



## Youth leaders in Bosnia and Herzegovina

One year training to prepare young people for dealing with youth issues at local level

**gtz** Partner for the Future.  
Worldwide.



On behalf of

Federal Ministry  
for Economic Cooperation  
and Development

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## Data, figures, facts

- 25 % of the population of BiH are in the age group 14 – 29
- 60 % of youth would leave the country, at least temporarily
- 45-60 % unemployment rate among youth
- 25 % of young people speak no foreign language
- 05 % of youth are members of youth organisations
- 78 % of youth are not interested in politics
- 11 % are being educated in an informal setting
- 27 % of youth in the age group 18 to 24 remain at the level of three-year high school education and are not continuing their education...

*(Source: Research conducted by the Commission and GTZ on the position of youth in BiH, 2008)*



## Introduction

Slowly but steadily more and more young people in BiH are becoming engaged in the civil society organisations, especially in youth organisations. Where they are learning of new opportunities and prospects. Young people's engagement in youth organisations is important for their personal development, as well as the development of the community and society as a whole. Youth organisations are slowly establishing themselves and trying to strengthen their capacities and become partners to municipalities in addressing youth problems and meeting youth needs. However, support from municipal authorities as well as senior levels of government for the youth sector is still insufficient and often it is not organised in a systematic manner. Quite certainly establishing a partnership between the youth and the local authorities is a long process, on which both parties have to focus and in which both parties need to learn.

Personal motivation, creativity and youth volunteer work in youth organisations are not sufficient to ensure sustainability of structures in the youth sector. The youth sector needs trained and

expert youth leaders to guarantee for quality and systematised youth work.

Therefore an important element in this process is the professionalisation of youth work as also recommended in the new EU strategy for youth..

Given that there are no schools or universities in BiH where young people can gain knowledge and skills in the field of quality youth work, the GTZ Youth Project (Development of and support to the youth sector in BiH) has developed a concept for a one year training for youth leadership. This training can be seen as part of a non-formal learning opportunity that is offered to young people engaged in youth organisational work. This brochure gives an overview of the content of the training, the methodology, results and impact of the training.

**"ACTIVE YOUTH TODAY, BECOME RESPONSIBLE CITIZENS OF TOMORROW"!**

# TODAY ACTIVE YOUTH - TOMORROW RESPONSIBLE CITIZENS



## GTZ Youth Project in Bosnia and Herzegovina

The overall objective is to establish a fully **functional governmental institution** at national level that is capable of dealing with youth issues and to put in place a system of effective coordination between all governmental levels in order to ensure implementation and program development amongst the key actors responsible for youth issues. And to assist the youth NGO sector in becoming **sustainable and a strong partner for government institutions** for community and national development.

On the state level the GTZ program gives financial and technical assistance to the government to create a youth policy for BiH and to develop mechanisms for inter-governmental co-ordination. For this purpose a Commission for the Co-ordination of Youth Issues was established as a **co-management body** within the Ministry responsible for Youth. Four governmental representatives and five members of non-governmental youth organisations are members of the Commission and are responsible for the development of the national youth policy and the youth action plan. Furthermore GTZ developed a youth law as a legal basis for local action plans.

On local level the development and implementation of local youth strategies mark an important milestone in the institutionalisation of structures for youth promotion. With these strategies a process of **stakeholder collaboration for a planned and systematic support of young people** is initiated. Most of the communities identified youth health, youth employment, culture, active social participation of youth, youth information and sport as priority areas where action was needed. So far more than a third (40) of the municipalities in BiH have a budgeted local youth strategy.

On the municipal level as well GTZ established the training and installation of Youth Officers. They are the persons in charge of youth issues in the municipal administration. Youth Officers serve as the interface between the administrations on the one hand and the youth and youth organisations on the other hand and are crucial for the development and implementation of youth strategies.

Additionally active young people are trained to become Youth Leaders. The trained **Youth Leaders** become responsible partners of the municipalities and are included into decision-making processes like the development of the youth strategies. Through youth centres and youth organisations they reach out to the children and young people living in the communities, organise activities and serve as the representation of interests for youth.

## BiH in Europe

Almost 80 % of youth in the age group 20 to 24 in Europe have completed high school. Despite that, one quarter of 15-year-olds have not achieved much in terms of literacy, while 6 million children are dropping out of school before gaining any qualifications. A higher mobility makes the EU an open space for developing of youth talents and potentials, however this is still limited.

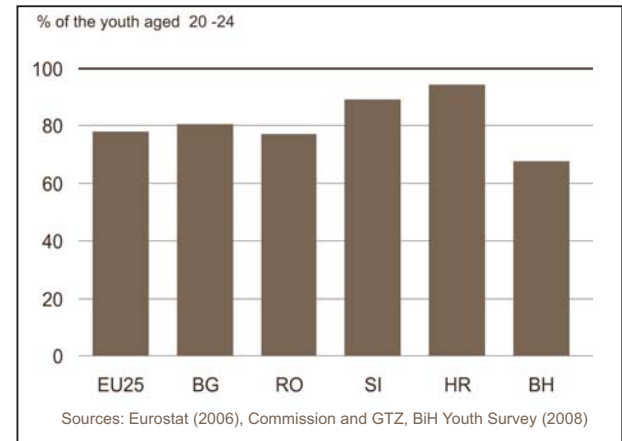
The European Commission has proposed the new Education OMC for achieving of the following long term challenges: Life long learning and mobility, quality and efficiency, equality and citizenship, innovation and creativity, as well as a new approach to harmonising with the needs of the 21st century labour market. Improvement of formal education is the key priority, however skills can also be learned outside the classroom, through youth work and use of new technologies.

### Objective

**As a form of complementing the formal education, nonformal education of young people should be supported, so as to contribute to the life long learning in Europe, by enhancing its quality, recognising its results and integrating it better into the formal education.**

*(Source: Brussels, COM (2009))*

*Graph 1. Total share of persons aged 20 to 24 who have completed four-year secondary education or higher*



The difference between men and women in BiH corresponds to the EU average in terms of share of persons aged 20 to 24 who completed at least four-year secondary education.

## Training of youth leaders

Training of active young people who are engaged in youth councils, means professionalisation of youth work. Through this training, youth work is getting qualified people, as well as persons who are working directly with young beneficiaries of youth services and participants in activities. This training is a long term process which requires combining of expertise, practical exercises and experience. Youth leaders are young men and women who are working in their communities towards improvement of the position of youth. On the one hand, they are coming up with activities for youth so that they can purposefully spend their leisure time at a youth centre or elsewhere, and on the other hand, they are working with the government mainly at the local level with the intention to address youth problems and meet the needs of youth in the long term and in an institutionalized manner. Without qualified and trained youth leaders there can be no quality youth work, because it is precisely them who are the key linkage between the government and youth. At the same time, the government is unable to plan and manage youth work without the participation and cooperation of the young people.

The objective of the training is to enable active young people to become youth leaders, to gain knowledge, practical experience, skills and the willingness to become involved in the society, and to mobilise youth who are not active in their communities. Thereby, young people are becoming citizens who are taking responsibility, who have the courage to express their opinions and take part in the decision making. By doing so, they are participating in the planning and implementation of activities for youth in their community, they are becoming involved in the government's decision making processes (primarily in relation to youth issues, but other issues as well), and are becoming a relevant partner in the drafting of the Youth Strategy in their respective municipalities. This way, youth have the possibility to become the creators of their future.

The training contributes to the direct involvement of youth in the democratic decision making, giving them the skills for working with the government structures. Local community can not determine accurately the needs and problems of youth without the participation of young people themselves, whether through research, or through participation in the work of the bodies that are dealing with youth issues.

## Themes of the training

### Civil society and youth organising

What is an open society, civil society; role and initiatives of citizens; what are non governmental organisations (NGO); how can youth organise themselves and what do they need to know before establishing a youth organisation?

### Team work

Definition of a team, phases in the development of a team, building an efficient team, characteristics of a successful and of an unsuccessful team, decision making in a team

### Volunteerism

Definition of volunteerism; who are volunteers; why is developing of volunteerism important; how to engage volunteers in an organisation; developing a volunteer program; compensation /recognition of volunteer work

### Introduction to youth policy

Definition of youth policy; mechanisms for development of youth policy, 12 elements of a youth policy

### Project management

Preparing and drafting project proposals (identification of problems, definition of an objective, implementation plan, budget)



### **Advocating for youth policy at the local level**

Mechanisms and elements of youth policy at the local level – role play, simulation of events, examples of good practices in BiH

### **Public advocacy**

Definition of public advocacy, basic terms – who, for whom, where, what; methods of lobbying

### **Communication and public relations (media relations)**

Active listening, I-speech, non verbal communication, chain of communication;

Media (what makes news, press releases, interviews, press conferences, dealing with the media)

### **Monitoring and Evaluation**

Who needs monitoring and evaluation, why, who do it

### **Gender equality**

Family and socialisation process, identity, prejudices, sexuality, youth work with boys and girls

### **Youth work**

Methods of youth work; sustainability of youth centers; training and activities for other young people

### **Peaceful conflict resolution**

What is a conflict, how does it arise and how can it be resolved peacefully.

## **ADDITIONAL MODULES**

### **Working with girls**

Supporting girls in gaining self-confidence and participating in running youth organisations, acquiring the necessary information about the legal framework of gender equality, and introducing them to the forms and ways to detect violence; working on prevention, but promoting civic/youth activism as well.

### **European Union planning game**

During the planning game, the participants learn about the EU and its institutions and simulate the work of the Council, Parliament, Commission and candidate countries.

### **Entrepreneurship**

What is entrepreneurship, youth entrepreneurship, business plans, additional revenue for youth centres.

### **Peer education on health**

About peer education and its importance, sexual and reproductive health of young people and HIV/AIDS prevention, healthy lifestyles, prevention.

### **Environment and ecological awareness**

Definitions, problems, solutions, activities that can be undertaken, project development

## Methodology

The training is divided into theory and practice. Participants of the training get a certain theoretical basis about each of the themes covered in the training, such as: definitions, examples from other municipalities and countries, terminology, official national and international documents – laws, regulations, decisions etc. Practical learning is an important element of the training, which can take place in the form of simulations, exercises, role plays or a discussion. Thereby, participants have an opportunity to practice using a real life example.

Participants who take part in the training, need to apply this knowledge in their municipality. Therefore, they are given an opportunity to draft and implement projects in order to test in practice the knowledge that they gained in workshops (for example Youth Day, campaign on Human Rights Day, research on the needs of youth, working with media etc).

The training takes place over the weekend for a period of one year. Once a month on a weekend one of the mentioned topics is dealt with in a youth residential center or small local hotel. The majority of the young people come from different municipalities. For many it is the first time to attend weekend courses with people from other parts of the country. This means that the most dedicated take part and become active in their communities.

Initially GTZ paid for the training courses and selected the participants, however after youth leaders set-up their own organisations or youth centers, the selection of new participants is made by them. The courses are mainly funded by the municipality through local youth action plans.



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## Results and impacts of the training

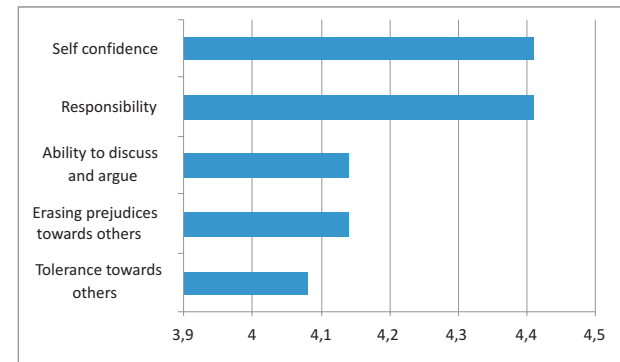
So far, 120 young people from four different regions in BiH have completed the training, within the GTZ Project for youth training. 47 % of them were young men and 53% were young women. The training evaluations show enviable results, both on the personal and on the social level.

Most of the participants emphasised that, during the training, they improved their self-confidence, learnt about their abilities and potential, learnt how to work in a team, experienced solidarity, creativity, ability to communicate, and that they developed a sense of responsibility in relation to the society. In addition, they gained the ability to discuss and argue, how to find and use information and materials and s/he needs, and learn management and business skills. This enables a young person to handle the business world easier when the time comes, and to have a successful career.

At the level of society, the training contributed to an increased involvement of youth and to their purposeful leisure time. It helped these young people to pass on their knowledge and experience to other youth, and the authorities to take care of children and youth in an organised fashion.

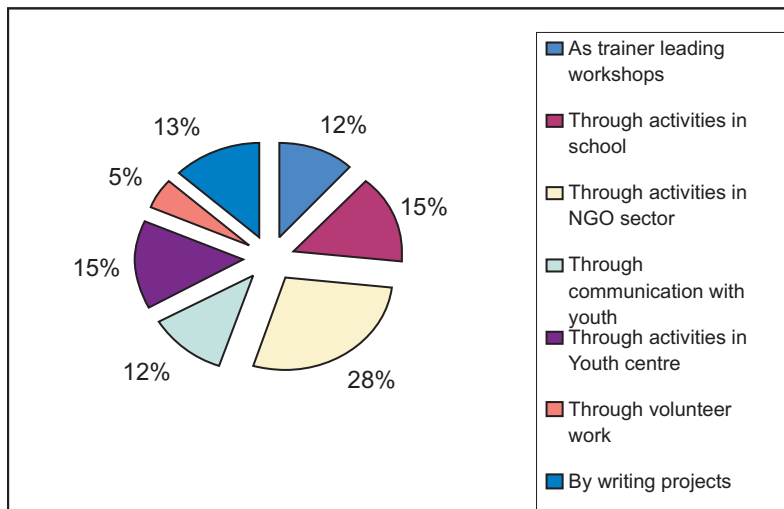
Trained youth leaders are becoming an equal partner to the local governments, especially in relation to communication with the Youth Officer. In the process of drafting of the Youth Strategy at the local level, they took part on an equal basis in the work of the working groups, or even took on the role of coordinators of some of those groups. Their leading role is also an impetus to other young people to become more involved in the work of youth organisations or generally in the community.

*Graph 2: Impact of the training on personal development*



Through the entire training, young people are learning and gaining experiences primarily on what it means to be a responsible citizen and how to become personally involved and involve others in social processes. All the themes covered in the training are

pervaded with this idea, and participants in the training are subconsciously changing the role of youth in the society - from a passive to an active one.



*Graph 3.  
shows the methods of application  
of knowledge and skills*

Tables 1 and 2 indicate that participants in the training are more interested in becoming engaged in politics or in civil society organisations

**Table 1: Membership in organisations**

	Trainees	Friends	Youth in general
Youth organisations of political parties	15%	10%	3%
Religious organisations	10%	5%	2%
Political parties	30%	20%	5%
Environmental organisations	15%	15%	1%
Organisations for human rights or humanitarian aid	20%	25%	1%
Professional organisations	10%	5%	1%

In comparison with their friends, trainees are, in general, more often members of political parties and their youth organisations, religious or professional organisations. A very interesting result concerns the participation of trainees in activities organised by the aforementioned organisations indicating that youth leaders participate to a much greater extent in such activities in comparison with their friends (Table 2). Therefore, it can be said that young persons who have completed youth leader training are much more active than their friends.

*(Source: Evaluation of youth leader training, proMENTE social research, 2009)*

**Table 2: Participation in the activities of the below mentioned organisations**

	Trainees	Friends	Youth in general
Youth organisations of political parties	25%	10%	3%
Religious organisations	20%	5%	3%
Political parties	30%	10%	4%
Environmental organisations	45%	25%	4%
Organisations for human rights or humanitarian aid	45%	25%	5%
Professional organisations	20%	5%	2%

Evaluation of the training has once again confirmed the thesis that the process of building participatory structures and promotion of youth must be inter-connected. It is only through the promoting of youth and building of their capacities and self confidence that they can benefit from a participatory structure. Building the capacities of young people makes their role in the **building of society, strengthening of political stability and good governance** become ever so important.

## How to ensure sustainability of the training

In a country in which nonformal education still has no basis in the legislation, it is very important to identify methods for the training to take place continuously.

The GTZ Youth Project, working with its partners tries to ensure regular implementation of the training for youth leaders in BiH by:

- Giving special attention to the program area of „nonformal education of youth“ during the drafting of action plans within Youth Strategies. Activities and funds for training are foreseen in almost each of the so far over 40 Youth Strategies developed in BiH. (Youth Strategy is a binding document for the local authorities)
- Ensuring of training courses for new leaders and active youth in a number of youth centers established with the assistance of GTZ
- Propagating for the establishment of a Training center for youth work in BiH (the training center should be an independent institution which would offer a training of high quality, not only for professionals, but also for volunteers in the youth sector).



## Voice of Youth

„ After the training, I realised what it means being a volunteer, being a youth leader, it means something; it is not merely having a certificate, but being aware of what one's problems and needs are in a local community, and finding adequate ways to address them.“

„Volunteerism is something I feel is part of me that I could not be without at the moment, because helping someone means helping oneself too, because we have achieved and helped so much in Ilidža Municipality.“

„In the workshops, I primarily got to know myself better, but I also made friends with people in every city; wherever we go we know someone and that means a lot.“

„The training was a good basis, i.e. it was a platform for continued action; primarily in terms of applying the information which is helping us to deal with the issues of youth...“

„We had no place to spend quality free-time. We had an informal group of people who wanted to be involved in performing and theatrical art, to listen to music. We wanted to get together, create something new, we struggled to get the premises, we learned how to write project proposals. And now we have achieved to gain space from the municipality for our activities.“

„At the beginning of the training communication amongst us was difficult.....however, as we moved on through the modules, our relationships developed, as well as our team work and communication in the group.“

## Implementation of Children and Youth Rights in German Development Cooperation

Strengthening the partner countries' **institutional capacities is considered a main requirement for the promotion of good governance**, political stability, democracy and thus poverty reduction. As the youth play a decisive role in the development of a society it is essential to support the institutional capacities for youth promotion and participation at all levels.

It is a requirement of many international, regional and national documents and programmes that a process be put in place to promote dialogue between the youth and government at all levels.

An important concern is to connect democratisation and good governance with the realisation of human rights. Young people are an essential target group of German Development Cooperation's human rights concept. Thus promotion and protection of young people are also important for institutional development in the

partner countries. German Development Cooperation has long experience in the establishment of structures for youth promotion and empowerment in several regions and countries.

The GTZ Sector Project "Implementation of Children and Youth Rights", commissioned by the German Federal Ministry for Economic Cooperation and Development, promotes the realization of children and youth rights in all aspects of German as well as international development cooperation. To achieve this, the sector project supports the generation and distribution of good practices from country projects and makes them available for other stakeholders. In addition, it utilizes the experiences from country projects to develop new methods and approaches for the implementation of children and youth rights, with a specific focus on young people's social and economic inclusion as well as youth violence prevention. All approaches take into account the need for capacity development in the children and youth sector, including governmental as well as non-state actors at macro, meso and micro levels. In doing so, the sector project strives for the sustainability of all approaches and the strengthening of both, rights holders and duty bearers.

## Profile of the GTZ

As an international cooperation enterprise for sustainable development with worldwide operations, the federally owned Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH supports the German Government in achieving its development-policy objectives. It provides viable, forward looking solutions for political, economic, ecological and social development in a globalised world. Working under difficult conditions, GTZ promotes complex reforms and change processes. Its corporate objective is to improve people's living conditions on a sustainable basis.

GTZ is a federal enterprise based in Eschborn near Frankfurt am Main. It was founded in 1975 as a company under private law. The German Federal Ministry for Economic Cooperation and Development (BMZ) is its major client. GTZ works on a public-benefit basis. All surpluses generated are channelled back into its own international cooperation projects for sustainable development.

## Impressum

### **Publisher:**

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**Sarajevo, September 2009**

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