Varoš on 1st and 2nd March. The venue was the Cultural Centre of Nova Varoš and participants were young people from Prijepolje, Nova Varoš, Čajetina and Užice. In total, there were 17 participants.

- *From the evaluation of training by participants: The average rating (mean) of the quality of presentations was 4.88 and the mode was 5. The average rating (mean) of the quality of discussion was 4.58 and the mode was 5, while the average rating (mean) of the overall organisation of training was 4.58 and the mode was 4 and 5. The average rating (mean) of the usefulness and importance of training was 4.82, while the mode was 5.*
- *Excerpt from comments on how to improve the future training or which topics should have been covered more in-depth: The seminar should last longer than two days. The participant's suggestion was to have additional trainings on finance and budget planning.*

Participants' statements about the trainings

All the participants who participated at all 12 training courses had the positive reflection about the training. The answers were related to general satisfaction with the training (answers like: "I am highly satisfied, I am satisfied"). Most answers underlined usefulness of the training where the young unemployed people learned how to make business plan, got new ideas about possible businesses, met new people. Furthermore, at the training they found possible and realistic path for getting the job, help in shaping own ideas:

"Here, as the result of the training, I wrote the project for the NGO where I had short-term internship. If they get it, I will get the job. Writing the project is specific, and it is quite good / useful to first observe and experience how everything works on the field. I went to Gracanica to be involved in the similar project. The idea to form Alternative Cultural Centre was launched at the seminar and everything started from there." (Marko, Vranje).

"Well, we are beginners in that. We had some idea, and lecturers literally focused us how to shape that idea. There were the questions we had to answer, and you taught us that....." (Edina, Tutin).

"This is good for the people to be encouraged. It's good for one to hear different/various opinions, so after that, he will get his own idea." (Admir, Sjenica)

After the training, some participants had opportunity to help other youth from their towns:

"I learned a lot. When the first seminar started, I didn't know anything. Now they are asking me to help others, to write etc. It is good to have this knowledge that I can apply, but it is also good if I can transfer it to younger generations....." (Sabahudin, Sjenica)

Some youth are seeing the benefit in the future:

"I will use this knowledge to start my own business." (Nenad, Prijepolje)

"We all have wished to write and to apply for the projects and business plans, but until now, nobody shows to us how to do it. We have all completed the training, and it is much easier now - if we have some idea, we can sit and discuss, write and work on the project. We just started to work as organisation, so, this came just in right time. We joined the project just on time." (Drago, Prijepolje).



Photos from the trainings

Communication with the mentors and trainers was described as very good even excellent, there were not any negative descriptions.

"It was hard, but I feel great now and it is the result of seminars, lectures, work with Ivana who was my mentor" (Marko, Vranje)

"I was at the training courses, there we worked on the details, and we worked hard, learned a lot.... particularly about calculating financial balanceSo, after I mastered much more complicated tasks, it was quite easy to fill this form and to write this particular project". (Milan, Prijepolje)

"I want to open a small shoe workshop with my father; he has been without a job for 15 years. During the training courses I learned how to make a business plan. I had the practical knowledge, now it is much, much easier" (Snezana, Vranje)

Several comments of stakeholders involved in the project who participated in training on business opportunities and social entrepreneurship implies that training had great impact on the participants, and that stakeholders involved in project have solid willingness to support implementation of further activities.

For instance, the comment of Tijana Rosić, coordinator of Youth Office in Čajetina, who participated in the training held in Užice on 24 September shows that the concept of social entrepreneurship is recognised as valuable for active engagement of youth in their community. The comment is the following:

"I have been working with youth for several years, in particular in the field of improvement of their skills, and I would like to be engaged in the field of social entrepreneurship. After this training, I will hold a meeting with young people from Čajetina in order to detect a proper idea in this filed and I hope that we will succeed in achieving it. I rely on your help in doing this."

In addition, we received very warm comment from Zoran Antić, Director of NES branch in Vranje on 21 September. He participated in both training courses held in Vranje and Bujanovac on 19 and 20 September. The comment is the following:

"I would like to thank you for trusting us and for recognising us as a partner in addressing the problem of unemployment. I would like to ensure you that we will use all our potentials and resources in order to jointly achieve success in addressing this task. From your side, we expect cooperation, trust and kindness."

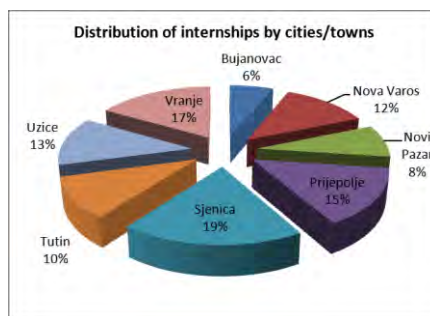
IV SHORT-TERM INTERNSHIP AT LOCAL COMPANIES, INSTITUTIONS AND ORGANISATIONS

After basic training on business opportunities and social entrepreneurship and on possibilities for scientific projects 19 youth teams were formed. Furthermore, 48 members of the youth teams and other project participants (out of what, 52% were women and 48% men) was based for short-term internship for minimum 21 day in the companies, institutions and organisations of their mentors. It is interesting that most of them asked that short-term

internship last longer than 21 day. For example, 2 girls from Municipality Nova Varoš twice renewed their contract for short-term internship with Municipality Nova Varos. As the reason for the extension of the short-term internship they indicated the need to learn more. As direct result of short-term internship 2 young people got permanently employed and 4 young people got a part-time contract of 6 - 12 months at the company where short-term internship was realised.

The internships were organised in 28 different companies, institutions and organisations in IMCA Uzice: Uzice, Nova Varos, Prijepolje; IMCA Novi Pazar; Novi Pazar, Tutin, Sjenica; IMCA Vranje: Vranje, Bujanovac. List of companies, institutions and organisations:

- Vranje: *Biznis inkubator Centar Yumko, Grafički dizajn studio "Grifon", Preduzeće BIM PN doo, ASBO GROUP doo;*
- Bujanovac: *Romski centar za demokratiju, BIVODA d.o.o.*
- Nova Varoš: *Javno preduzeće za komunalnu delatnost "3. Septembar", Opštinska uprava Nova Varoš, Dom kulture "Jovan Tomić"*
- Prijepolje: *OŠ "Dušan Tomašević - Ćirko", Turistička organizacija Prijepolje, Dom revolucije Prijepolje, Grafokarton doo*
- Sjenica: *Udruženje "Flores"; Turković d.o.o.; Opština Sjenica, Udruženje "Mali Princ", Tehnička škola Sjenica, Osnovna škola "12. Decembar"*
- Tutin: *Dom zdravlja Tutin, Dom za lica mentalno ometena u razvoju Tutin*
- Novi Pazar: *Gradska uprava Novi Pazar; Opšta bolnica Novi Pazar, EXELIT doo*
- Užice: *Agencija Strange star, Valjaonica bakra Sevojno, Prva osnovna škola "Kralj Petar II"*



Picture 1 Distribution of internships by cities / towns

The majority of businesses in which youth were on short-term internship were in the field of services, (80%); 20% of businesses were in the field of production.



Picture 2 / Distribution of internships by type of business

During the evaluation semi structured interviews were done with 40 of 48 young unemployed people who participated in short-term internship. It makes 83.3% of youth involved in the internships. Furthermore, semi structured interviews were done with 7 local mentors.



Photos: Project participants at short term internship with their mentors from Business incubator centre Yumko Vranje, Turković company Sjenica and Turistic organisation Prijepolje.

Connected with level of satisfaction and benefits of the short-term internship youth expressed their satisfaction with the internship, explained type of benefits from the internships and share with us their stories. Main conclusion is that participants were satisfied with the short-term internship in local companies, institutions and organisations.

All of the participants respond positively about the question regarding **general satisfaction with benefits of the internship**. For example, "Yes, everything is result of the internship – now I have my job!" said Jelena, from Vranje. On the other hand, Violeta from Prijepolje, one of young girls who did not choose to start some business and apply for small grant, said "No, I didn't find the job, but this internship gave me the impulse for active job search; I am now in constant connection with people from the Cultural Centre where internship were realised and they will help me".

The majority of assessed benefits were in the area of expanding knowledge (11 persons/answers), and having real chance to learn practical things (6 persons/answers). Typical answer was:

"We just had the theory in school; at short-term internship we were engaged in practical activities". (Hajrija, Nova Varoš)

"I have learned a lot of things, beginning with some trivial, but useful things, for example how to fill some forms. We learned all that at the university, but we were not able to work on these issues". (Admir, Sjenica)

"During the internship we became trained for practical work". (Ana, Uzice)

"My mentor taught me really a lot of things, because we didn't have the opportunity for practical work, we learned just through theory....and a I learned how this institution functions, about the financial transactions, how to work with suppliers, etc... ". (Violeta, Pijepolje).

"I succeeded in comparing theory and practice "(Vojislava, Nova Varos).

At the same time, the youth mentors confirmed the benefit, telling about what practical things young people learned, and how important that was. One of the mentors said: *"It is quite sad when someone graduates from the faculty and does not know anything practically to work. We (in our organisation) taught those two girls about everything in bookkeeping; one of them had some experience in that, but the other had to learn from the beginning"* (Dragoljub, Vranje).

Seven youth participants of short-term internship underlined that for them **gaining experience and recommendations** is the most important. 2 participants mentioned practice and experience as necessary for CV and further employing process:

"It means a lot when you have job experience in your CV; it is much different when you, at the job interview, say that you have the experience" (Biljana, Nova Varos. Biljana is at the moment at probation work in an IT company, she said she will give her best to get long term contract)

"I got the recommendation from one good engineer, which means a lot to me." Bojana, Uzice. Bojana is in the job selection process for the job in Gorenje Factory in Uzice, at the moment she is waiting for the second circle of interviews.



Photos: Project participants at short term internship in
 First elementary school "King Petar II" Uzice; Copper Mill Sevojno Uzice and General Hospital Novi Pazar.

The mentors, on the other hand, also spoke about this kind of benefits and its value.

Social benefits were also stressed (6 answers) – making new connections are described as generally useful:

"I have met a lot of people, a lot of youth were coming, they all had ideas, it is always good to meet new people, learned how to write the project. Now I am volunteering in Organisation of Self-supported Mothers." (Bahrija, Novi Pazar)

"I made a close relation with my mentor in the Municipality. She promised me that I could realise one-year internship in the Municipality." (Hajrija, Sjenica).

The mentors also spoke about importance of making new social contacts in working environment.

Psychological benefits are mentioned in the form of making good impression to employers (5 persons spoke about that), and being generally encouraged.

"It is good for getting rid of nervousness". (Enes, Novi Pazar)

"I was an outsider in two ways. I am new in town and I am an art historian. So it wasn't possible for me to get any kind of internship. I couldn't be accepted for the internship. I even changed my educational status officially, but there was no chance....Then I saw about this project on the internet, I got this opportunity and that's how everything began! Now I'm waiting for the job at the same NGO where I realised the short-term internship" (Marko, Vranje)

One of the mentors specifically pointed out this kind of benefits, talking about one girl that was quite shy and withdrawn, being empowered to primarily make the contacts and to start being proactive in making social network and therefore the job search.



Possibility for job (paid or voluntary) after short-term internship was also stressed in the responses of the young project participants. For example, one girl who went through the short-term internship said:

Firstly, my mentor Ivana asked me to write some report, and then she gave me to work on newsletter. I was good, and since then I have been working on this newsletter.....and, little by little, now I work here..."
(Jelena, Vranje)

Finally, there was only one **proposed change regarding the short-term internships**, by two participants and that was: *"Short-term internships should be paid"*. (Admir and Aldin from Sjenica) The same change was proposed by one of the mentors, in the terms of covered essential costs / food and transportation.

One of the most important results of the short-term internship at local companies, institutions and organisations is that 2 persons are employed full time as direct result of short-term internship. At the same time, 4 persons after finishing short-term internship have a part time contract in the same company or organisation where they completed the internship. Furthermore, 2 youth became volunteers in NGOs where they completed internships, with the real chances to become employed as project managers in case the organisation receives EU funds they applied for. The other internship participants also described connection between internship and employment opportunity.

"Taking in consideration that this is the top line of what I can achieve in this small town, with my profession (international politics). Maybe some journalists could perform my job better, but I gave my best; I couldn't believe I will stay at the position.... but, they were satisfied with me and I stayed." (Jelena Vranje)

"Now we know that the short-term internship paved the way to getting a job. At first we thought that it is not possible." (Mirela, Tutin). Mirela is member of the youth team from Tutin who have received Group 484 start-up grant and financial support of the Municipality Tutin to start working with children with disabilities.

"The company where I had internship introduces me into sales, and now I can work for myself." (Edin, Novi Pazar, now works in his father's family company)

One of the young participants, graphics designer from Uzice said *"We were working with Nikola, in his studio. He is quite known as a designer, and we learned a lot. We worked at the project of Art Festival in his studio, and we will continue with realisation of the Festival during the summer..."* (Igor, Uzice).

"I had small workshop in my garage. When I went to internship, I learned new things about my work. After that I applied for Group 484 grant for edging machine. Furthermore, I finished school for sale and Group 484 training. And now I am in furniture business." (Velimir, Vranje)

"I attended internship in the printing shop for 21 day and learned a lot. I worked on graphic design in Corel and Photo Shop, the same programs I will work in my print shop. I was cutting foils, made stamps, laser cutting wood and other different things, to get practice. I have quite good communication with my mentor who is the owner of the company. I am in everyday contact with him and he will help me with everything in my work, since I got Group 484 grant and I am a beginner. Furthermore, there is a possibility to work for him". (Ivan, Bujanovac).

"In my team there were two girls working with textile, and I am ready to change my vocation, so we could work together..... My profession is specific (artist, applied art, pottery), so my job is in museums, but you know that culture in Serbia is in crises..... In this way I could do something about self-employment, and this can be the future for me ..." (Ana, Uzice)



We have noticed that only 4 (8%) young persons, out of 48 young participants of short-term internship said that are not in the position to be actively engaged in paid, or unpaid work or in the employing process. In relation with the project it is rather encouraging data, showing that the programme encouraged the participants to be proactive in the field of employment.

The internship participants underline their plans to **continue education**. Most of them have plans to continue education which could help them get a job or to develop their small business. One person mentioned his plan for applying for the second short-term internship. Among respondents 9 young people underline their plans for future schooling. They are applying at: Master studies in Social Sciences and Democracy in Novi Pazar University, Master studies in Food Technology in Leskovac, Master study in Turkey in the area of biology, Master study in Germany in the area of management and trade, Master study about design in Finland, Master study about design either in Finland or in Sweden, Master studies of clinical psychology in Novi Sad, Changing the vocation – preschool teacher studies in Novi Pazar, currently at master studies of rehabilitation in Novi Pazar.

Furthermore, after short-term internship 4 people became **volunteers** (3 persons in NGOs, 1 person in the institution).

- Bahrija Sijaric from Novi Pazar is a volunteer in the Organisation of Self-supported Parents. His task is helping in project writing, coordination and whatever is necessary
- Aldin Zenovic from Sjenica is a volunteer in NGO Flores, the same organisation where he completed internship, helping in project activities.
- Danijela Stojiljkovic from Vranje is a volunteer in American Corner and NGO Civic Initiatives programme tasked to help in project activities realisation.
- Ana Lazic from Uzice is a volunteer in City Gallery (the institution financed by state/city budget) working in the gallery, area of art.

V DEVELOPMENT OF INITIATIVES FOR TRAINING OR EMPLOYMENT OPPORTUNITIES

19 youth teams together with their mentors from diaspora developed initiatives for training or employment opportunities. All youth teams had mentors from diaspora and regular on-line communication with them. The mentors from diaspora helped to youth teams in the process of the development of initiatives with information's, contacts and suggestions how to develop business plan. Furthermore, the youth teams gave suggestion on the ways to improve their knowledge and skills in order to better develop and implement the initiative. In this period, two-day training about developing of business plan in each of three IMCAs was organised for youth teams. It was an opportunity for young people to meet each other, to share their experiences and ideas and to learn more about development of business plan. After the training, 17 youth teams submitted their plans on Group 484 open call for support (small start-up grants up to € 1200).

In order to select the grant holders three **evaluation committees** (in Uzice, Vranje and Tutin) for the selection of initiatives were formed. Evaluation committees consisted of representatives of the National Employment Service, representatives of the Local Economic Development Offices and Regional Development Agencies, etc.

In Vranje Evaluation Committee consisted of: Ms. Jasmina Petrović, Town of Vranje, Office for Local Economic Development, Ms. Tanja Arsić, National Employment Service Vranje and Mr. Branislav Popović, Regional Chamber of Commerce.

In Novi Pazar Evaluation Committee consisted of: Ms. Aida Bojadžić, National Employment Service Novi Pazar, Mr. Emin Čelić, National Employment Service Tutin, Mr. Džemil Huseinović, Regional Development Agency SEDA, Novi Pazar; Mr. Sead Ramčević, Municipality Tutin and Mr. Edis Muminović, Municipality Sjenica.

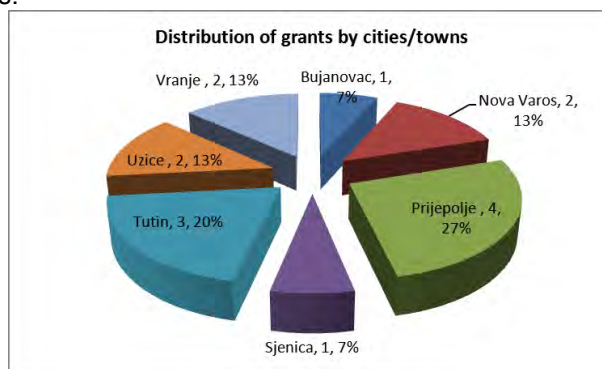
In Uzice Evaluation Committee consisted of: Mr. Radoljub Šunjevarić, National Employment Service Uzice, Ms. Nataša Knežević, Regional Development Agency „Zlatibor“, Ms. Branka Bogdanović, Local Economic



Development Office, City Užice, Mr. Živko Kolašinac, Local Economic Development Office, Municipality Nova Varoš; Local Economic Development Offices and Me. Selma Serdarević, Local Economic Development Office, Municipality Prijepolje.

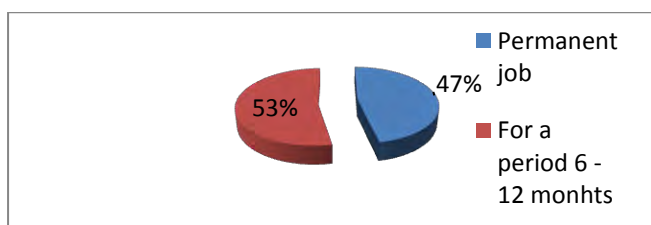
15 the best initiatives were selected for in-kind grants according to the clearly defined criteria. The equipment to start their own business can obtain the teams that meet the following criteria: Youth team member's, participants of the project, under the age of 30, unemployed or entrepreneur who have started business or social initiative during of the project activities. Evaluation committees scored the business plans and social initiatives of young teams on the following criteria: Whether youth team have local mentor and mentor from abroad? Are the goals realistic and feasible? Does the applicant have other sources of funding? How many sources of finance? How reliable sources of finance? Are the users of the services / products are clearly defined and strategically chosen? Does the product / service quality meet the needs of the target groups? How much was accomplished goal - employment of young unemployed? How many young people will find work through business plan or social initiative? Does business plan or social initiative contribute to solving a social problem in local community? Does solving social problems included vulnerable groups (the unemployed, the disabled, Roma, single parents, poor family, etc.)? Will business plan or social initiative support a partnership? Whether partnerships can positively affect the implementation of work / initiatives? Is the ratio between the estimated expenditure / costs and the expected results realistic? Whether the planned investment receives a proportional result? Are the expected results of work sustainable? ETC.

Number of Group 484 grants approved and distributed is 15. By the Cities/ Municipalities: Vranje 2, Bujanovac 1, Tutin 3, Sjenica 1, Nova Varoš 2, Užice 2, Prijepolje 4. Gender distribution of grant holders, which is gender balanced – 52% of grant holders are girls/women and 48% are boys/men. A slightly larger number of girls/women were identified as grant holders.



Picture 3 / distribution of grants by Cities/ Municipalities

By type of business, 27% of grants are in the area of production, and 73% is in services.



Picture 4 / Distribution by type of grant

Based on the youth team's ideas and with help of Group 484 grants, **8 new enterprises were established:**

- Smart Copy & Shop in Bujanovac;
- Hostel "Republic 031" in Užice;
- Eko dabar – Shop for pellet production, trade and service in Vranje,
- Accounting agency "Konto up" in Sjenica,

- VP Euro Still – The shop for the production and repair of furniture in Vranje;
- BIOK - Shop for production of biodegradable bags in Prijepolje,
- Copy shop of Association of Engineers and Technicians in Tutin;
- Agency for computer programming “Cybernet” in Tutin

A few business ideas that have developed teams of young people are in fact **a combination of business ideas and social services**.

Based on the youth teams' ideas and with help of Group 484 grants **2 new associations were established**:

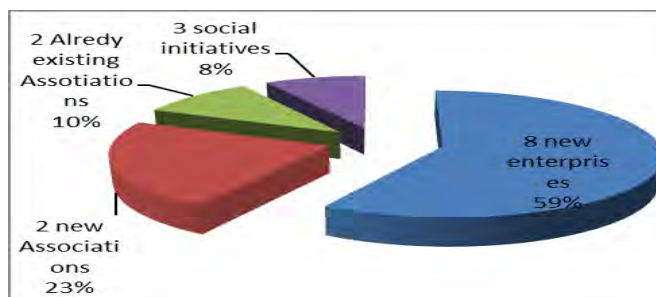
- Association of Travel Guides in Prijepolje
- Association for work with children with disabilities “Centar DOOR” in Tutin

At the same time, **2 young teams created jobs that could work through the existing associations**:

- Rafting club Lim – Lucice, Prijepolje
- Association Multimedijalni klub “Izgradnja” Užice

Three groups of young people were in institutions, in cooperation with developed social initiatives and grants to get them:

- Social initiative at Elementary School “Dusan Tomasevic Cirko” in Velika Zupa village at Prijepolje
- Programme for Youth Cultural Centre Nova Varos (2 grants)



Picture 5 Types of grants

Here it is a **detailed description of the 15 grantees** of the business plans and social initiatives. Furthermore, we underlined results achieved so far.

- 1) The youth team from Bujanovac consisted of 3 young people and mentors developed business plan and opened **Smart Copy & Shop**. The mission of the Smart Copy & shop is to provide services and manufacture products that meet market needs in a quality and fast manner by which a firm to be recognized, as well as solving the problem of unemployment. The company's aim is to satisfy all needs and services by the intended recipient; additional revenues and expansion of products and services for which the estimated demand. They will offer printing and graphical services to local population and companies. Services will be: Black and White Printing, Print in colour, Copying and printing in A4 and A3, spiral binding, wire binding, hard binding, A4 Lamination. Apart Group 484 grant, they received National Employment Service grant for self-employing. Furthermore, they applied for grant from Company Philip Morris in Nis. In case that they receive this grant, they will purchase new graphical machines. The market will initially include the territory of the Municipality Bujanovac. While developing the website, which is planned, they will offer a web service and products for the other municipalities in Serbia. They plan is to establish cooperation with companies from the fields of architecture, civil engineering, media, electronics, electrical etc. One of the members of the youth team is already employed at the Shop. Second one applied for NES program of professional practice. They plan is to use the help of the National Employment Service through the program "Professional Practice for young people" and to employ one more worker - graphics technician. In case that he became a participant of the

NES Program he will be employed at Smart Copy & Shop Bujanovac for the period of 6 months. Furthermore, the Smart Copy & Shop have social goal. In agreement with the "Centre for Roma progress" in Bujanovac, for disadvantaged Roma population Smart Copy & shop will organise three times a month free photocopying of documents. The main objective is to improve the social conditions of the Roma in Bujanovac.

- 2) The youth team from Uzice consisted of 2 young man and mentors developed business plan and opened **Hostel "Republic 031"**. Hostel offer is multi-bed rooms and food service and drinks near the hostel for affordable prices. The specificity of the Hostel will be that all the furniture will be made of recycled materials. At the same time, the entire equipment of the hostel will be under the requirements of environmental protection. Target groups are sports teams in transit, the participants of conferences and seminars, students, individual customers, focusing on foreign visitors and tour groups. This is the first hostel in Uzice, a there is big market. Apart from Group 484 grant, the youth team got the donation of 5,000 USD from BCIF (Erste and Rockefeller foundations) and 160,000 dinars from the National Employment Service for self-employment program. One of the members of the youth team is already employed at the Hostel. The second one will be employed in the Hostel after public opening in September 2013.



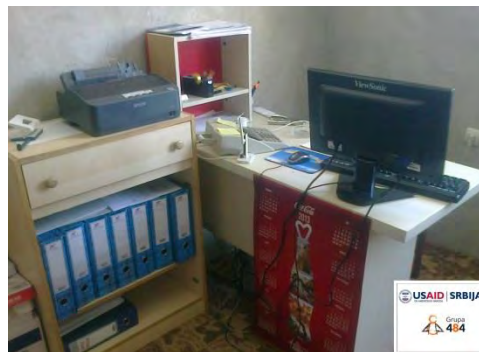
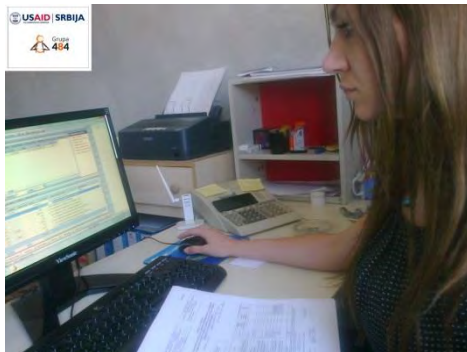
Photos: Hostel "Republic 031" logo and yout theam

- 3) The youth team from Vranje consisted of 2 young men and one girl launched small business in pellet production **Eko dabar – Shop for pellet production, trade and service**. Target groups are companies, local population. For the good and promising business idea Eco Dabar get grants from 484 Group and Business incubator Centre Yumko (5000 euro). From the Group 484 funds the machine for cutting wood was purchased. From the BIC funds the machine for the production of pellets was purchased. At the same time, the Eko Dabar is settled at BIC premises. The Eko Dabar is granted with 3 year contract for free use of working BIC facilities as well. At the moment, one young team member is employed at the Eko Dabar. At the same time, Eko Dabar applied for the National Employment funds for hiring new employees. During the international short-term internship the company GALI from Milan is contracted export 70 tons of pellets that will prepare the company Eko Dabar. Furthermore, they are in the process of negotiation about the pellet export with companies from Macedonia. They are very satisfied with the business development and Eko Dabar will start to hire new people soon.



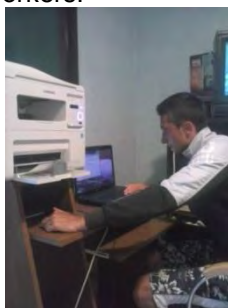
Photos: Eko dabar - machine for the production of pellets

- 4) The youth team from Sjenica consisted of one young man and one girls who initiated **Accounting agency “Konto up”** will provide accounting services (accounting records of business transactions, inventory accounting, payroll, preparation of annual accounts), tax services (preparing tax returns, processing tax returns, tax planning, business in accordance with the law), advisory services (cost analysis, cost management, tax problems, the analysis of accounts payable and receivable analysis) and photocopying services. Target groups are companies, entrepreneurs, associations etc. At the moment they have the arrangement with one company form Sjenica to get the premises for free in exchange for bookkeeping service with no charge. Furthermore, they have contracts with 4 companies and they expect 3 new companies who will became users of their services. Two team members are employed in the Agency. Both members of the youth team are now employed in the accounting agency.



Photos: Accounting agency “Konto up” working space and equipment

- 5) The youth team from Vranje consisted of two young men and one girl who initiated **VP Euro Stil –shop for the production and repair of furniture**. The shop is settled at Business Incubator Centre Yumko premises. The shop is granted with 3 year contract for free use of working BIC facilities as well. At the moment, one young team member is employed in the shop. At the same time, VP Euro Stil applied for the National Employment funds for hiring new employees.
- 6) The youth team from Prijepolje consisted of three young men and one girl initiated **BIOK - shop for production of biodegradable bags**. It is the first manufacture of biodegradable bags in the community and surrounding region. They will produce bags bearing capacity of 1.5 kg and a bag load of 5 kg, for which there is the greatest demand. Prijepolje is touristic area and at this moment has big problem with pollution. Because of that Town Prijepolje and neighbouring towns are good market for the sale of biodegradable bags. Target groups are companies, shops, schools, local population, tourists etc. One team member is employed in the Shop, but their plans are to expand the market and improve offer (boutique bags, freezer bags etc.) which will gave them possibility for new workers.



Photos: BLOK - shop for production of biodegradable bags equipment and member of the youth team

- 7) The youth team from Tutin consisted of three young IT engineers initiated **agency for computer programming “Cybernet”**. The Agency will provide users with all kinds of services from maintenance of computer systems and programming, web design, server maintenance of small and medium-sized enterprises, cloud-storage service our customers in remote locations, the development of various software packages and applications and so on. At the same time they will work to increase the level of understanding of information technology through training of young people. Target groups are companies, shops, schools, local population,

companies from Serbia and abroad, etc. One team member is employed in the Agency. At the same time, "Cybernet" applied for the National Employment funds for hiring new employees.

- 8) The youth team from Prijepolje consisted of 3 young people and mentors developed business plan for **Rafting Club Lim – Lucice, Prijepolje**. Their idea is to organise touristic rafting on river canyons. The rivers Mileševka and Lim in Prijepolje are very popular for river canyons, but at the moment there is not an enough guides for boats. Their team will offer touristic rafting to domestic and foreign tourist, schools, companies, etc. Apart from Group 484 grants, they applied to local community fund for financing of the rafting projects. Their plan is to develop the new rafting projects and to offer them to touristic organisations from abroad. For only one month of work they already had 2 rafting touristic groups and 3 regattas. All the youth team members have a part time contact with Rafting Club Lim for period of 6 months. Additionally nine young people worked on this rafting touristic groups and regattas for wages which show that the rafting equipment and programmes can be used for employment of other young people. Furthermore, through the project which they will realise, they expect that in the future number of the people who will be employed will be much higher. They plan is to work on introduction of the order and accountability in the tourist rafting in Serbia. It is important because of security of the beneficiaries who enjoy rafting. They hope that it will produce safe rafting tours and improve the tourism offer of the Municipality of Prijepolje to a higher level. Furthermore, they will use rafting tours for the promotion of the ecological accountability.



Photos: The youth team and touristic group; rafting tour at river Lim

- 9) The youth team from Prijepolje consisted of 3 young people and mentors developed business plan for **Association of Travel Guides, Prijepolje**. Organisation of travel guides will offer touristic packages for domestic and foreign tourists, sale of souvenirs and local food etc. At the same time the touristic guides will promote Zlatibor region which is one of the most beautiful areas in Serbia (mountains, lakes, historic places, monasteries etc.) To contact potential tourists from Serbia and abroad they will be networking with key tourism stakeholders, local providers of accommodation and food, authentic food manufacturers, travel agencies, NGOs, etc (www.turistickivodiciprijepolja.rs). Their goal is to develop touristic offer for the Prijepolje and Zlatibor district and to work with tourist from abroad and from Serbia. Three youth team members have a part time contract with the Association.



Photos: Logo of the Association of Travel Guides, The youth team and touristic groups

- 10) The youth team from Tutin consisted of 3 young people and mentors developed business plan for Copy Shop of Association of Engineers and Technicians. Local self-government supports by donation for activities, like book printing, and provides the premises. The Association of Engineers and Technicians consists of 40 unemployed young members, students and engenders. The Association was founded in 2013. The idea was that the association employs as many young unemployed engineers and technicians through project development and copy shop. One team member is employed in the copy shop but the Association has plans to employ one more.
- 11) The youth team from Cajetina consisted of 2 young people and mentors developed business plan for **a new brand Heroji ulice (Street Heroes)** which they will realise together with Association Multimedijalni klub Izgradnja from Užice. The job will be creating of interesting graphic applications on clotting that carry a clear visual message. They explore the market, the public and future operations. The idea has remarkable positive reaction of the potential customer-audience. They will do production, distribution and marketing of clotting with personal graphic design. By developing a brand they will start making unique garments in collaboration with local textile designers. Both young people will work for the Association with 6 months contract. Furthermore, they applied for NES funds for self-employment.



Photos: Logo of the Street Heroes and products

- 12) The youth team from Tutin, consisted of fifth girls and mentors developed social initiative and founded **Association for work with children with disabilities "Centar DOOR"** that will provide daily services to children with disabilities. Municipality Tutin does not have such service and the Association will be the first that offers such a service to parents and children with disabilities in that area. They will open Day Care Centre for children with disabilities where they will organise exercises and workshops to improve children's health and skills. Apart from Group 484 grant, the Association received support from Municipality Tutin. The Municipality granted the facilities of ex kindergarten and the Municipality will cover transportation cost for the children with disabilities. At the same time the Association received 50,000 dinars donation from "Braca Dacic Company" from Tutin. The donation will be used for purchasing equipment.
- 13) The youth team from Prijepolje, consisted of three girls and mentors developed **social initiative at Elementary School "Dusan Tomasevic Cirko"**. The idea was to support integration of children in rural areas with forming Informative Club at village school. Municipality Prijepolje supported this initiative with 60,000 dinars for fees. The school is in the process of opening the Informative Centre for children and youth. At the Informative Centre 3 unemployed girls will realise educative programmes: workshops, psychosocial support, internet workshop, informative programme at school premises (speakers), school newsletter etc. The fee for first six months of work will be covered by the Municipality of Prijepolje. After that they will offer their programmes on the market (Towns Nova Varoš, Prijepolje, Priboj).
- 14 & 15) the two youth teams from Nova Varos consisted of 6 girls and mentors developed **programme for Youth Cultural Centre**. The Youth Cultural Centre is new institution in Nova Varos which will start work during September 2013. The municipality Nova Varos supported the Centre with 280,000 dinars for equipment and 60,000 dinars for fees. The youth teams will realise educative programs: German language course, marketing course, courses for PR, IT course, business plan development course, prevention of peer violence course. The

fee for first two - six months of work will be covered by the Municipality of Nova Varos. After that they will offer their programmes on the market - Towns Nova Varoš, Prijepolje, Priboj.

Group 484 purchased and delivered to grant holders a few machines for production such as rail grinding machine for processing furniture, wood chipper for pellets and machines for making biodegradable bags. For a group of young people from Prijepolje that will work as guides for rafting, we acquired vests, helmets, safety ropes, etc. For young people from Cajetina dealing with graphic design, we acquired graphic tables and other equipment that will help them to work, etc. For youth team from Tutin who founded the Association for work with children with disabilities "Centar DOOR" we bought furniture, laptop and toys. For Social inclusion project at the School Dusan Tomasevic Ćirko in Prijepolje we bought sounds and other technical equipment. For a Youth centre, which was launched in Nova Varos we purchased and delivered technical equipment - computers, printers, scanners.

It is notable that most of the Group 484 grantees applied for additional funds. It was one of suggestion of Group 484 to the youth teams during period of preparation of their business plans and social initiatives. Out of 15 distributed grants, nine (60 %) had applied or are in the process of applying for additional financing, or some kind of material support. By the end of the project some youth teams already received additional funds. In some cases they still wait for additional support in the process of starting their business or social initiatives. In most cases they asked support from local government, National Employment Service, business incubators, different companies and donor organisations.

VI INTERNATIONAL SHORT-TERM INTERNSHIP

During June 12, 2013 twelve youth teams' members (7 women, 5 man) from Prijepolje, Tutin, Vranje and Bujanovac with the best initiative for developing training and employment opportunity in the areas important for socio-economic development of their municipalities improved their knowledge and skills through international short-term internship. They visited Italy, Sweden and Germany. Through these internships they saw production processes; work in factories, met important potential partners or clients, with their mentors from abroad.

The group of 4 young entrepreneurs from IMCA Vranje and Bujanovac travelled within international short-term internship to Italy (Milan and Verona) from 17/06/2013 until 21/06/ 2013. The group was composed of Darko Novkovic, Danijel Stanković, Ivan Prkić and Marina Đorđević. Ivana Stosic, director of the Business Incubator Centre in Vranje travelled together with them. Members of the youth team cannot speak English or Italian. Because of that it was necessary to have someone to help to the youth team to communicate. This group of youth launched small businesses in Vranje and Bujanovac (Eko dabar – Shop for pellet production, trade and service in Vranje; VP Euro Still – The shop for the production and repair of furniture in Vranje; Smart Copy & Shop - Bujanovac, graphic and copy centre). Support for this youth team was provided by the mentor from diaspora: Nenad Kostić. He was born in Vranje but now lives in Verona, Italy and works in the Finelli Company.

The youth team in Milan and Verona had meetings with several companies. They visited the factory CERESIO ARREDAMENTI engaged in the design and construction of office space, the factory VIVI LATUACASA that manufactures and designs furniture, the company GALI engaged in wood processing, the studio LAZZETI which is engaged in printing and graphic design. In all these companies the youth team was received by owners and senior managers. They presented their business and discussed the possibilities of cooperation. Furthermore, they spoke with Stefan Poretto, General Manager at COMO NEXT Technology - Scientific Centre in Milan.



Photos: short term internship in Italy



During the process of organisation of meetings the youth team was supported by Mr Bojan Stevanovic, economic adviser to the Serbian Consulate in Milan. The youth team had a meeting with him in Milan. They discussed further cooperation and future support to development of their small businesses. Bojan shared with them experiences and knowledge on how to establish cooperation with foreign enterprises and how to connect with the diaspora.

During the trip, the young people had the opportunity to talk with their mentor from diaspora Mr Nenad Kostic. They spoke on the development of entrepreneurial business, how to improve business, how to establish cooperation with foreign enterprises. Furthermore, they had opportunity to visit Mr Kostic Company GALI.

As the main results of the international short-term internship the youth team from Vranje and Bujanovac says:

"We have established contacts with company Lazzeti - printing company in Milan, which is open to help our small businesses in the process of the purchasing machinery and materials."

"Company CERESIO ARREDAMENTI is made up of four smaller companies that are very interested in our production. With them was discussed the export of products made by our small companies. In this way, we will expand our market and open the space to export to Italy, given that our products are cheaper than in Italy and at the same time, there is a great demand."

"The company GALI from Milan has contracted export of 70 tons of pellets that will prepare the company from Vranje ECO Beaver (Eko Dabar)."

"It was agreed that representatives of the COMO NEXT - technological and scientific centre visit Vranje and Business Incubator Centre in the second half of 2014."

"Serbian Consulate in Milan ordered seals from the Smart Copy & shop from Bujanovac."

A group of young entrepreneurs who visited Italy indicate why this trip was beneficial for them:

"This journey has helped us improve our production techniques, think about the expansion of the market and improve our products."

"We realised that we saw some things that we could change and adopt in our small businesses to be better organised and have more efficient production."

"The trip was very useful because we had a lot to see and talk with people in the Diaspora, exchange experiences and get tips on how to avoid potential problems at the beginning of the business and maintain our business."

"The trip was very useful; I would recommend organising such trips more often because young people don't have the opportunity to see in their cities such production and to exchange of experiences with foreign enterprises."

"We got very useful information from Bojan Stevanovic economic adviser to the Serbian Consulate in Milan, which can be applied at both the local and foreign markets in order to develop our companies".

The group of 4 young entrepreneurs from IMCA Novi Pazar travelled on international short-term internship to Germany (Frankfurt) from 03/06/2013 until 08/06/ 2013. The group was composed of Mirela Pepić, Birsena Hot, Emina Demirović and Edina Elesković. Support for this young team was provided by the mentor from diaspora: Senija Pepic. He was born in Tutin but now lives in Frankfurt, Germany and works in the Centre for Children in Frankfurt.

In Frankfurt, they had a meeting at the University Clinic in the Department for children with disabilities. They discussed with the employee experts from various fields working with children (speech therapists, speech therapists, paediatricians, nurses etc.) They met the workspace, equipment and techniques, spoke with patients

and parents. At the same time, the possibility for further cooperation with the University Clinic, further study visits and exchange of experiences is opened.

They also visited the Centre for Children where their mentor from the diaspora worked. They learned about the work programme of the Centre, modern materials and techniques used in work with children, how to operate such a Centre. The Centre receives the 21 children with disabilities during the day, which are divided into three groups. Youth team want to use the same concept in Tutin and to build its own centre for children with disabilities. That is why it was very important for them to get familiar with the work of the Centre they visited. It was agreed with the director of the Centre in Frankfurt that they will support the development of Centre in Tutin and partially finance their work.



Photos: short term internship in Germany

The group of young people who visited Germany indicate why this trip was beneficial for them:

"Visit to the University Clinic was a great experience because they are dealing with the work that awaits us tomorrow."

"Journey was very important to get acquainted with the advanced techniques of education which we will use at the Centre for Children in Tutin."

"This study tour was important to us because we received very important advices and suggestions that we can use in our future work."

"Travelling outside the country is an important moment for us and very good training for future work. During the trip we got a lot of ideas for future work, we saw something that we haven't seen in our community. We were kindly welcomed and we expect further cooperation with the people and institutions that we visited."

The group of 4 young entrepreneurs from IMCA Užice travelled on international short-term internship to Stockholm, Sweden from 17/06/2013 until 21/06/2013. The group was composed of Popadić Drago, Sabrina Balićevac, Milan Kijanović and Lihnida Dzinović. During the project, they set up "Association of touristic guides of Prijepolje". Support for this youth team was provided by the mentor from diaspora: Samir Balićevac. He was born in Prijepolje but now lives in Stockholm, Sweden and works in the company Casamba Visualization Studio, Stockholm.

In Sweden, they visited a number of different companies and organisations dealing with tourism and design: Honesty, Free walking tours, Casamba Visualisation Studio, Central Europe Travel AB, Webb Design etc.

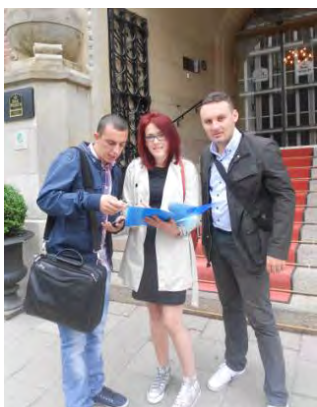
The youth stated that the visit of Central Europe Travel Agency AB was most important to them. This agency is selling arrangements for Europe. Until now they have not had Prijepolje as tourist offer. At this meeting, the young people got information about tours of Stockholm, and in what manner the Agency presents the potential of their land. They pointed out that in Sweden there is the number of tourists who want to visit something new to the tourist market, and something new is Prijepolje. With the Central Europe Travel Agency was agreed to work on promoting travel packages for Prijepolje. The packages will prepare the Association of Tourist Guides Prijepolje.



At the company Honesty they talked about entrepreneurship. Honesty is a company that brings together young people who started own business with the development of their one business ideas. Young people from Prijepolje talked to young people from Sweden on how to start their own business and share different ideas. At the same time, during the meeting they developed an idea to expand their business with shooting touristic commercials and music videos as the company Honesty did.

At the company Webb Design were introduced to ways of the tourism promotion. The hosts gave ideas and suggestions on how to promote touristic potential and how to create a positive image of Prijepolje. Webb Design Company agreed to help the youth team. The Webb Design will work on the website of the Association of Tourist Guides Prijepolje. They agreed to work together to tourists from Sweden came to Prijepolje. At the same time, they agreed that the Association of Tourist Guides will work for Webb Design. They task will be to collect photography's and materials to promote Serbia in Sweden. It is the first business deal that was made in Sweden to be paid to the Association.

In Stockholm, the youth team visited the Association of Free tour guides of Stockholm. The youth said it was a new and valuable experience for them to be applied in Prijepolje. Free tour guide association of Stockholm has also just started to work. For now they organise free tours for tourists (in several languages). The aim of the free running is to gain experience in conducting touristic groups and self-confidence. At the same time, on that way they promote their association. Association of Tourist Guides Prijepolje will also try to apply something similar in Prijepolje, for example to organise free tours for children and students.



Photos: short term internship in Sweden

As the main results of travelling, the youth from Prijepolje state:

"Our main goal was to present to the Swedish travel agencies Prijepolje and Zlatibor district. Furthermore, the idea was to present to them tourist packages that would be acceptable for Swedish tourists for several reasons: because of the climate, something new that they have not had a chance to see, affordable prices. Belgrade is already a tourist offer on the rise in Sweden. But, before our visit they had not heard about our region. Prijepolje is only 4-5 hours travel from Belgrade. For adventurers and lovers of natural beauty and cultural heritage that is no problem. We have seen the ways and methods used in Sweden in promoting its touristic facilities. So, we used some in our community."

"The collected experiences and good practices will be valuable for future implementation of project activities within our organisation. It will also affect other institutions in the municipality because our plan is to transfer the experience to the Tourist Association Prijepolje. We have seen the work and functioning of tourism in Sweden as well as useful models that we can use in our community. At the same time, we have promoted our tourist destination and now Prijepolje will be included in the tourist offer in Sweden. We expect that main results of our study tour will be coming of the Swedish tourists to Prijepolje, already this season."

A group of young entrepreneurs who visited Sweden indicate why this trip was beneficial to them:

"Our recommendation is to organise study tours for as many young people as possible. Study tours really help young people. You just need to have a goal for which to go and what you want to achieve at that journey."

"We recommend more trips for young people to be organised where they will gain practice and learn how things are done. At the same time, they will be faced with modern approaches to work which they can apply in their community."

During the visit to Stockholm youth team was supported by the Serbian Embassy and Mr Mark Persson, who is in charge of the Embassy to establish tourism between Serbia and Sweden. Mark helped young people in the preparation of the study tour, in designing promotion of tourism of the Prijepolje, making contact with touristic organisations and organising meetings with them. The youth team had excellent cooperation with a mentor from the diaspora Samir Balićevac. With him it has been agreed to continue cooperation because he is interested in supporting the future activities of the Association of the touristic guides Prijepolje.

VII EMPLOYMENT STATUS OF PROJECT PARTICIPANTS

The data for identifying the exact number of employed youth who were employed as direct result of Group 484 project activities and efforts were collected by interviews with involved youth, but also with their local mentors. The indicators for confirmation of employment were:

- Expressed / declared present employment status of the grant holders and short-term internship participants
- Current activities and current contracts of the grant holders
- Information about the financial sustainability of the proposed activities
- Information about status and expectations of grant holders
- Information about the team work of the grant holders and mentors
- Information from mentors or local self-government

During processing the evaluation data, we have found that as direct result of the project activities as development of business plans, social initiatives, short-term internships, social networking, etc. 32 youth team members were employed or permanently or for a period of 6 to 12 months. At the same time, 8 youth are engaged in a job that lasts from 1 to 5 months.

Combining data from youth participated in internships and youth including in granted projects, the picture of employed youth will be as following:

	Distribution by the type of employment	No. of employed young people
1	Permanent job / Group 484 grant holder / Entrepreneur	8
2	Permanent job / Group 484 grant holder / Association	5
3	Permanent job / Employed as direct result of short-term internship	2
4	A part-time contract 6 - 12 months / Employed as direct result of short-term intern.	4
5	A part-time contract with Group 484 grant holder- 6 months	10
6	A part-time contract / participant of the Group 484 project activities 6 - 12 months	3
	TOTAL	32

Permanent job

The following youth are grant holders employed through Group 484 grant as grant holders in full time employment.



1) Permanent job / Group 484 grant holder / Entrepreneur

1. Darko Novakovic, *Eko dabar – Production, trade and service shop*, Vranje,
2. Velimir Popovic, VP Euro Stil – The shop for the production and repair of furniture, Vranje,
3. Ivan Prkic, Smart Copy & Shop, Bujanovac
4. Elma Nalovic, Accounting agency “Konto up”, Sjenica
5. Aldin Bibic, Accounting agency “Konto up”, Sjenica,
6. Lihinda Džinović Prijepolje, BLOK - Shop for production of biodegradable bags, Prijepolje
7. Fatmir Husejini, Agency for computer programming “Cybernet” Tutin
8. Marko Ristovski, Hostel Republic 031, Uzice

2) Permanent job / Group 484 grant holder / Association

1. Mirela Pepic, Association “Centar DOOR”, Tutin
2. Emina Demirovic, Association “Centar DOOR”, Tutin
3. Edina Eleskovic, Association “Centar DOOR”, Tutin
4. Bisena Hot, Association “Centar DOOR”, Tutin
5. Aida Culjevic, Association “Centar DOOR”, Tutin

3) Permanent job / Employed as direct result of short-term internship

1. Milos Mihajlovic from Vranje - Grifon Vranje, full time employment
2. Mihajlo Jevtovic from Vranje - Grifon Vranje, full time employment

Part-time contracts

1) A part-time contract 6 - 12 months / employed as direct result of short-term internship

1. Jasmin Pilica from Sjenica - Turkovic company, Sjenica, a part time probation work 6 months
2. Jelena, Aleksic from Vranje - BIC Vranje, project assistant, a part time contract, 11 months
3. Marko Misailovic from Uzice - Copper Mill Sevojno, a part time contract, 6 months, through the programme organised by National Employment Service
4. Marko Dabetic from Vranje - Romski Centar za demokratiju Bujanovac, project assistant, a part time contract 11 months

2) A part-time contract with Group 484 grant holder- 6 - 12 months

1. Igor Zlatić, Association Multimedijalni klub “Izgradnja” Užice
2. Branko Tesovic, Association Multimedijalni klub “Izgradnja” Užice
3. Vojislava Lazović, Youth Cultural Centre, Nova Varos
4. Branislav Divac, Prijepolje, Rafting Club Lim Lucice, Prijepolje
5. Zlatan Halilovic, Rafting Club Lim Lucice, Prijepolje
6. Selma Halilovic, Rafting Club Lim Lucice, Prijepolje
7. Sabrina Balićevac, Association of Travel Guides, Prijepolje
8. Drago Popadić, Association of Travel Guides, Prijepolje
9. Anes Dupljak, Association of Engineers and Technicians, Tutin



10. Dijana Matovic from Prijepolje - school geography teacher in Elementary School Maihajlo Bakovic Seljasnica, Prijepolje, a part time contract, 3 months; and work with children in Cultural Centre in Prijepolje (a part time contract 3 months)

3) A part-time contract / participant of the Group 484 project activities 6 - 12 months

1. Bojan Pusica, Municipality Nova Varos
2. Irma Rujevic, Municipality Nova Varos
3. Demirović Vahid, Children's library Tutin

At the same time, 8 project participants had a part-time contract (1 - 5 months) as direct result of the project activities. They had contacts with grant holders, companies where they had short-term internship etc.

1. Biljana Jelic, Nova Varos, programmer, probation work with contract, IT company in Belgrade, three months' probation contract
2. Sabahudin Abdagic, Sjenica, - probation work without contract, waiter at a restaurant
3. Hajrija Papic, Sjenica, officer in student's service at Educon University, Sremska Kamenica, Department in Tutin, 2 months
4. Enes Hamzagic, Novi Pazar, small family business
5. Nenad Derikonjić, montly contracts with graphical companies
6. Hajrija Mujagic, Youth Cultural Centre, Nova Varos
7. Selma Ramcevic, Youth Cultural Centre, Nova Varos
8. Nihana Bajrovic, Youth Cultural Centre, Nova Varos

Youth team from Prijepolje received Group 484 grant for development of rafting services. They developed they job in way that now they have 9 people who work together with them through wages. Those young people who work on wages were not project participants, but now they are employed a few days a month at Rafting Club Lucice, Prijepolje.

After processing the data we notice a number of project participants who applied for the job or for the National Employment Service programs that are waiting for a response.

Youth team members who applied for job / in the job selection process

1. Bojana Toskic from Uzice, machine engineer, in the process of job selection for Company Gorenje in Uzice
2. Mladen Vucicevic from Uzice, in the process of job selection for Company Intesa Bank Uzice
3. Ivana Matovic from Nova Varos in the process of job selection for Banca Intesa, Belgrade
4. Milan Bogojevic from Uzice, in the process of job selection for Hostel Republik 031 (Group 484 grant holder) full time employment from September 2013, when the Hostel opens
5. Danijel Stankovic from Vranje in the process of job selection for VP Euro Stil – The shop for the production and repair of furniture (Group 484 grant holder), 6 months contract

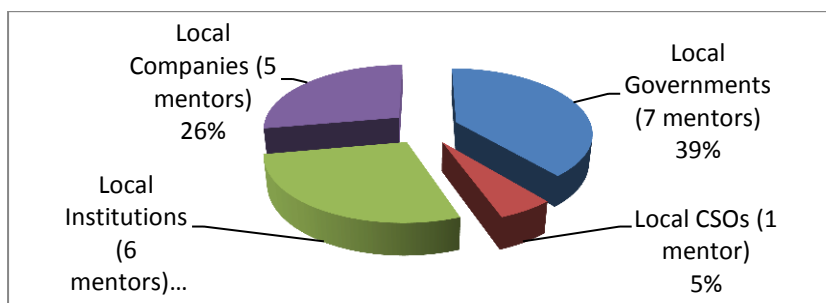
Youth team members who applied for National Employment Service programmes

1. Marko Jaziković from Bujanovac, applied for programme of professional practice at Smart Copy & Shop Bujanovac (the shop is Group 484 grant holder)
2. Janković Dragoslav from Vranje, applied for programme of request for a subsidy for job creation at Eko Dabar (the shop is Group 484 grant holder)
3. Goran Stamenkovic, from Vranje, applied for programme of request for a subsidy for job creation at Eko Dabar (the shop is Group 484 grant holder)
4. Elvir Kurtanović from Tutin, applied for programme of professional practice at Agency for computer programming "Cybernet" Tutin (Group 484 grant holder)

VIII MENTORSHIP (LOCAL MENTORS AND MENTORS FROM DIASPORA)

The youth teams consisted of young unemployed people and 19 local mentors. Each team had a mentor from a different company, institution or organisation. The local mentors were from:

- Local Governments (7 mentors): Town Novi Pazar, Town Užice, Municipality Sjenica, Municipality Prijepolje, Municipality Nova Varoš, Municipality Tutin
- Local CSOs (1 mentor): Association Multimedijalni klub Izgradnja, Užice
- Local Institutions (6 mentors): Health Centre Tutin, Touristic organisation Užice, Touristic Organisation Prijepolje, School Dušan Tomašević Ćirko Prijepolje, Business Incubator Centre Yumko Vranje
- Local Companies (5 mentors): ANSOFT Tutin, Grifon Vranje, P.N.P. BIM Vranje, Turković doo Sjenica, SGR „Line-Art” Tutin



Picture 6 The Local mentors

During the period of preparation of the evaluative report all 7 interviewed local mentors expressed high level of satisfaction with performed activities. Their main concern was about effective models for better motivation and activation of youth in their place of living. Good practice examples and presentation of successful models in local community are the strongest motivational factors.

“It is important to organise the presentation of good practices. This can be interesting for people, and will attract them. People are interested in real examples and that could motivate them” (Blisena, Novi Pazar)

“What is the best is experience of others.....here Elma and Aldin got grants and it will motivate others. When people see the success, when they really see, then it motivates them. People like successful programmes....” (Anida, Sjenica)

“Number one – I will suggest the continuation of the programme for another year. But, since there are no faculties in Nova Varos, and there is a lot of unemployed youth with high school education, it will be good to have one program for them. In Nova Varos we had two good youth teams with 6 young girls and they will have chance to work. Municipality has prepared the contracts with them. They are good examples of how to motivate young people, that project like this are not only wishful thinking about employment, they are examples of good practice....” (Bojan, Nova Varos)

At the question what could additionally help with employment of the youth, the local mentors underlined:

“This programme initiated something new in the town. The results are not immediately visible. It initiated something for a longer period of time, it goes really slow, and the results will be visible in some time later.” Anida, Sjenica).

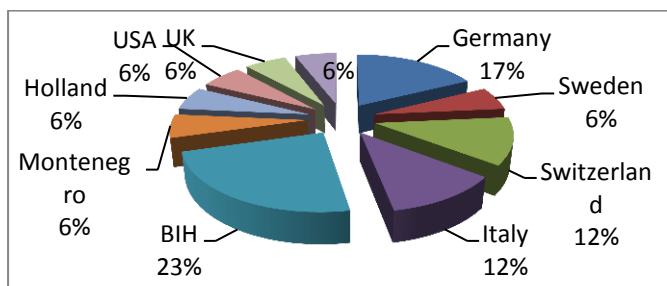
"A lot doesn't depend on us...but training courses, seminars, discussions, and permanent teaching and long life learning is the key of success.... "(Milena, Novi Pazar)

Local mentors also gave some recommendations, suggestions for the future work with unemployed youth:

"We are very satisfied. I like the working method, but I will have one suggestion to increase the amount of the grant. The greater the grant, the greater is the motivation of youth."(Elvedin, Tutin)

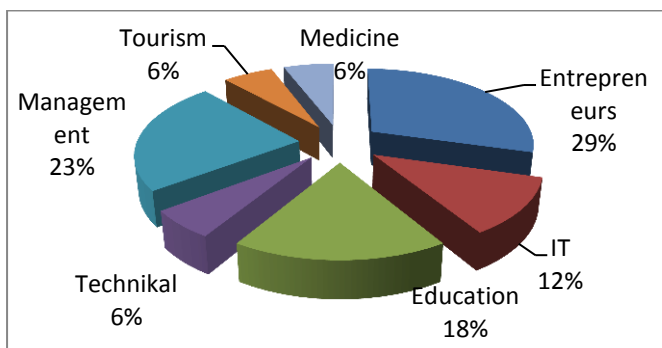
"Short-term internship should be longer, at least 3 months. Also some essential costs should be paid, maybe just food and transportation. And some larger companies should be included, where they can learn much more..... (Dragoljub, Vranje).

Apart 19 local mentors, 16 mentors from diaspora supported youth teams through suggestions, advices and contacts in the process of development of business ideas. Each team has mentor from different country and company, institution or organisation. The mentors from diaspora mentors were from: Germany (3), Sweden (1), Switzerland (2), Italy (2), BIH (4), Montenegro (1), Holland (1), USA (1) and UK (1).



Picture 7 Mentors from diaspora

We have noticed that among the mentors from diaspora most of them are entrepreneurs or managers. There is list of the mentors from diaspora by type of profession: Entrepreneurs (5), IT (2), Education (3), Technical (1), Management (4), Tourism (1), Medicine (1).



Picture 8 List of the mentors from diaspora by type of profession

At the same time 16 more people from diaspora had shown interest in participating at project as mentors. We notice that most of people from diaspora who show the interest for such kind of projects which connect local population in Serbia and those who left the country, were not interested in entering their data into the human capacity database that has been made on the project. Reason for is that in many cases they already had bad experience with previous contacts with local companies, institution and individuals who seen the diaspora as a source of funds. With this project Group 484 underline that diaspora is important resource of knowledge especially for young people and entrepreneurs who start the business.

All interviewed **mentors from diaspora** expressed high level of satisfaction with performed activities.

"This project is very useful for the young people because they see new perspectives and different experiences which they necessarily need to develop their own business. At the same time, any contact with the diaspora and the business world outside the Serbia influence the development of their personality, the quality of the ideas that the youth will be produce and way of work and organization." (Samir, Sweden)

"These projects are necessary to support young people who remained in the country. Similar projects should be done in other regions. My message to young people is "Do not be a blind"! Educate yourself! Expand your horizons!" (Tanja, France)

One of the mentors from Germany suggested that he is willing to support youth with good business and scientific ideas in the area of the metallurgy and to realise this idea together with Institute for Process Metallurgy and Metal, Aachen, Germany. He pointed that young people need mentors because they don't have a naff knowledge and contacts to realise even very good idea. (Srecko, Germany).



Pictures: Youth teams in meetings with mentors from the diaspora

All other mentors underline that for young people from Serbia is important to have contacts with diaspora as possibility to learn about new technologies, to generate new ideas and jobs. As most important they underline that it is necessary for young entrepreneurs to establish contacts with companies abroad established by the diaspora. Cooperation between youth and diaspora mentors from diaspora see also as way to influence the development of democracy in Serbia.

"The exchange of information with the diaspora is a kind of psychological preparation for young people. Trough communication with diaspora of youth will develop sense of confidence in the establishment of business cooperation with foreign companies. Meeting with reality will give to the young people realistic goals." (Samir, Sweden)

IX STAKEHOLDERS

The total of 96 stakeholders within the three IMCAs were introduced to the grant activity and possibilities of creating training and employment opportunities through training sessions, round tables, meetings, informative letters and other material produced during the project, media, etc. The project was supported by representatives of local governments, offices for local economic development, youth offices, representatives of regional development agencies, chambers of commerce, National Employment Service, centres for diaspora, educational and health institutions, public institutions and civil society organisations in 12 towns/municipalities.

During the project three mayors and one municipality president regularly participated in the project activities and supported its realisation (Meho Mahmutović Novi Pazar, Vranje, Zoran Antic Sasa Milosevic Uzice and Dimitrije Paunovic Nova Varos). Deputy mayors and representatives of local economic development offices from other 8 local governments participated in the activities.



Pictures: President of Municipality Nova Varos Dimitrije Paunovic and president of Town Užice Saša Milošević.

The great interest of all stakeholders was for the work model and its results. Stakeholders were particularly interested in the type of business ideas prepared and carried out by youth, continuation of their jobs and cooperation with diaspora.

We noticed that at the beginning of the project most representatives of institutions and organisations were very suspicious of the developing business ideas in cooperation with diaspora. The negative attitude towards the idea of cooperation with diaspora was prevalent in the region of Vranje. More open to cooperation with diaspora were in the regions of Užice and Novi Pazar. Special interest and willingness to cooperate with the diaspora were shown by regional development agencies that had taken it upon themselves to take care of the database.



Pictures: representatives of Regional Development Agencies SEDA and Zlatibor, and representatives of Town Užice and Town Novi Pazar

Representatives of the National Employment Service, Youth offices and Local NGOs from all 3 IMCAs supported project realisation with sharing information and informing unemployed youth about the project. Their support was very important and regular during the entire period of the project realisation.

Suggestions given by the stakeholders from all the towns were similar. Most of the suggestions were focused on the need to have as many project aimed at supporting young people in the employment process, more of the start-up grants, bigger start-up grants, more detailed business plans etc.

"The priority is employment, especially youth employment. There for we need more projects with similar goals."

"In the preparation of business plans, young people need to pay more attention to risk management. My impression is that they are not aware of the risks of starting a business. At the same time they should be given bigger start-up grants."

"The most important thing is youth employment. It is therefore necessary to increase the number of projects and donors".



"The project should connect the three IMCAs through joint activities of young people, not just the municipalities within a region as foreseen by the project."

"Cooperation with the diaspora is a remarkable thing, and should be continued. Through cooperation with diaspora youth come up with new knowledge and information about innovative technologies."

"This project provides excellent encouragement to youth to continue to learn, establish contacts and start businesses."

Furthermore, some stakeholders suggested to pay attention specially on vulnerable people etc.

"A lot of our young people receive support from family members who are in diaspora or they parents and therefore lack the motivation to work. This kind of project is good for motivation of the young people who want to work."

"I think it would be great to have such a project also focused on housewives who cannot find jobs and special attention should be given to women who have not completed elementary school. This project lacked retraining."

"I would suggest for the future projects to add the focus on particularly vulnerable people such as single mothers, minorities and the disabled."

X CONCLUSION

Through this project we empowered young people in Serbia to be competitive workforce in the areas important for the development of municipalities and increased their employability by connecting them to their countrymen – professionals who had already proven themselves on the international market, either in the field of science, or economy etc. The main result of the connection was the transfer of know-how. We also connected the professionals who had left the country with their hometowns and established cooperation and team work between young people.

Benefits of the project for the unemployed youth project participants are multiple:

- New knowledge and experiences
- Business ideas and plans developed
- Social and psychological benefits
- Employment

The new knowledge and experiences gained during the project strengthened the youth to understand the economic development processes in the local community. During the project they met with the functioning of local institutions and companies, with a variety of models of self-employment as well as entrepreneurship and social entrepreneurship in particular. This is essential knowledge necessary for young unemployed people in the process of active job search or self-employment, which the youth did not receive during the process of formal education. Most of the project participants emphasised that expanding knowledge through training, teamwork and short-term internships contributed to their active approach to find a job or to start with the implementation of business ideas.

Most of the young project participants say that the project influenced them in the way that for the first time they dared to think of a business idea and business plan preparation. This is a significant change in young participants, since the majority of unemployed youth at the beginning of the project said that they were looking only for a job in public administration. Young people often reported that they were involved in other projects that supported employment, but were not sufficiently motivated to realise their ideas. Moving from words to deeds is the most important quality of the project implemented by Group as underlined by the youth.



The social and psychological benefits are multiple. Young project participants have gained a range of business and personal contacts in the local community and in diaspora that can help them with knowledge, experience and suggestions. Furthermore, young people emphasise that through this project they have gained self-confidence to start work. We have found that project participants have been activated in job search or starting their own business or project development. Impulse for active job search in relation with the project is rather encouraging, showing that the project has encouraged the participants to be pro-active in the field of employment. All the youth say that prior to this action they were not certain in their success because most of them had been waiting for job for at least a few years. The youth say that the project has encouraged them to believe that they can succeed and that the support of mentors has contributed to their new sense of self-confidence.

Finally, 32 young people got employed (15 young people permanent job and 17 young people employed for a minimum six 6 – 12 month period each). Furthermore, after the completion of the project we received encouraging news showing that recruitment of young project participants continued.

Another important result of the project is that we have raised new awareness of youth and representatives of institutions and companies that adequately managed migration can lead to socio-economic development of local community. We have strengthened local communities, local self-governments and other stakeholders in IMCAs to use this potential. Furthermore, we have connected the successful entrepreneurs from the highly skilled and qualified migrants from Serbia with unemployed youth and their mentors from institutions.

The project shows that cooperation between young unemployed people, their peers who work in institutions and enterprises and diaspora develops new business ideas, activates the youth in the process of job searching, opens new jobs and supports local economic development. Due to all of the above it is very important to use the positive experience of this Group 484 project for future projects.