



International Organization for Migration (IOM)
The UN Migration Agency

Evaluation Report

Internal programme evaluation of community-based approaches to PVE in Bosnia and Herzegovina including two projects:

“Community Based Approaches to Support Youth in Targeted Municipalities in BiH”
and “Moving Towards Sustainable Approaches to Prevent Violent Extremism”

Project information:

Executing agency	International Organization for Migration (IOM)	
Project title	Community Based Approaches to Support Youth in Targeted Municipalities in BiH	Moving Towards Sustainable Approaches to Prevent Violent Extremism
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Donor	United States Agency for International Development (USAID)	United Kingdom (UK)
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This full report is complemented by a two-page “Evaluation Brief” that presents a summary of the key findings, conclusions, and recommendations.

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List of acronyms

BiH	Bosnia and Herzegovina
CDESS	Centre for Development Evaluation and Social Science Research
CIJA	Commission for International Justice and Accountability
CLP	Community liaison points
IC	Integrative complexity
IOM	International Organization for Migration
PCRC	Post Conflict Research Centre
PVE	Preventing violent extremism
M&E	Monitoring and evaluation
ToR	Terms of Reference
UNEG	United Nations Evaluation Group
USAID	United States Agency for International Development
VE	Violent extremism

Executive summary

This report presents results of an internal, independent evaluation of prevention of violent extremism (PVE) programming implemented by the IOM Mission in Bosnia and Herzegovina (BiH). This evaluation focuses on the USAID-funded project, “Community Based Approaches to Support Youth in Targeted Municipalities in BiH” (IOM project code CS.0733). It also includes part of the UK-funded project, “Moving Towards Sustainable Approaches to Prevent Violent Extremism” (IOM project code CS.0838), though limited to community-based PVE activities in BiH that were jointly supported with USAID and UK funds. This evaluation also considers the extent to which these projects contribute to long-term sustainability and strategic alignment in relation to IOM’s overall PVE portfolio in BiH.

The purpose was to evaluate implementation and results of community-based approaches to PVE. The evaluation also aimed to further contribute to enhance knowledge and evidence base for PVE, as a new policy and research field, and to identify lessons learned and promising practices. The findings and recommendations will be used by IOM project staff and the donor to assess the relevance and accountability of the projects to the intended beneficiaries, effectiveness and value for money, impact and sustainability prospects, and by IOM senior management to improve future interventions.

Of the 15 target communities, the evaluator was able to visit five communities during the field visit. Data was collected from semi-structured interviews with IOM staff and consultants (community liaison points), local community members and local authorities, and beneficiaries, and a document review of project documents and reports. The Evaluator was able to meet with the majority of the stakeholders prioritized for interviews in the inception report. Quantitative monitoring data from the project was also used, including progress against performance indicators and financial reports.

The challenge of assessing impact was highlighted by the Evaluator from the start of the evaluation. A separate impact assessment was ongoing at the time of the evaluation, and the hope was that data and results of that separate assessment would inform this evaluation. However, the findings were not become in time to contribute to this evaluation. A PVE literature review was also requested to be included, which in the end was not possible due to time and resource constraints; instead, key documents were flagged by those interviewed, which were integrated into the analysis.

Conclusions

The following summarizes the key conclusions, lessons learned, and best practices:

Relevance

The project was well informed by local needs, including use of an inception phase and stakeholder consultation throughout implementation. The objective remains valid and pertinent to the target group. There is a continued need and interest to expand provision of MoviEQ workshops, highlighting the relevance of ongoing efforts to build capacities to deliver MoviEQ and promote integration into school curricula. There is a need for follow-on activities such as grants for youth-led initiatives, an interest for more exchange among youth from different communities, and a continued need for more technical and financial support to promote sustained work of parent and practitioner groups.

The project is guided by a clear strategy and theory of change, though some elements could be further reflected on and refined, such as dosage and sequencing of activities, and selection criteria for each activity. The programme piloted and tested a community-based model that could be replicated across BiH, in the Western Balkan region, and globally. This included innovative methodologies, in particular the MoviEQ workshops based on the scientifically tested IC thinking approach; the use of participative, youth-led approaches; and evidence-driven and locally-tailored interventions.

Effectiveness

Overall, the quality of activities was well perceived. MoviEQ workshops, in particular, were praised as being well-designed, innovative and impactful. Youth and other stakeholders also praised the concept of youth-led dialogues and initiatives. The parents and practitioner groups were also all highly satisfied with the support provided under the project. Though not all targets were met, the project was overall effective in promoting individual and community resilience.

At the individual level, lasting change the way of thinking among youth MoviEQ participants was captured using monitoring tools based on a scientifically tested integrative complexity (IC) approach, a psychological measure designed to help participants recognise and validate a wider range of viewpoints and values in themselves and others, thereby decreasing their susceptibility to extremist propaganda. A large percentage of youth reported increased trust for local authorities, and youth reportedly also increased confidence to actively engage in community discussion and built stronger social networks. In terms of key resilience actors, parents and practitioners reported significant changes in knowledge and attitudes. At the community level, while not meeting targets for number of parents trained, target was far surpassed for number of school staff trained. This aligns with a shift in strategy to include other local actors, to promote effectiveness and sustainability of the parent and practitioner groups. IOM also made great strides to promote integration of VE into school curricula.

The main inherent challenge has been to reach the “hard to reach” – the most at-risk communities, the most at-risk youth, and the parents facing the most VE-related challenges. With youth, once you reach them, the added challenge is to maintain their commitment and motivation. IOM targeted youth that hadn’t been involved before in similar projects, which meant they needed extra support. The project mitigated such challenges by building in an inception phase, using adaptive management, and constant stakeholder consultation and engagement with youth, all coordinated by carefully selected community liaison points (CLPs), key element of the strategy. CLPs acted as bridge between the project team in Sarajevo and each local community. However, an emerging challenge at the time of the field visit was that CLPs are tasked with many responsibilities, and as number and scope of activities expand this can start to overburden them and also impact on the quality of the activities and results.

Efficiency

The community-based model required an inception phase before direct activities with beneficiaries. As the model was being piloted, time was also needed to develop and test the strategy and activities, including the various results monitoring tools. The inception phase time could be shortened in future in BiH, now that methodologies and tools have been adapted to the national context, but there will always be a need for an inception period to train staff and establish trust with local stakeholders.

All project members were carefully and thoughtfully selected. Community experts and other partners with needed local or technical knowledge were brought in early on. Strong management practices appear were used, including division of tasks, procedures, communication, and reporting. The project was cost-effective, in particular training of local psychologist to implement MoviEQ methodology, and the overall modest budget for grants that also leveraged co-funding.

The project was evidence-driven starting from initial proposal design by including an inception phase assessment that would drive the development of the theory of change and the tailoring of activities to each community. A variety of mixed methods and tools were used effectively to monitor activities, results, budget and expenditure, and risks. An evaluation of impact was also built into the project to help assess the contribution of the project to outcomes and objectives.

Impact

This evaluation was not able to assess the contribution of the project to outcomes, since the results of an impact assessment was still ongoing at the time of the evaluation field visit. Pending the final results, a couple issues were identified that related to assessment of impact: namely, a need for more

clarification of how the components are designed to link to each other, and what the impact may be of different types of dosage and sequencing of activities across the components.

There is also a shared perception among IOM staff and stakeholders that a range of positive changes have been achieved. Beyond the intended results already mentioned under Effectiveness, additional positive results include increased interactions, solidarity and cooperation among youth from different social groups including inter-ethnic as well as youth from central and peripheral areas. Many youth have formed other independent groups to continue community activism, and some have applied for additional grants. Seeing the results that can be achieved with modest grants reportedly inspired some local authorities to launch similar youth-led grant schemes, and provided positive inspiration to communities in the target areas and beyond thanks to the media coverage and IOM visibility efforts.

Sustainability

The project built capacities of local professionals to deliver MovIEQ workshops. Youth-led community initiatives were also designed with sustainability in mind from the start, aimed at providing youth with a model for continued activism including the knowledge and skills to apply for additional grants.

The key sustainability challenges related to continued roll out of the MovIEQ methodology locally, and continued operation of parent and practitioner networks. In both cases, mitigation measures were identified early on. With MovIEQ, initial design of the workshop and related results monitoring tools were developed with support of academic experts, but later alternate testing tools were developed that didn't rely on continued external support. For parent and practitioner groups, IOM promoted involvement of a wide range of actors that could support sustainability along with a training of trainers programme. Important progress was also made to engage a wide range of educational sector actors across BiH to integrate VE issues into the school curricula; though not yet achieved as hoped for, given the complex and lengthy process involved, discussions are ongoing and plans underway to achieve it.

Protection, Human Rights and Gender

Attention to human rights and protection was included in the inception phase and in implementation, even though it was not specifically referenced in the project design. In terms of participation of diverse stakeholders, IOM ensured that the views of youth, local authorities, and community members were continuously gathered and fed into decision making, alongside the advice from CLPs and community experts. Given the sensitive nature of the topic of VE, IOM also carefully assessed and mitigated risks to both its staff and to beneficiaries.

The project mainstreamed attention to gender during design and implementation, including gender analysis in the proposal that informed the strategy and activities. Further gender analysis was carried out during implementation to refine the strategy, for example analysis of gender roles, different impacts that activities might be having on men and women, and related barriers to participation.

Lessons learned and good practices were also identified. The below provides a summary, with more details for each included in Section 5 of the report.

Good practices

- Inclusion of an inception phase to build stakeholder coordination, introduce and pilot the activities, and carry out community-based assessments to drive evidence-based approaches.
- Adaptive management to continuously adjust the overall strategy and design of specific activities in line with identified needs and the local context.
- Use of a multi-donor coordination platform to facilitate exchange among local, national and international stakeholders, and to increase buy-in and trust from communities.

- Invest in community liaison points (CLPs), a central element of the community-based strategy. Carefully selecting CLPs, building their capacities, and promoting their engagement throughout implementation appears to have been an essential element of project success, and contributes to sustainability, by building local capacities of talented, committed community members who will be able to continue contributing with their improved knowledge and skills past the end of the project to other similar youth-focused initiatives.
- Use public events to mark inauguration or completion of community initiatives to strengthen feelings of empowerment and pride. Hypothesized from the start, results confirm that it empowers youth and contributes to their recognition and involvement in their community.

Lessons learned

- A tailored theory of change for each community is needed. While communities were similar, factors and characteristics related to VE varied between communities. Close and ongoing monitoring of context and needs was also critical.
- Early results need to be measured and shared, even when piloting and learning from new approaches. Results were harder to demonstrate early on in the inception phases; in future, it is important to balance learning aspects of pilot projects with early sharing of results.
- A key challenge was to identify and reach at-risk youth, and requiring time and dedication from CLPs, even more than initially envisaged. Overcoming this challenge requires CLPs to work in close coordination with local stakeholders to test and refine strategies.
- Improved moderating skills of CLPs contributes to better ideas for community projects. Rather than hiring consultants to support community dialogues, as initially planned, the project used CLPs based on their interest to take this on. As the CLPs gained a deeper understanding of issues faced by local youth, strengthened their knowledge of VE, and improved ability to moderate discussions, they were able to connect more efficiently with participants and support them to make connections between sources of frustrations and grievances and concrete project ideas to address it.
- Encouragement from CLPs was essential to help youth to build confidence and actively participate, especially during the dialogues and initiatives given that IOM specifically sought out youth with no prior experience in project development or management.
- Relatively small grants have the potential to have significant impacts, especially on hard-to-reach individuals and communities that have not benefitted from similar projects before.
- Sustainability of parent and practitioner groups can be fostered by encouraging social ties among group members and with other local actors. Involvement of practitioners helps to establish and sustain the continued work of such networks, along with involving parents who are also practitioners (teachers, social workers, health professionals). Connecting with other groups and seeking support from local authorities is also helpful.

Recommendations

Based on findings and conclusions described above, the following recommendations are provided by for consideration by IOM staff and partners in the implementation of ongoing and future projects:

IOM Mission in Bosnia and Herzegovina is recommended to:

1. Explore opportunities to share the results of this three-year project and the results achieved with beneficiaries and community members in all target communities, including sharing the various visibility documents produced to date.

2. Examine sequencing and dosage of activities in this project to the extent possible, based on available beneficiary data, and the extent to which these factors affected impact.
3. Continue promoting expanded provision and institutionalization of MoviEQ workshops, both in target communities and in other communities across BiH, and to continue to link MoviEQ workshops to follow-on activities, such as youth-led initiatives.
4. Explore ways to continue providing technical and financial support to promote sustained work of parent and practitioner groups.

IOM and partners are recommended to:

5. Continue to promote wider use of this community-based approach to PVE.
6. Include more activities for exchange among youth participants from different communities in any future applications of the community-based approach.
7. Gather beneficiary and other monitoring data in a way that allows for analysis of dosage and sequencing, to feed into evidence-based decisions about beneficiary selection and support assessment of impact.

1. Introduction

This report presents results of an evaluation of prevention of violent extremism (PVE) programming implemented by the IOM Mission in Bosnia and Herzegovina (BiH). PVE programming in BiH has been supported by various donor-funded projects. This evaluation focuses specifically on the USAID-funded project “Community Based Approaches to Support Youth in Targeted Municipalities in BiH” (IOM project code CS.0733), with attention also to aspects of the UK-funded “Moving Towards Sustainable Approaches to Prevent Violent Extremism” (IOM project code CS.0838). This evaluation focuses on the USAID-funded project given that it represents the core of the PVE programming. The UK-funded project was designed to align to, complement and build on the USAID-funded project. This evaluation limits its scope to only those aspect the UK-funded project that overlap with the USAID project.

The evaluation was conducted as an independent internal evaluation by Sarah Harris, Regional Monitoring and Evaluation Officer for IOM’s Regional Office for South-Eastern Europe, Eastern Europe and Central Asia. It was carried out in the final months of implementation of the USAID-funded project, with field visits during 24-28 September 2018. The project originally was set to end on 29 September 2018, but received a no-cost extension until 28 November 2018.

2. Context and purpose of the evaluation

2.1 Evaluation context

Bosnia and Herzegovina (BiH), like other countries in the Western Balkan region, continues to face major challenges including socioeconomic gridlock, perceived corruption within a wide range of sectors, unresolved legacies from the war, and youth disenfranchisement, which have created a conducive ground for the proliferation of extremist ideologies. This has had a direct influence on communities across the whole of BiH, where small, yet vocal and active groups have developed around these ideologies. In response to this context, IOM started engaging in prevention of violent extremism (PVE) programming in BiH in late 2015, with support from various donors: the United States Agency for International Development (USAID), the Government of the United Kingdom (UK), the Embassy of the Italian Republic in Bosnia and Herzegovina, and the Royal Norwegian Embassy in Sarajevo. *This evaluation focuses on two projects, funded by USAID and the UK, as described in more detail below under “Evaluation scope.”*

In 2015, with the USAID-funded project and with complementary funding from other donors, IOM began piloting community-based approaches aimed at reducing young peoples’ susceptibility to radicalization and violent extremist influences; increasing youth community engagement and strengthening community resiliency and capacities to respond. Interventions initially targeted six pilot communities considered vulnerable due to their exposure or proximity to violent extremist influences and groups, and later expanded into a total of 15 at-risk communities in BiH. The UK-funded project also helped to expand the scope to Kosovo*¹ and the former Yugoslav Republic of Macedonia. Activities were designed and implemented based on an initial assessment phase, which was used to identify local perceptions of vulnerability and resilience factors, appropriate interventions to respond and trusted leaders suitable to support such interventions within each community. *For further details on the community-based approach and related strategy, refer to the Findings section.*

The community-based approach described above is the foundation of IOM’s PVE work in BiH. Starting in 2016, with the UK-funded project and funding from other donors, IOM increased attention to the issue of sustainability. IOM began to introduce approaches to complement the ongoing support to

¹ IOM refers to the UNSC resolution 1244-administered Kosovo in an abbreviated manner as “Kosovo/UNSCR 1244”. For the purpose of this document, this shall be shortened to “Kosovo*” without prejudice to positions on the status and in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.

community-based approaches and better ensure its long-term sustainability. This involved expanding the reach into more communities as well as enhancing support structures by building local expertise, namely building capacity among parents, teachers and other actors to identify and prevent violent extremism. IOM also aimed to promote regional approaches to PVE in the Western Balkans through dialogue and capacity building of local officials on community-based approaches, with the aim of setting up models that can lead to a more sustainable long-term mechanism in the region as a whole.

2.2 Evaluation purpose

The main purpose of this evaluation was to evaluate implementation and results of community-based approaches to PVE in BiH, with a focus on the USAID-funded project as capturing the core logic of the approach. The evaluation also aimed to further contribute to enhance knowledge and evidence base for PVE, as a new policy and research field, and to identify lessons learned and promising practices.

The evaluation findings and recommendations will be used by IOM project staff and the donor to assess the relevance and accountability of the projects to the intended beneficiaries, effectiveness and value for money, impact and sustainability prospects, and will be used by IOM senior management to improve future interventions.

2.3 Evaluation scope

Various projects and donors have jointly contributed to PVE programming in BiH, including to the community-based approaches that are the focus of this evaluation. The scope of this evaluation is limited to the contribution of two projects: “Community Based Approaches to Support Youth in Targeted Municipalities in BiH” (IOM project code CS.0733, funded by USAID) and “Moving Towards Sustainable Approaches to Prevent Violent Extremism” (IOM project code CS.0838, funded by the UK).

The USAID project is the main focus of the evaluation, since it covers the design and piloting of the community-based approach in BiH, which then formed a basis for the wider PVE programming. It also includes part of the UK-funded project, though limited only to community-based PVE activities in BiH that were jointly supported with USAID and UK funds.

Other parts of the UK-funded project are excluded in this evaluation: thematically excluding the work with government and institutions, and geographically excluding project activities in Kosovo* and in the former Yugoslav Republic of Macedonia. All components of the UK-funded project that fall within the scope of this evaluation (community-based approaches in BiH) are aligned to the USAID-funded project, both in terms of overall logic (aligns to the USAID project’s results matrix) and in terms of activities and geographic coverage (UK funds are used in all activities and in all communities covered by the USAID-funded project). The Evaluator therefore was guided mainly by the project document and related results framework of the USAID-funded project in designing the evaluation approach.

This evaluation also considers the extent to which these projects contribute to long-term sustainability and their strategic alignment in relation to IOM’s overall PVE portfolio in Bosnia and Herzegovina.

2.4 Evaluation criteria

The evaluation assessed the five criteria promoted by the Organisation for Economic Co-operation and Development’s Development Assistance Committee (OECD-DAC), relevance, effectiveness, efficiency, impact and sustainability, as well as cross-cutting issues of gender and human rights. Questions were established for each criterion, as outlined in the terms of reference (Annex 1).

3. Evaluation framework and methodology

3.1 Data sources and collection

Based on the evaluation questions and proposed methodology in the terms of reference (ToR) (Annex 1), the Evaluator refined the approach through initial review of project documents. An evaluation matrix (Annex 2) was developed to plan for data collection: for each evaluation question in the ToR, the Evaluator established sub-questions, indicators to guide answering those questions, and the related data sources needed.

An inception report was drafted and shared with the Evaluation Manager, which included the evaluation matrix, a list of documents gathered to date, and a list of stakeholders to prioritize for meetings. In the end, the approach relied mainly on the below qualitative methods:

- Semi-structured interviews with IOM staff and consultants (community liaison points), local community members and local authorities, and beneficiaries. *For interview list, see Annex 3.*
- Document review of project documents and reports. *For documents list, see Annex 4.*

Quantitative monitoring data from the project was also used as a data source, including reported progress against performance indicators and financial reports.

3.2 Sampling

The Evaluator relied on support from monitoring and evaluation (M&E) staff at the Mission to help design the sampling strategy, including communities and stakeholders to include. Of the 15 target communities in BiH, the evaluator was able to visit five communities during the field visit, based on the following criteria:

- Communities along a travel route that was feasible to reach within the timeframe of the visit
- Communities from the three project phases:
 - One of the six pilot communities covered since October 2015 (Maoča)
 - Two of the four urban communities covered since November 2016 (Zenica, Tuzla)
 - Two of the five additional communities covered since March 2017 (Zvornik, Zavidovići)
- Diverse population (ethno-national composition)
- Mix of urban and rural communities; included all three political entities of BiH
- Inclusion of communities that provided examples of both interesting and challenging aspects of the program, based on conversations by Mission M&E staff with leaders of each project component. For instance, parent groups only formed in 30% of the sites, and meetings with those groups were prioritized in the agenda planning as an interesting aspect to assess.

Communities	Entity/District	Urban/Rural	Micro-Location
Zenica	Federation	Urban	MZ Gradišće
Zavidovići	Federation	Semi-Urban	Zavidovići and MZ Vozuća
Tuzla	Federation	Urban	Tuzla
Maoča	Brčko District	Rural	Brčko and Maoča
Zvornik	Republika Srpska	Semi-Urban	Križevići

The Evaluator also sought a sample of participants from across all the main stakeholder groups: youth, parent and teacher participants; trained facilitators for the MoveEQ workshops; local authorities and other stakeholders. However, given the time limitations and the prioritization of visiting a diverse sample of communities, it was not possible to meet representatives of each group in each community. A list of stakeholders with a table illustrating the groups included in each community is in Annex 4.

Community Liaison Points in each of the five communities visited, though some limitations were faced in that regard (see below). The Evaluator also met with all of the IOM project staff based in Sarajevo.

3.3 Data analysis

The data analysis relied mainly on qualitative analysis of documentation and of written notes taken by the Evaluator during interviews. Initial analysis began during the inception phase. A brief, initial document review was carried out to inform the drafting of the evaluation matrix, which guided all further analysis (Annex 2).

A deductive (theory-led) thematic analysis approach was employed for documents and notes, using a coding scheme based on the evaluation criteria and sub-questions in the evaluation matrix (Annex 2).

Findings were triangulated through cross-analysis of data from the various sources. The Evaluator strived to ensure that assessments are objective and balanced, affirmations accurate and verifiable, and recommendations realistic, and to follow relevant ethical guidelines including IOM standards and guidance on evaluations including United Nations Evaluation Group (UNEG) norms and standards, the IOM Project Handbook and the IOM Evaluation Guidelines, and IOM Data Protection Principles.

3.4 Limitations and mitigation strategies

The Evaluator was able to meet with the majority of the stakeholders prioritized for interviews in the inception report, including all relevant IOM staff and consultants. However, there was more limited time to meet with the Community Liaison Points (CLPs) than was originally foreseen. Much of the interaction with CLPs took place while in transit together between other meetings, during which conversation was unstructured and it was hard to take detailed notes, which limited the later analysis. The Evaluator strived to complete notes at the end of the day from memory, but this was challenged by the tight agenda and limited time available for full reflection at the end of each day.

The challenge of assessing impact was highlighted by the Evaluator from the start of the evaluation. A separate impact assessment was ongoing at the time of the evaluation, and the hope was that data and results of that separate assessment would inform this evaluation. However, the findings were not become in time to contribute to this evaluation. The Evaluator had planned to additionally assess the question of impact with a basic analysis of project contribution based on stakeholder perceptions of alternative explanatory factors. However, sufficient time was not available in each interview to drill down to that level of discussion. This affected the extent to which the Evaluator could assess impact questions posed in the evaluation ToR. Instead, the evaluator strived to highlight impact-related factors and elements identified based on the available data, as well as pending questions for reflection that could be addressed later including potentially with the full result of the impact assessment.

A review of PVE literature to be included was proposed by IOM staff during planning of this evaluation. However, due to time and resource constraints, it was not possible to carry out a full literature review. Instead, the evaluator asked stakeholders to flag a handful of key documents that they consider to be most relevant to this project. These were considered as part of the questions on relevance related to the logic and evidence base for the project's overall strategy and theory of change.

4. Findings and Conclusions

This section presents a summary of findings (evidence) listed in bullet points, to support the related conclusions (Evaluator judgment based on findings). Findings are organized according to evaluation questions established for each evaluation criteria per the evaluation ToR (Annex 1). A summary of the conclusions is provided in Section 5 followed by a list of recommendations in Section 6.

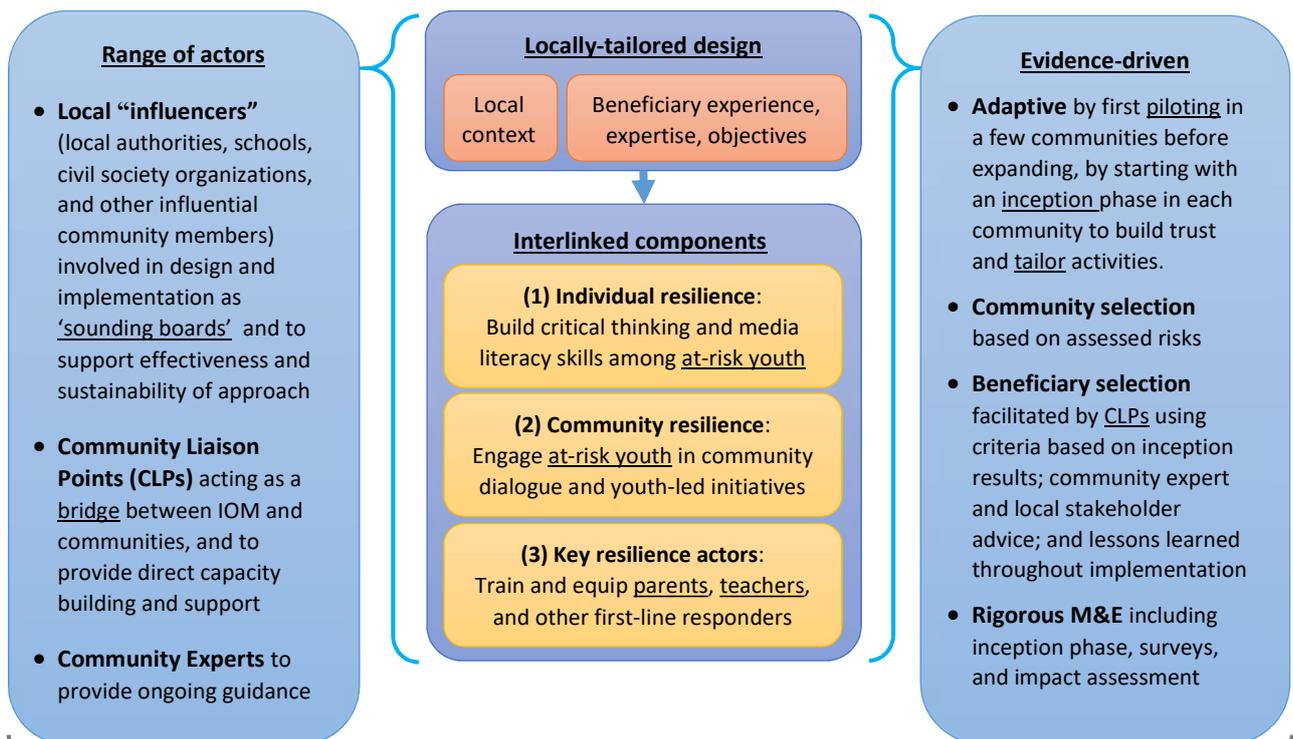
4.1 Relevance

Overall Strategy and Theory of Change

Conclusion: Overall, the project has a clear strategy and theory of change for achieving its objective of preventing violent extremism among at-risk youth using a tailored, community-driven, and evidence-based approach. At the same time, reflection on and clarification of some elements could be useful in refining the strategy in future, such as the dosage and sequencing of activities, as well as specific beneficiary selection criteria for each activity.

Findings:

- The **strategy** can be summarized as followed:



Link to wider PVE strategy: To be fully effective, community-based approaches must be implemented alongside and in coordination with other strategically interlinked approaches, in the form of law enforcement and counterterrorism activities, and capacity building of Government and other actors to counter violent extremism.

- The programme’s overall strategy for contributing to prevention of violent extremism (VE) among at-risk youth can be described as a community-based approach that includes three interlinked components: individual resilience among at-risk youth, community resilience, and key resilience

actors. The approach is designed according to local context and needs, participatively engages a range of local actors, and is evidence-driven and adaptive in its design and implementation.

- The strategy is based on a logical **theory of change**, with a basic version provided in the project document informed by analysis during the design of the project as well as results the inception phase. This resulted in the following ‘broad, initial explanatory mechanism’:
 - *Social exclusion and unemployment together with pervasive corruption (failure of the authorities to provide opportunities and services, often along ethnic lines), create a sense of profound injustice (grievance) which then tends to be fuelled further by global events (amplified grievance) and divisions stemming from the unresolved legacy of war (amplified grievance). These conditions are then exploited by religious and nationalist ideologues and extremist groups for propaganda and recruitment (2nd Quarterly Report).*
- At the same time, the project team later observed that while target communities shared similar characteristics in terms of vulnerabilities, the constellation of factors differs slightly between communities, necessitating the development of a tailored theory of change for each community. The results of the inception phase assessment and the creation of project sheets for each target community helped to guide a tailored approach in each community, and IOM closely monitored the local context in each target community and continuously reviewed the risk factors based on discussions during implementation among the project team, beneficiaries, and stakeholders.
- The key aspects of the strategy, as documented and described by stakeholders, are as follows:
 - **Targeting at-risk youth.** Central to the overall strategy, youth are identified as the target group based on IOM assessment that the most pertinent risk concerning radicalization in BiH is that young people may be drawn to join extremist groups. This appears to be a good focus based on the context, needs and perceptions of stakeholders.
 - **Three components.** Based on identification of at-risk youth as the central target group, the strategy is focused on three components, all designed to build the resilience of at-risk-youth to VE. There is a logical link between individual resilience, community resilience and empowering key resilience actors (outcomes) and the prevention of violent extremism (objective), and activities and outputs are well-designed to contribute to those outcomes:
 1. Individual resilience through critical thinking and media literacy (outcome 1). This included two elements designed to build resilience among at-risk youth. First, IOM used an ‘IC Thinking’ methodology developed by University of Cambridge researchers to promote values-based critical thinking and citizenship skills and encourage social cohesion and reduce susceptibility among youth to extremist propaganda. It is based concept of integrative complexity (IC), a psychological measure designed to help participants recognise and validate a wider range of viewpoints and values in themselves and others, thereby decreasing their susceptibility to extremist propaganda. IOM worked closely with the IC Thinking team at Cambridge to adapt the methodology to the BiH context. Each activity in the IC workshop was carefully designed based to encourage specific changes in attitudes and behaviour. The BiH-adapted methodology for the IC workshops (referred to a ‘MoviEQ’) was piloted and validated using local professionals trained as facilitators.

Second, IOM provided two sets of media activities. First, media literacy trainings aimed to enhance the critical analytical thinking and ability to recognize, and thereby reduce susceptibility to, extremist messages. Second, media engagement (counter-narrative) trainings were provided, followed by support and mentorship to participants to carry out own social media counter-narrative campaigns. The aim was both to improve ability of youth to develop and implement social media

campaigns using limited resources and contribute to spreading counter-narratives as a positive alternative to VE messaging and propaganda. The youth were brought together for an initial training, and then remotely supported after they returned to their communities to engage other youth and carry out the campaigns. All support for media engagement (counter-narrative) was provided by the project partner Post Conflict Research Centre (PCRC).

2. Community resilience through community dialogues and initiatives (outcome 2). The programme also created platforms for young people to discuss and identify key local issues and concerns, propose their own solutions, and together prioritize which solutions to implement. The aim was to activate traditionally passive and marginalized youth to mobilize community resources and create positive changes, supported also by skills development in project development and management. This was intended to contribute to youth empowerment as well as promote the resilience of their communities to VE. Importantly, youth themselves were viewed as participants in the process and not just as beneficiaries. The dialogues included two rounds: the first only for the youth, to create an inviting and safe space without authority figures, and the second with other community members to whom the youth could present their ideas. The dialogues used a structured, sequenced approach whereby initiatives were only be selected after the dialogues were concluded. IOM aimed also to promote interethnic understanding among the participants by bringing together youth from different social groups, allowing youth to reflect on concepts of both diversity and common identity, and develop joint initiatives.

CLPs carefully frame and moderate dialogues to ensure they are centred around identified drivers of VE, ensure a common understanding of radicalization, and ensure discussions are aimed at constructive, feasible initiatives thereby avoiding generating frustration and hopelessness, which could lead to apathy rather than empowerment. CLPs encouraged youth to believe in their ability to affect change. Initially the CLPs were advised to steer discussions towards issues of a size and nature that could be realistically addressed through small community actions. However, this was later modified to allow attention to structural issues, after it was found that youth were interested in such issues and demonstrated the capacity to mobilize community resources that could contribute to long-term change needed to address such issues.

IOM informed youth of the concept, modalities and parameters for eligible initiatives during each first round of dialogues, provided support through CLPs on how to design and present proposals, and explained the reasons for each step in the grants process (e.g. an independent selection board of community members to promote ownership and transparency, and how the process is designed to minimize corruption). Members of the independent selection panel were chosen by youth with guidance from CLPs to ensure that they are relevant to the initiative in order to give substantive feedback during the process. Step by step instructions were prepared by IOM for organizing the review session, including material and instructions to guide CLPs in instructing panellists and organizing the sessions. For instance, panellists should have a good understanding of how the initiatives are intended to fit into the project's strategy (namely, to build resilience to VE at individual and community level by contributing to youth empowerment and stronger ties between different groups).

Overall, dialogues and initiatives were intended to inject energy into smaller communities, both to encourage youth to identify opportunities to engage and empower them with knowledge, skills and motivation to inspire and sustain their

engagement, and to show others and the youth themselves that youth have the ideas, energy and ability to affect change. The idea is that these initiatives will lay a groundwork for more social trust, and lead to larger projects being organically developed and funded in the future. The youth participants leading initiatives were therefore offered the opportunity for additional project cycle management training to support continued engagement.

3. Key resilience actors trained to identify and respond to signs of radicalization as first-line responders (outcome 3). Finally, the project worked with “key resilience actors” such as parents and teachers to build skills to proactively, timely and constructively recognize and respond to signs of violent extremism within their families and communities. The choice of resilience actors is based on evidence from inception phase results (confirming that families and schools are key actors in PVE) and on selection of those well placed in the community to pass on knowledge to others. Parents, in particular, were recognized as one of the most important resilience actors, well placed to recognize and interrupt the radicalization process in its early stages. The approach therefore focused on recognizing early signs and awareness of available support networks and other resources to respond. The trainings focus on strengthening the means and capacities of these groups to drive the process of building synergies with other local actors, such as social workers, health care professionals, police officials (depending on the needs and particularities of the community). The theory was that by bringing together these key resilience actors, and giving the knowledge and resources and initial networking support, they would form ongoing (formal or informal) community support networks. The aim of trainings was to improve awareness of risk factors for radicalization and VE, ability to recognize early sign of radicalization, improve parenting skills and communication techniques, and know when and where to seek local assistance. Later, informal sessions were introduced between trainings, to build social ties in the groups and increase chance of sustained engagement after the training. IOM also explicitly aimed to promote engagement of parents from different ethnic backgrounds, in order to encourage creation of networks that can cross the traditional ethnic divides in BiH. This responds to identification in the project’s theory of change of the pervasive corruption related to “failure of the authorities to provide opportunities and services, often along ethnic lines.”

PVE activities need to be reinforced to be fully effective through programmes which support developing critical thinking, democratic values, tolerance, respect for human rights, and awareness of the dangers of violent extremism, delivered to a broader youth population through school curricula. IOM aimed to launch an initiative with relevant education ministries and school authorities in identified communities to make topics of VE and radicalisation an integrative component of the curriculum within the existing subjects of human rights and democracy. The aim was to use the class, which already emphasises the importance of democratic principles and critical thinking, and adapt the existing curricula to include topics and thematic sessions on radicalisation and VE, thus building youth resilience. By ensuring that these topics are integrated into existing curricula, it will be possible to demonstrate the sustainability of this component. In order to achieve this, IOM will work with the schools themselves to ensure buy in and develop a sense of the best way to implement the curriculum, after which workshops will be organized at the higher level (board of education), to ensure the curriculum is drafted. IOM will utilize the support from the schools, the momentum of the project to ensure the board of education implements the new curriculum, however, this cannot be entirely controlled, and as such is at the Outcome level.

- Participation and ownership by local stakeholders.* The above components are supported by an approach that is tailored to each context and informed by participative approaches to context analysis and needs assessment, which were used to adapt the project’s theory of change and specific activities planned for each community. This included ongoing consultation with youth themselves, and the engagement of local authorities, community leaders and other identified local “influencers” throughout the process. In addition to improving effectiveness, encouraging local ownership from the start was also intended to support the long-term sustainability of the strategy and its benefits. For instance, the project planned to build the capacities of local psychologists to independently implement the psychosocial support model (individual component using MoviEQ) after project end.
- Community Liaison Points (CLPs).* CLPs are essential members of the team in driving the project’s contextualized, participative approach. CLPs served as a bridge between Sarajevo project management and each of the target communities, by identifying and maintaining contact with beneficiaries and coordinating with stakeholders. It was essential to the success of the project to invest time and energy into careful selection and proper training of CLPs.

“The project’s CLPs represent the cornerstone of the project, facilitating access to hard-to-reach communities and playing the key role in gaining the trust and support from local stakeholders. [...] the role of the CLPs in gaining access to, and trust of these communities is the absolute key.”
- IOM (interim donor report)
- Community experts.* IOM also relied on community experts to guide the design of the strategy and all the specific components, to help select CLPs with the right profile, and to provide ongoing guidance to ensure context-sensitive approaches for each of the target communities.
- Community selection.* IOM project staff targeted communities with high risk levels (based on reported cases of violent extremism and/or those exposed to various VE influences and with low level of community engagement among youth) while also trying to ensure diversity among the selected communities to allow for testing of the community-based approach. The first six communities were selected at the start of the project (Bužim, Prijedor, Bugojno, Jablanica, Foča, Brčko Distrikt (Maoča and Gornji Rahić)), followed by an additional four urban communities identified in Q3 (Zenica, Sarajevo, Tuzla and East Sarajevo), and another five identified in Q5 (Bileća, Čapljina, Cazin, Zavidovići and Zvornik).
- Phased approach: Use of inception phase and piloting approaches.* Within the project, an inception phase was used to set up management and communication structures as the foundation for the later activities, including building trust through a series of meetings with local stakeholders and the selection of the CLPs, with guidance from community experts. There was also a need for time during the inception phase to design and test the components of the project. Feedback was used gathered throughout to refine the design.
- Beneficiary selection: Identifying and reaching at-risk youth.* The results of the inception phase assessment helped to identify the right profile of youth. Criteria were established by the project team for participation to each activity, and then CLPs played a crucial role in identifying and reaching the target youth for each activity. No public calls were made, and CLPs relied on their networks and contacts to reach out to youth. Though mentioned throughout the interim donor reports, the criteria used for each activity is not captured centrally in any document that the evaluator is aware of. Nor is there always a clear explanation for how the criteria for each activity was determined and how it relates to the theory of change. The below overview of criteria combines information from evaluation interviews and donor reports:

“Usually the best youth are selected for everything, but we chose to target those who that hadn’t had an opportunity to get involved before.”
- IOM staff

- MoviEQ: Targeted at-risk youth with characteristics associated with higher vulnerability to VE as per the assessment conducted in the inception phase.
- Media literacy: Targeted at-risk youth with characteristics associated with higher vulnerability to VE as per the assessment conducted in the inception phase, including those that have taken part in previous project activities though encouraging participation of youth that had not previously taken part.
- Media engagement (counter narratives): Targeted youth who expressed a clear interest to further engage in media work, as well as young journalists, bloggers, activists, and influencers active in target communities and/or across BiH.
- Community dialogues and initiatives: Targeted at-risk youth to lead initiatives, and also included other youth that participated to other project activities or have experience in civil society, voluntary, and/or community work. IOM encouraged the engagement of a broader profile to support the implementation in order to contribute to stronger community relations and trust.

Overall, it also appears that there was an initial idea to target at-risk youth, which evolved into a balanced mix of both at-risk/others and active/passive youth in the same activities. For example, one CLP noted that he first sought out only the most at-risk youth; however, this was revised after he realized how hard it was to find them and encourage their participation. Project team also noted that the dynamic was better when there was a mix of 'active' and 'passive' youth in the same activity.

- *Inter-linked components*. The USAID project document refers to the three components as “interlinked and mutually reinforcing activity clusters” and project staff also described the components as reinforcing each other. While linkages among some components are clear in theory, particularly related to youth-targeted activities under the first two components (MoviEQ, media, dialogues, initiatives), it is not always apparent how they link in practice apart from all targeting the same community and aiming to contribute to PVE.
 - For instance, in theory, MoviEQ workshops were intended to form a foundation for other activities according to the USAID project document, which refers to it as a ‘critical factor’ that provides a “foundation at the individual level, by increasing self-confidence and tolerance and improving Integrative Complexity of individuals, from which other activities can build.” As an example, participation in community initiatives was intended to strengthen leadership, self-confidence and social connection among youth that had participated in MoviEQ workshops. Most interviewees familiar with MoviEQ also felt that it should serve as a foundation for other activities, since it energizes youth and encourage them to engage further into other activities.
 - However, in practice, there was no apparent strategy for **dosage** (i.e. whether each youth should participate to one, two or more activities and which ones) or **sequencing** (i.e. order of activities) that should be used, and IOM project staff were unable to describe what actually occurred (e.g. what proportion of youth only participated to some activities, rather than participating to all). Rather, project staff reported that youth did not always participate in all activities (e.g. some only in MoviEQ, others only in media workshops, and still others only in community initiatives). IOM staff did also not have any monitoring data available to track dosage or sequencing.

- Still, overall, there appears to have been a general flow from MoviEQ to dialogues to initiatives. However, it is unclear whether this sequence was followed in all cases, nor is it clear again the sequence for each individual participant.
 - One key factor that appears to have influenced decisions related to dosage appears to be a donor request to target an increasing numbers of participants, rather than only participants from previous activities. Another important factor is that not all participants wanted to participate in all activities; this was especially the case in larger urban areas where there are more opportunities available, which decreases interest in participating to all of the activities. However, it is not clear whether and to what extent decisions to encourage a certain dosage were based on the overall strategy or the theory of change for each community.
 - The third component (key resilience actors) appears to be less linked to the first two. For example, there was no effort to include parents of youth participating in components one or two. Those interviewed for this evaluation were divided as to whether such approach would be strategically useful; some felt that it may discourage youth participation, while others saw an added value in bringing youth and parents together. In Tuzla, activities are planned that will connect for the first time three categories of people – young people, their parents, and teachers.
- “At one point we targeted different youth, but we can also build capacity of the same youth at different levels – media, critical thinking, resilience, emotional intelligence, and ability to develop projects.”

“Maybe it would be good to observe community characteristics and needs, and decide what to give in each and if all are wanted you can sequence, and in others offer more separately.”

- IOM staff
- *Beneficiary selection: Identifying parents and other frontline practitioners.* CLPs identified potential parents to participate in the activities under component three. Criteria for selecting parents and other ‘frontline practitioners’ was also based on the inception phase assessment, which identified parents as one of the most powerful resilience actors and the most likely to notice early signs of radicalization. It also highlighted the role of mothers in prevention, and the fact that youth from single-parent households are more vulnerable to radicalization. The project placed emphasis therefore on parents, especially mothers and single parents. Other community actors were selected to contribute to the intended result of strengthened local support networks. The project therefore also included other local actors, such as social workers, health care professionals, police officials, and others based on the specific local needs related to building community support networks.
 - *Evidence-based and adaptive management:* This included use of results of the inception phase assessment as well as surveys, focus groups, reports from CLPs, and a final impact assessment that was still underway at the time of the evaluation. The results of inception phase, pilot testing and other monitoring were used by IOM project team to continuously adapt the overall strategy and the design of specific activities.

Assessment of Needs in Design and Implementation

Conclusion: The project was well designed to be informed by local needs from the start, through the inception phase assessment to identify and validate local factors related to VE in each community, which was used to inform the strategy and theory of change. IOM project staff continued to reflect on needs throughout implementation using beneficiary feedback and stakeholder consultations.

Findings:

- IOM identified a range of push, pull and facilitating **factors** in BiH that contribute to violent extremism, which were clearly explained in the project document. Several stakeholders highlighted the need to assess needs and context of each community to make sure that the design is locally relevant, and it appears that this was done in practice throughout implementation to adapt as needed the project design. For instance, discussion of risk factors among the **beneficiaries**, including youth and parents, helped to verify and further refine the local risk and protective factors in each of the communities.
- The project initiated discussions with **local influencers** from the start, to ensure that all relevant stakeholders were aware of the project and approach, and feedback was used to tailor the project's strategy in each community. For instance, representatives of the Islamic Community were identified as crucial respondents during the inception phase.
- A **tailored, phased approach** was used in each selected community starting with an initial inception phase assessment of context and stakeholder perceptions of radicalization and local risk factors. Perceptions of influential actors were taken into account, such as local mayors, religious leaders, school officials, and others, as well as youth themselves. The questionnaire used for youth in the inception assessment included open ended questions to allow youth to express their views more fully so that the project could learn from their personal understanding of the situation. Preliminary factsheets were also developed and stakeholder mapping carried out for each community.
- The assessment report was presented and discussed in each community with identified stakeholders, to **validate** findings regarding the factors present in each target community that serve to explain why radicalization to VE occurs, and **jointly discuss** the planned interventions before any direct activity implementation began.
- Validated inception phase results were then used to **inform the theory of change** and related strategy. The theory of change was continuously reviewed and revised as needed throughout implementation. Though there is no one document that collects it together, observations on testing and adapting it are included throughout interim donor reports and the IOM staff interviewed also appear to share a common understanding of it.
- IOM staff interviews and donor reports demonstrate a high level of **reflection** and ongoing **lessons learning** and **assessment** throughout implementation to ensure that the project was responding well to beneficiary and local community needs. The strategy and design of specific activities were continuously adapted by the project team based on assessment of needs through consultations, participant feedback, monitoring data and reports shared by CLPs.
- Strong **stakeholder coordination** also appears to have contributed to needs assessment, as well as generally to project effectiveness. Stakeholders in several of the communities highlight a good coordination between CLPs, local authorities, other community members and CSOs. At a national level, several key stakeholders were consulted throughout the project, such as the representatives the Islamic Community.

- **Community dialogues** were designed to allow youth to share perceptions of the situation and identify needs themselves. It served as a forum to discuss which initiatives would best respond to community-specific vulnerabilities and drivers of VE. The concept for the small grants scheme to support **community initiatives** (selection process, selection criteria, composition of independent selection board) were determined in consultation with CLPs and community experts, including Islamic Community national representatives to ensure that inputs on important considerations and local contexts of each community were taken into account. Eligible areas of intervention for the initiatives were tailored based on the inception phase assessment findings.
- **Media literacy workshops** used examples drawn from the local context to ensure the trainings are tailored to the local context and needs. **Media engagement workshops** (counter narrative) were designed based on consideration of the situation in each target community, including through the social media monitoring reports prepared by the Commission for International Justice and Accountability (CIJA).
- **Engagement with schools** to promote integration of MoviEQ into the school curriculum was based on a consultative process with a variety of actors from the educational sector. Initial, informal meetings served to gather perspectives and assess needs to inform the later design of a strategy that was presented at more formal, high-level meetings.

Alignment with Needs

Conclusion: The objective remains valid and pertinent to the target group given continued presence of risk factors related to VE, and given needs identified by the youth, parents, and stakeholders.

Findings:

- The project focus on youth-led approaches in the target community is in line with the needs as expressed by the youth themselves, as well as by parents, local stakeholders, and IOM staff. Local stakeholders emphasized a need for more opportunities for youth to actively engage.
- A common need identified by youth was **connections** with other youth, with community members, and with resources to exchange ideas and support in taking action to solve problems. Connection with community members is needed to increase support for their ideas, help them find opportunities to get involved, and encourage an exchange of ideas including discussion of local needs and of “taboo” topics. Connection to resources and opportunities is needed to gain new skills and experiences (e.g. project development skills), especially in peripheral, rural areas.
- Youth talked about their own efforts to promote **connections** among youth and to involve other youth in their community initiatives, both at-risk youth and youth from different groups. Youth interviewed referred to these other youth they reached out to as ‘passive’ or ‘inactive’, those marginalized or lacking resources (e.g. youth with disabilities, youth in foster homes, or youth with single parents), youth from other ethnic groups, youth with parents involved in the war, children of returnees, and migrants. Many referenced ‘inclusion’ of other youth as an explicit goal. Many of the projects selected by youth related to youth centres or other spaces to gather, thereby also promoting space and opportunity for connection among youth.

- Though not identified explicitly as a need by youth themselves, youth identified how the MovIEQ workshops helped them to change their way of thinking. IOM staff highlighted that the approach with MovIEQ is distinct from the approach used in the educational system in BiH, which is based more on rote learning, while MovIEQ promotes **critical thinking** by encouraging youth to take the time to reflect and consider options before making decisions. This continues to be needed across BiH, and it's inclusion into the school system and other institutional structures continues to be promoted by IOM.

- With parents, the most common need cited was **new knowledge** about VE. Most noted that became aware of both the importance of addressing VE and about its existence in their own community as a result of the project. Parents cited that they need to learn how to identify and react to support at risk youth, and also to connect with other parents and with experts they can learn from.

- Parents also identified a future need for opportunities to **share good practices and experiences** with other communities in BiH and others globally working on VE.

“We learned so much that we didn’t know. I am sorry that I didn’t meet these educators before, so I could have had this knowledge earlier.”

“It is important to know how to detect a problem and to know how to react. That is the first and most important goal. It is much less costly to prevent a problem than to heal it after it happens.”

“In Sarajevo, I met different kinds of people included in this project, and we exchanged experiences from our communities. This is very important for our work and for our kids.”

“We have more and more problems every day, new fights and conflicts. I have a shop near the street. I see when kids start to fight without a reason, and parents don’t know to help them.”

- *Parents interviewed*

- Another noted need is to improve the **interaction between parents and teachers**, as teachers are close to youth and well placed to transfer knowledge. A need was also noted to expand the support networks in **schools** to help prevent VE as well as to deal generally with inter-ethnic tensions that often arise in their multi-ethnic schools. Parents also noted a need to improve recognition of their work among other parents and teachers, so that others know that they can ask for help and advice.

- A key need identified by local stakeholders was **opportunities for youth to engage in the community**. As one stated: “For a long time we had no opportunity to implement any projects, especially not projects that promote youth and where youth decide.” Several cited efforts to create an environment in which youth can feel empowered to engage in the community and take a lead in projects. One official noted that his administration is working to attract community development projects, and the young people empowered under a previous UNDP project are the ones that led activities in this IOM project.

“The youth have ideas but need someone to approach them.”

“The older generation here is trying to create an environment in which young people can stay and work here. We want to involve as many young people as possible. We need a lot of big projects in where youth can be involved in implementation.”

“It is very important that young people are involved and can apply to different projects.”

“We have many youth not only without employment, but also without experience. They need assistance, to be pushed up in local life.”

“It is hard to help youth get started with activism, especially in a small community. Most are only thinking about how to move to a bigger city or thinking about how to get a job in the local administration or institutions, without thinking of innovative ideas.”

- *Local stakeholders interviewed*

- Overall, stakeholders felt that it was the right approach to **support youth activism**, and one community member noted that it was good to **start with something small** to first get youth engaged and build their experience working on projects, which takes a lot of time and effort. In future, however, several respondents suggested to consider **larger-scale** project ideas.

- The youth-led community initiatives demonstrated that significant results can be achieved with relatively small grants. Going forward, the youth that participated under this project were encouraged to continue the work of developing community initiatives and seeking funding and in-kind support. Such support could come from the local level, through the dialogue platforms and relationships that were built in the context of this programme. However, it appears based on feedback from the stakeholders interviewed that opportunities to continue to building on the progress achieved by the project will also still depend in part on availability of funding from national or international sources.
- “Without the assistance of both local stakeholders and of international organizations like IOM, youth will not start anything. They need support and a push to get involved.”

- Local stakeholder interviewed
- Several stakeholders also emphasized a need to increase efforts and transfer of knowledge to more **rural, peripheral areas**. As a CFP noted, “The issue is they never before had an opportunity to be part of projects and things like this. We don’t have NGOs or organizations for youth. Everything that happens in the NGO field is inside the city.”

Gaps and Opportunities

Conclusion: There is a continued need and interest to expand the provision of MoviEQ workshops, both in target communities and in other communities. The project’s efforts to build local capacities to continue delivering MoviEQ and promote its integration into school curricula remains relevant. There is also a need for additional follow-on activities, such as grants for youth-led initiatives.

Findings:

- MoviEQ workshops were well received by facilitators and participants, and IOM project staff had a very positive impression of their quality and impact.
- “The MoviEQ workshop is not just good – it is excellent.”

“A lot more people here could benefit from MoviEQ workshops. We could do five every month. We have a lot of passive youth, that are quiet, that don’t talk, or have problems with families that can benefit from these workshops.”

- Local stakeholders interviewed
- There is continued interest to expand the workshops to reach even more youth, and also to potentially include parents, teachers and other members of the community that could benefit. Many participants interviewed also felt that four days was not enough, and several wished they could attend a second or even a third workshop.
 - There is therefore also an observed need for more follow-on activities, such as the youth-led initiatives that were designed to channel the energy from MoviEQ workshops. IOM staff noted that they now have also a small fund for each MoviEQ to support small grants.

Conclusion: There is an observed interest to include more activities for exchange among the youth participants from different communities.

Findings:

- Opportunity for exchange among participants from different communities was included in the parents component, and certain other activities like the media engagement workshop involved participants from several communities. However, other activities such as community initiatives didn’t involve an exchange component, which IOM staff felt could be helpful to include in future. For the initiatives, it could be useful to add an exchange component mid-way through the period of implementation for each grant to allow exchange on challenges and struggles faced and get

ideas from what others did. As with connections among youth within the same community, this ability to connect across communities contributes to breaking down inter-ethnic prejudice, which is an impact of the project according to one IOM staff.

Conclusion: Continued need for more technical and financial support to promote sustained work of parent and practitioner groups.

Findings:

- IOM reported in later interim reports that there is a need for continued capacity building for parent groups who choose to continue their engagement, as well as for financial support to established groups and networks with a clear vision and focus of their engagement.
- IOM also noted that parent groups may benefit from exchanges among groups from other communities, to broaden networks and facilitate learning and sharing of experiences. This was confirmed by interviews with ‘successful’ parent groups during the evaluation field visit, as they included many that wanted access to more knowledge and wider networks (including international) that could help them to continue and increase their engagement.
- An additional training was provided to parents towards the end of the project, in the eleventh quarter, to provide more specifics on the process of radicalization. It was also the first time the project brought together parents from different communities to learn from each other. Additionally, ten grants were provided in the twelfth quarter to parent and practitioner networks to carry out initiatives to further strengthen their support networks. Based on needs and interests identified during field visit, these are activities that could potentially be further expanded.

“We aren’t the first municipality to deal with this issue, and the problem of violence extremism is faced by all cities globally. We would like to have more practical examples from others, good quality experiences.”

“Support to network with other communities would be the most useful. Future support should be in that direction.”

“We are thinking about we can continue this work on our own. We would like help to know how we can continue it by ourselves.”

- Parents interviewed

Conclusion: Opportunity to improve visibility of IOM’s PVE programming in future activities, now that the community-based approach has been tested and refined, and results can be shared.

Findings:

- The project had to balance maintaining a low profile initially, due to the specific sensitivities of the project and the need to first build trust with representatives of the local community. It was also important to IOM project staff to focus on primarily using data gathered from stakeholder perceptions in the communities to feed into the programming. IOM gradually being able to share more information, lessons learned and good practices from the project to a wider audience as implementation progressed and as successes could be reported. At the same time, however, several stakeholders interviewed for this evaluation felt more could be done to increase visibility (in the words of one local community member, to “make a bigger story about it”).

Added Value of the Programme

Conclusion: The programme piloted and tested a community-based model that could be replicated across BiH, in the Western Balkan region, and globally. This included innovative methodologies, in particular the MoviEQ workshops based on the scientifically tested IC thinking approach; the use of participative, youth-led approaches; and evidence-driven and locally-tailored interventions.

Findings:

- Design of the strategy was based on the assessment of each community during the inception phase, which was itself driven by perceptions of local stakeholders, which is reportedly not the usual approach. IOM wanted to hear from the members of each community and selected local community members as CFPs to facilitate the process, and this signalled to communities that IOM was taking a new, innovative approach. This project was also unique in targeting at-risk youth that hadn't participated to other similar projects, and by including rural communities rather than only larger urban areas. Finally, MoviEQ workshops were perceived as unique by youth who participated, and also by other community members who heard about the workshops.

- The dialogues and youth-led initiatives were appreciated and seen as innovative approaches for working with youth. One stakeholder stated:

"to sit with young people and ask them about problems was really something new." This confirms feedback shared by IOM for example as stated in an interim donor report: "this is the first time someone was listening to youth people." IOM also targeted youth without any prior experience in such projects, and this was seen as innovative compared to previous similar initiatives that the interviewed stakeholders were aware of. As IOM reports in one interim donor report: "For many, the community dialogues represent the first and only time these youth were asked about their views and ideas about their community, and what aspects of it they would like to see improved."

"We didn't use the usual pre-determined approach. We used local experts and listened to each community in the inception. This helped them to understand that we are doing it a bit different, we want to listen to them about the main drivers and what types of interventions should be used. We allow them to both define the problem and provide answers."

- IOM staff

"This project is something new. I have been working for ten years to support youth activism, and this is something new that I haven't seen before."

"We don't often see calls for young people without experience. Usually they are only for people with previous experience working with NGOs."

- Local stakeholders interviewed

Conclusion: IOM coordinated with local, national and international stakeholders, including through the use of a multi-donor coordination platform, and sharing lessons learned and good practices from its PVE programming with other relevant actors for use in PVE work.

Findings:

- Coordination with stakeholders and alignment with initiatives at the local level.** Interviewed stakeholders appreciated IOM's attention to working closely with and coordinating among local stakeholders. This project appears also to be well aligned to existing youth initiatives and youth-related strategies in the targeted communities visited by the evaluator, both formal strategies (e.g. documented municipal strategy for youth development) and informal strategies (e.g. reports of concerted efforts by local authorities to engage as many young people as possible in community initiatives). In cases where no strategy had existed previously related to local youth development, the project appears to have helped
- Multi-donor coordination platform.** IOM established and continues to cultivate a multi-donor coordination platform to encourage interested ongoing exchange on PVE among all interested donor agencies, and to secure support from a wide range of donors for the community-based approach to PVE under this project. Given perceived mistrust and caution among stakeholders in BiH regarding the engagement of international actors in VE issues, IOM ensured that many donor agencies were supporting (financially or otherwise) this community-based approach to PVE. The platform also served as a forum to promote recognition of the importance of PVE issues and the available strategies for addressing PVE, both in BiH and in the wider Western Balkan region.

This multi-donor coordination has reportedly helped promote synergy among PVE programming. For instance, when the results of the inception phase assessment of the first six communities identified a potentially significant link between unemployment and VE, IOM commissioned a research study with funds from the Italian Embassy to further explore this. Findings from that research were likewise used to inform the overall strategy for the community-based approach under this programme.

Also, as mentioned in the introductory sections of this report, the PVE programme is composed of various donor-funded projects that complement and build on each other. The USAID-funded project (the main focus of this evaluation) supported the design and piloting of the community-based model for PVE, which was complemented by the UK-funded project (secondary focus of this evaluation) that increased attention to the issue of sustainability in the ongoing activities in BiH while also expanding to Kosovo* and the former Yugoslav Republic of Macedonia. The work and lessons from these two projects also helped to inform the design of additional projects, such as an ongoing project to support institutional referral mechanisms that builds on the networks and capacities built through the project USAID and UK projects. Synergy also was promoted by having certain staff working across various projects. For instance, the staff member supporting the parent and practitioner training component of this project also supported implementation of the UK-funded project to establish institutional referral mechanisms, which was designed to build on the networks that the project aimed to promote through the parent and practitioner trainings.

- ***Synergy with and promotion of wider PVE initiatives at the national level.*** IOM strived to ensure synergies with wider strategies to address VE and maintained close contact with the relevant national actors involved in PVE in BiH. For example, in the project's sixth quarter, IOM met with the Ministry of Security to explore synergies between IOM's PVE programming and the national *Strategy of Bosnia and Herzegovina for Preventing and Combating Terrorism (2015-2020)*. The Ministry officially expressed support for IOM's work as a contribution to Strategy's prevention component and expressed a desire to work even more closely with IOM, confirming the relevance and added value of IOM's PVE programming in relation to national strategic priorities. IOM supported MoS in their coordinating role, such as organization of National Coordination Meeting for counter-terrorism and P/CVE actors in BiH and in the lead up to the first meeting in by carrying out mapping of known initiatives in the field to support identification of gaps, duplication and opportunities for cooperation. Following that, a convening meeting was held for government, civil society and academia actors active in the field of PVE, conceived as a "Group of Friends" to serve as a resource for the Ministry of Security and other policy makers including supporting oversight and evaluation of implementation of the national PVE Strategy and Action Plan.

IOM also supported the Coordination Body of the Government of Republika Srpska for Oversight of Implementation of the Republika Srpska Action Plan for Preventing and Combating Terrorism 2016-2022, established during the project implementation, for which IOM organized and co-hosted a workshop in June 2017.

- ***Coordination with other local, national and international PVE actors.*** IOM strived to ensure coordination, avoid duplication, and promote synergy with other actors working in PVE. IOM maintained close contact before and throughout implementation with a range of local, national and international stakeholders. In the initial project period, IOM kept a lower profile and carefully managed its public image. Details of the project and its results were increasingly shared with other local and international stakeholders as the trust and buy-in of local stakeholders improved, as the project built stronger internal and external understanding of the project's overall strategy, and as IOM reported observing an increasing number of other actors becoming engaged in the PVE field from around 2017, mid-way through implementation. From the sixth quarter, IOM staff report expanded coordination and exchange with other stakeholders including donors, UN and other international organizations and civil society through Project Steering Committee meetings, regional meetings, and bilateral meetings. At the request of the UN Resident Coordinator, IOM

also established and chairs a UN PVE Working Group to support coordination of PVE work among the members of the UN Country Team.

Visibility efforts also included information and promotional materials that CLPs could use to frame and present the project (and ensure coherent understanding among CLPs), a short promotional video of the theory behind IC thinking, a video documentary and testimonials of activity participants and CLPs themselves, and sharing content to Facebook and in the local media

- **Widely sharing lessons learned and good practices.** From the start, this project intended to gather and share learning that could be useful for other relevant national and international actors working on PVE. Though the project kept a low profile during its early stages, while it built the trust and buy-in from local stakeholders, gradually more information on the project was shared. For instance, already from the second quarter, IOM planned to develop a strategic paper to be presented as a proposed approach to PVE for other countries in the region to raise awareness of the benefits of this community-based model and preventative approaches generally. By the end of the third quarter, the project had held an Ambassadorial level meeting to present findings of the inception phase assessment and to update high-level officials, donors, and international community on the community-based approach to PVE being undertaken by this project. During the rest of implementation, lessons learned and good practices were frequently collected and shared with stakeholders at coordination meetings to inform related PVE interventions in BiH and the region, and also exchange relevant information with ongoing law enforcement- and political- approaches to complement and reinforce the impact of wider PVE strategies. It also aimed to contribute to comprehensive, evidence-based regional PVE approaches. This was an added value given the relative scarcity of evidence on the effectiveness of PVE interventions.

IOM also sought to bring in and learn from other global experiences. The MoviEQ methodology itself is based on a methodology developed and tested across several countries. At the time of this project, Finland was also in the process of rolling out IC thinking trainings in their schools, so IOM planned a meeting to exchange experiences and learn lessons from that process.

4.2 Effectiveness

Intended Outputs and Outcomes

The effectiveness findings are based on the most recent version of the results matrix, revision of which began in mid-2017 and finalized in February 2018, to reflect various changes that had been implemented with donor approval but hadn't been formally updated in the project document until that point. Among other changes, that revision removed reference to better preparing young people for employment (original Outcome 2) after the research study commissioned by IOM following the inception phase assessment found that economic issues were not a significant factor related to VE. As another example, the focus of the MoviEQ workshops was revised to more explicitly target youth (rather than earlier 'community members') and to refine the expected results in line with the specific changes expected according to the MoviEQ methodology. Output 1.2 was also expanded to include not only recognition of non-objective media (through 'media literacy' workshops) but also design/implement counter-narrative campaigns (through 'media engagement' workshops followed by mentoring to youth in designing and carrying out their own counter-narrative campaigns).

The findings also rely on monitoring data available as of 30 September 2018 from the 12th donor interim report, along with evidence gathered by the evaluator from interviews and focus groups during the evaluation field visit in late September 2018.

The project received a no-cost extension until November 2018, to complete a youth initiative in Prijedor that was delayed to city administrative processes. Therefore, final achievement of indicators may still be advanced beyond what is reported below, to be confirmed in the final donor report.

Component 1: Individual Resilience (at-risk youth)

Conclusion: The project was effective in terms of promoting individual resilience. The targets related to MoviEQ were all surpassed, including a measured increase in integrative complexity thinking among participants. Though targets were not achieved related to number of media literacy trainings, targets were achieved for new knowledge gained after each training, and media engagement (counter narrative) campaigns reached a wide audience. Finally, at outcome level, clear progress was made in terms of lasting change in the way of thinking among youth MoviEQ participants even though the established targets were not achieved.

Output 1.1 – Integrative complexity (IC) thinking through MoviEQ

Result	Indicators	Target achieved?*
Output 1.1: Youth improve life skills and integrative complexity thinking thereby reducing black and white thinking	# of local IC facilitators trained	✓ 11 (target of 4)
	# of IC workshops	✓ 53 (target of 45)
	# of IC participants	✓ 750 (target of 540)
	% of youth w/increased IC score	✓ 62% (target 60%)

- Progress against indicators: Targets were achieved related to number of trained MoviEQ facilitators and number of MoviEQ workshops and participants, as well as the target percentage of youth with an increased level of integrative complexity (IC) thinking using the proxy measure of the resilience survey. By the end of the project, 62% of youth had increased their IC score against a target of 60%.
- Observations:
 - IOM project staff felt that the MoviEQ workshops were very successful based on the feedback from participants and observed changes in IC scores. One IOM staff felt that the communication modules of the workshops were especially impactful, as these helped youth to come up with a new way to address problems that arise in interactions with teachers, friends and parents.
 - The youth interviewed also praised the quality of the workshops, and reported positive effects on their way of thinking about themselves and others.

Output 1.2 – Media literacy and engagement

Result	Indicators	Target achieved?*
Output 1.2: At-risk youth have increased capacities to recognize non-objective media and design/implement counter-narrative campaigns	# of trainings	✗ 7 (target of 20)
	# of participants	✗ 90 (target of 150)
	% of participants with good understanding of objective media	✓ 71% (target of 70%)

- Progress against indicators: Targets were not achieved related to number of media literacy trainings and participants, though the target was achieved for percentage of participants with a good understanding of objective media was achieved.

- Observations:
 - IOM reports that feedback from participants in the media engagement trainings and campaigns was very positive, reporting that youth highlighted how important it was to hear a positive, uplifting narrative in contrast to the negative, aggressive political discourse that they usually hear in the country.
 - In just over a month, media engagement (counter-narrative) campaigns drew a total of 177,256 interactions in social media, with 28,862 visits to project webpages.

Outcome 1 – Youth resilience

Result	Indicators	Target achieved?*
Outcome 1: Young people in targeted communities have reduced susceptibility to radicalization and VE influences	% of youth that feel optimistic about future professional life	✗ 40% (target of 60%)
	% of youth completed IC thinking training that demonstrate lasting change in way of thinking	✗ 64% (target of 70%)
	% of youth that believe in their ability to render impactful change at a personal and community level	✗ 61% (target of 70%)

- Progress against indicators: **Targets were not achieved** in terms of youths’ increased optimism about future professional life, lasting changes in IC thinking, and belief in ability to affect change – though progress was still achieved across all of those measures. *It should be also noted that the ongoing impact assessment is designed to capture outcome-level changes, but results were not available at the time of this evaluation.*
- Observations:
 - Though the target was not quite met, progress was made compared to the baseline in terms of lasting change in the way of thinking among youth MoviEQ participants. This is based on the results of focus groups organized six months after the workshop was completed, which show according to IOM reports that effects of trainings on the structure of thinking, and in some cases on behaviour, are lasting. Additionally, although there is a slight drop between post-test and pre-test, overall the level of resilience remained higher than the pre-test level.
 - According to IOM reports, the most prominent attitude change is being more open and tolerant to new or opposing views (increased integrative complexity) as well as being able more aware of low-complexity thinking in others. The main behaviour change related to integrative complexity is application of active listening techniques, which helps participants to avoid, handle and resolve conflicts with friends and family by be able to better communicate and control emotions.
 - Future professional life (first indicator for Outcome 1) was not a specific topic that came up in the discussions with youth and other stakeholders. However, many of the youth stated that they had increased their confidence as a result of the activities. IOM reports observed that a few participants reported to have made some bigger life changes following the IC training by engaging in active job-seeking and starting to volunteer for a local NGO. Several participants said that the MoviEQ workshop “opened up a new world to them” where they see opportunities that before they wouldn’t consider “being for them.” Some participants said they have joined NGOs and others started applying for internships and jobs. Increased self-esteem and a hunger for new opportunities outside of what they before considered their comfort zone.

Component 2: Community Resilience

Conclusion: The project was overall effective in promoting community resilience, though not all targets were met. Targets were surpassed for the number of dialogues/initiatives and participants to each, though not for number of outstanding initiatives supported with an additional grant nor for increased knowledge of VE drivers. Still, a large percentage of youth reported increased trust for local authorities (36%, surpassing the target of 10%), reportedly linked to the co-funding requirement, which came to 34% of the combined budgets (81% of projects surpassed the target of 15% co-funding). A large number of youth (leaders and volunteers) participated and other community members were mobilized, and reports indicate that youth increased confidence to actively engage in community discussion and built stronger social networks.

Output 2.1 – Community dialogues

Result	Indicators	Target achieved?*
Output 2.1: Youth in the target communities have access to funding for tailored community-based initiatives to address drivers of VE	# of dialogues organized	✓ 84 (target of 60)
	# of dialogue participants	✓ 765 (target of 720)

- Progress against indicators: Targets were achieved in terms of total number of community dialogues organized and total number of dialogue participants.
- Observations:
 - Increased participation from local authorities was observed as the project progressed and gained more visibility. By Q10, IOM noticed a marked improvement in participation, noting that “majors and local elected officials are now staples, with representatives from schools and companies also present.”
 - IOM also noticed improved media coverage of the dialogues over the course of the project implementation.

Output 2.2 – Community initiatives

Result	Indicators	Target achieved?*
Output 2.2: Increased availability of local discussion platforms for the community to address concerns about drivers of VE	# of initiatives supported	✓ 62 (target of 45)
	# of outstanding initiatives supported with additional grant	✗ 0 (target of 6)
	# of participants engaged in community initiatives, SADD	✓ 582 (target of 100)
	# of “first time engagements”	✓ 385 (target of 30)

- Progress against indicators: Targets were achieved in terms of total number of community initiate, number of participants, and number of “first time engagements” (youth that had not participated to similar projects). In fact, the target number of supported initiatives and the number of youth participants were surpassed. There was also a higher proportion of “first time engagements” than initially targeted (66% were “first time engagements” as compared to a target of 30%). At the time of the evaluation, the target was not achieved in terms of number of outstanding initiatives supported with an additional grant.
- Observations:
 - The project helped establish or strengthen **platforms for discussion and exchange** between youth and other community members. Often, youth are hesitant about whether and how they can approach local authorities and other “VIP” persons in the

community. This project helped to support youth to reach out and start discussions with other community members.

- A large number of other community members were also mobilized around the initiatives – whether as part of the independent selection board, by providing professional inputs and advice to the youth, or providing other in-kind or financial support. For instance, IOM reported observing an increase in the level of engagement of municipal stakeholders as the project progressed. Increased **participation from local authorities**, as noted above for dialogues, was also observed in terms of support to the initiatives. By Q10, IOM noticed improvement in terms of the support provided through timely processing and approval of permits and clearer, more transparent advice on administrative and legal procedures, and also suggestions and advice on potential sources of financial or in-kind support.
- All youth groups managed to secure financial or in-kind **co-funding support** from their local community, whether the municipality, other local institutions, businesses, or individuals (parents, teachers, and neighbours). The result (overall 34%) was much higher than the original target. The highest point was at the end of Q10, when the overall portion of co-funding was 46%. By the end of September 2018, 81% of projects surpassed the target of 15% co-funding. However, this figure does not account for various non-monetized in-kind support: volunteer hours, food provided to the youth teams and during ceremonies, and the general support provided by community members throughout the implementation.
- **Media** increasingly covered the initiatives as project implementation progressed, according to IOM reports, which further expanded the available discussion platforms to wider audience in the target communities and to other communities across BiH.

Outcome 2 – Community resilience

- Progress against indicators: Data was not available on number of initiatives run sustainably six months after the end of the project. The target was not achieved for knowledge of drivers of VE among youth, though the target was achieved for increased trust. *It should be noted that the ongoing impact assessment is designed to capture outcome-level changes, but results were not available at the time of this evaluation.*

Result	Indicators	Target achieved?*
Outcome 2: Youth groups contribute to enhanced community resilience and reduced susceptibility towards VE	# of initiatives run sustainably 6 months after end of the project	Data not available.
	% of youth beneficiaries have knowledge on drivers of VE	✗ 27% (target of 70%)
	% increase of youth reporting trust for local authorities	✓ 36% (target 10%)

- Observations:
 - A key aspect of the theory of change for this component was that the initiatives would **empower** and encourage youth to **actively engage** in their community, and serve to rally community support around a common, positive goal, contributing to enhanced community resilience and reduced susceptibility to VE. It engaged not only the youth that participated first in the dialogues, but also youth volunteers for the implementation, resulting in around 600 total youth participants as of the end of September 2018.
 - The **process of selecting initiatives** was itself empowering, as youth participants improved their negotiation skills and learned how to develop and present well-

argued proposals to their peers and other members of the community. According to IOM staff, the process of developing, presenting and securing approval taught youth about the value taking the time to design a good quality proposal before jumping to implementation. The experience of presenting their ideas to other community members also created feelings of pride and accomplishment.

- Based on the interviews and focus groups during the evaluation field visit, there was a noted **pride** and passion among the youth when describing their initiatives and the progress they have made. CLPs also reported observing significant improvements in the confidence and active engagement of the youth participated compared to the start of the project. This outcome be may even stronger among youth that also participated in MoviEQ workshops, based on the higher level of engagement observed during interviews. In the donor reports, IOM staff report that a handful of participants from each community dialogue “had a significant impact in terms of becoming more active members of society”, such as some youth seeking additional funding for initiatives that could not be funded by the project. It is unclear based on data, but would be interesting to explore whether there is any connection between participation in MoviEQ workshops and higher levels of engagement in the community initiatives.
- As IOM stated in donor reports, **improved relations and trust** was observed between youth and local authorities. Reportedly the co-funding requirement contributed to this; though youth were hesitant to involve local authorities at the start, the co-funding requirement meant they had to reach out, which resulted in youth feeling recognized and empowered. On the other side, local authorities and communities members improved recognition of the importance of involving youth into local discussions and initiatives that improve the community and also help the youth to feel they belong and have opportunities, which can encourage youth to stay engaged in the communities rather than migrate to other cities or countries.
- IOM staff report that young people have formed **stronger social networks** that can provide support during difficult times. IOM also reports that many youth groups have **established their own communities, groups and projects**, which shows a high degree of resilience and innovation that youth in the communities now possess.

Component 3: Resilience Actors

Conclusion: The project was less effective in terms of empowering key resilience actors, in terms of meeting the set targets. However, while not meeting the targets for number of parents trained, the target was far surpassed for number of school staff trained. This aligns with a shift in strategy did shift to include other local actors, to promote effectiveness and sustainability of the informal groups that the project encouraged to form. Those parents and practitioners trained reported significant changes in knowledge and attitudes as a result of the workshops. Finally, IOM did make great strides to promote the integration of VE into school curricula, though targets were not met, and the reasons relate to the complex and lengthy bureaucratic processes that are outside of IOM’s control.

Output 3.1 – Parents and practitioners

Result	Indicators	Target achieved?*
Output 3.1: Strengthened capacities of parents to recognize VE risk signs and act accordingly	# of parents trained	✗ 115 (target of 120)
	# of parents participating in local informal groups	✗ 44 (target of 50)

- Progress against indicators: Targets were not achieved related to number of parents trained, nor the number of parents participating in local informal groups.
- Observations:
 - The project expanded from targeting only parents and teachers, to also include local imams, social workers, psychologists, community police and others. This was intended to contribute to the long-term sustainability of local support networks by linking parents and teachers to various other frontline practitioners.
 - At the same time, while the target number of parents under Output 3.1 was not reached (115 compared to a target of 120) the target number of school staff under Output 3.2 was greater surpassed (41 compared to a target of 15), which can be interpreted to mean that by expanding the group’s composition the project was less able to reach the target number of parents, identified as a critical actor by the inception phase assessment.
 - This is despite an observation by the project team in the donor reports that there was a need to properly balance the ratio of parents to others in the groups, to ensure that the dynamic did not discourage the parents from actively participating.
 - While there is no indicator related to increase of knowledge from the trainings, the IOM staff report in the interim reports that all participant groups reported a clear increase in awareness and knowledge regarding risks, protective factors, and early signs related to radicalization and VE.
 - The programme promoted discussion and awareness of the phenomenon of VE and associated risk factors.
 - One of the most significant changes among parents identified by IOM in the donor reports is an attitudinal change related to the role of parents in promoting both internal and external protective factors. Earlier donor reports observed that negative responses to trainers when they brought up ‘parenting skills’ (e.g. “don’t tell me how to raise my child”). In later reports, however, project staff observed that parents across all groups improved understanding of the importance of protective factors, both internal (e.g. confidence, critical thinking, tolerance) and external (e.g. opportunities for meaningful activities, self-development), that can help improve youth resilience to VE influences. IOM also reported that almost all parents felt more confident in their parental capacities after the training, and many exhibited a willingness to contribute to strengthening the resilience of their community, either by joining existing organizations or creating their own.

“We became aware of this problem here, because before we thought that there isn’t any violent extremism here. But now after working with IOM, we became aware that there is this problem here. Maybe it is not very big now, but it can be, and IOM helped us to deal with that.”

- Parent interviewed

Output 3.2 – Schools

Result	Indicators	Target achieved?*
Output 3.2: Strengthened capacities of schools to strengthen resilience to VE through education	# of school staff trained	✓ 41 (target of 15)
	# of schools with VE component in curricula	✗ 0 (target of 6)
	# students with increased awareness of VE	✗ 0 (target of 400)

- Progress against indicators: The target was surpassed for the number of school staff trained, though targets were not met regarding schools with VE component in the curricula and number of students with increased awareness of VE as a result.

- Observations:
 - While targets were not met, it should be noted however that IOM made great strides to promote the integration of VE into school curricula, and the reasons for not achieving the target relate to the complex and lengthy bureaucratic processes, which are outside of IOM’s control. Engagement with schools was promoted from early on in the project, starting with a series of informal meetings with representatives from the educational sector and establishing contacts with officials from national ministries of education and from local school systems.
 - Following those initial meetings, IOM developed a clearer strategy for integrating VE topics into the schools system combining both a bottom-up approach and top-down approach. In terms of the bottom-up approach, IOM approached teachers and other school staff in the communities targeted by the programme in order to introduce VE topics into extracurricular activities. At the same time, in terms of top-down, IOM slowly built support from higher political levels to formally introduce VE into the school curriculum. Securing support for and achieving this was a complex and lengthy process given that BiH is composed of 13 ministries of education across 3 national governing entities (Federation of Bosnia and Herzegovina, Republika Srpska, and Brčko District). An early result of the process itself of meeting with many educational actors at various levels and across the three national entities was to encourage engagement on the issues of VE, which in itself contributes to the project’s overall goal to create networks that can help to prevent violent extremism.
 - The more concrete intended result that schools proactively work to prevent radicalization and VE required institutional buy-in and willingness, which was achieved progressively from the 3rd to the 6th quarter. By the end of the 7th quarter, in mid-2017, IOM was ready to organize a first meeting with the ministries of education to draft a plan of action and to formally secure political buy-in.

Outcome 3 – Empowered resilience actors

Result	Indicators	Target achieved?*
Outcome 3: Important resilience actors in the communities (families and schools) are empowered to address radicalization and prevent VE	# of networks/groups in place	✗ 6 (target of 12)
	# of schools proactively working to prevent radicalization and VE	✗ 0 (target of 6)

- Progress against indicators: Targets were not achieved related to the number of networks in place and the number of schools proactively working to prevent radicalization and VE. *It should also be noted that the ongoing impact assessment is designed to capture outcome-level changes, but results were not available at the time of this evaluation.*
- Stakeholder perceptions: As of Q11, IOM reported that participants in the trainings for parents and practitioners started to form the expected informal support networks. As of the end of Q12, there were six networks in place (short of the target of 12). Engagement with the ministries of education contributed to building institutional buy-in and willingness to engage on issues of VE, which contributed to the project’s overall goal to create local networks that would help to prevent violent extremism.

Challenges to Effectiveness?

Conclusion: The main challenge to effectiveness relates to reaching the “hard to reach” – the most at-risk communities, the most at-risk youth, and the parents facing VE-related challenges. In terms of youth, it is an inherent challenge to reach the “hard to reach” and once you do, the challenge then becomes maintaining their commitment and motivation. IOM also targeted youth that hadn’t been involved before in similar projects, which meant they needed extra support. These challenges were mitigated by designing a built in inception phase and enabling adaptive management, and throughout implementation by constant stakeholder consultation and engagement with the youth, coordinated by carefully selected CLPs as a key element of the strategy. An emerging challenge is that CLPs are tasked with many things under the project, and as number and scope of activities expand this can start to overburden them and also impact on the quality of the activities and results.

Findings:

- One central challenge is related to the selection of communities and beneficiaries, which was a key element of the project’s overall strategy. Regarding **community selection**, the intention was to identify and target at-risk communities. However, there was also a need to balance the relevance, effectiveness and potential risk – while it may have been most effective in terms of preventing VE to go into the highest risk communities, that also requires consider investment of time and energy to build trust, mitigate risk and establish a foundation for the effectiveness of later activities. In the end, the project staff, CLPs, and community expert explained that the project focused on slightly lower risk communities, for example where there a high risk of VE but without yet evidence of it, or communities located nearby to known hotspots rather than going into those hotspots. Selection of communities was also based on inception phase assessment findings, guidance from CLPs and community experts, and close consultation with donors, other international partners, key national stakeholders (especially the Ministry of Security of BiH and the Islamic community in BiH).
- Another challenge was related to the **inception phase** work of setting up the communication channels and local networks that would support the project implementation. For instance, in some cases it was challenging initially to gather sufficient respondents for the inception phase assessment, given mistrust and scepticism among some youth to engage in activities funded by international donors. For example, as reported in the 7th interim donor report, some youth in Zavidovići refused to participate in the survey when seeing one of the donor logos. This challenge was overcome through the central strategy of working with CLPs in each target community and taking the time to map out and meet with all relevant stakeholders, explain to them the project and the approach, and gradually build buy-in and support. IOM and CLPs also jointly discussed challenges and found solutions, such as utilizing social networks and use of other actors in the community as reference or entry points to secure respondents.
- **Stakeholder coordination** was a key element of effectiveness from the start, to address the challenge of ensuring trust, buy-in and support from national and local stakeholders. Noting that mistrust and caution existed among both youth themselves and other local stakeholders regarding the engagement of international actors in VE issues, IOM strived to build a multi-stakeholder cooperation among a range of local, national and international actors.
 - At the local community level, IOM took the time to build trust with stakeholders, a process greatly facilitated by CLPs and community experts.
 - At a national level, IOM maintained contacts with local and international counterparts to ensure understanding on the steps and activities being undertaken and planned. For instance, the **Islamic Community** was identified as a key stakeholder in the inception phase. Though national representatives of the Islamic Community

expressed some initial reservations, IOM staff took the time to present and discuss the proposed strategy thereby building trust and buy-in. This helped to facilitate relationship building at the local level with local representatives (imams) of the Islamic Community. The **Ministries of Education**² were likewise identified early on as a key stakeholder. The engagement with each ministry resulting in some slight delays to initial timelines, but their buy-in and support helped to facilitate project activities.

- IOM also strived to ensure that IOM’s PVE programming in BiH was supported by a range of international actors to avoid it being perceived as a the initiative of a particular donor. To this end, IOM established and continues to cultivate a multi-donor coordination platform to not only encourage funding support but also as a platform for all interested donor agencies exchange on PVE.
 - At a national and regional (Western Balkans) level, IOM also ensured that its community-based PVE model was aligned with broader PVE initiatives and involved support from a variety of national and international actors. In addition to improving support for this project’s community-based approach to PVE, this also helped promote recognition of the importance of PVE issues and related strategies for PVE in BiH as well as the wider Western Balkan region.
- Regarding **beneficiary selection**, the very nature of the criteria created an inherent challenge: how to reach the **“hard to reach” youth**, the ones who would benefit most from participation in the project. IOM project staff continuously discussed with CLPs, the community experts and with other local stakeholders to find the best approaches to identify youth beneficiaries, by learning from successes and failures and sharing ideas. The approaches used include: CLPs bilaterally approached local stakeholders interviewed during the inception phase to request support in identifying youth; meetings held between IOM staff, CLPs and local stakeholders to discuss strategies and request support; training was provided to CLPs on how to improve engagement of local stakeholders; support from informal parents groups and from MovieEQ facilitators to identify and approach youth. Additionally, the selection criteria appears to have evolved throughout implementation. For example, one CLP noted that he first sought out only the most at-risk youth; however, this was revised after he realized how hard it was to find them and encourage their participation, and also that the dynamic was better when there was a mix of ‘active’ and ‘passive’ youth in the same activity. Still, however, CLPs were encouraged still to seek out and include as many at-risk youth as possible, including turning down referrals that did not fit the criteria. Written materials were developed by IOM project staff at the request of CLPs, to help them explain the profile of activities to interested youth.
 - A very similar dynamic was also described by one interviewed parent group regarding reaching **“hard to reach” parents**, the ones who would benefit most (e.g. those currently dealing with problems with their children). IOM project team reported that it was a challenge to reach the targets initially, as it is hard to identify those who face these problems. As with youth, the decision was made to expand participation anyone who was interested to participate, and then gradually reach and include the target parents. Also, from mid-2017, IOM started to design a training of trainers program for actors from each of the 15 target communities, which was designed not only to contribute to sustainability but introduced flexibility by allowing CLPs and the trained actors to work together to identify and include other actors in the community and thereby also help to further reaching the target parents. The idea was that any action in the community would have a ripple effect that eventually reaches the target audience.
 - Overall, the entire strategy was geared to overcome the **challenge of beneficiary selection**. The ground-up approach started with getting local CLPs engaged and starting to reach out and identify potential beneficiaries. As implementation progressed, CLPs were encouraged and

² Bosnia and Herzegovina has different ministries of education under the governing entities for the Federation of Bosnia and Herzegovina (FBiH); Republika Srpska (RS); and Brčko District (BD).

provided space to share good practices and lessons learned. Strategies included asking for support from other local stakeholders to identify and refer at-risk youth. This included the parent and practitioner groups, which the project encouraged through trainings and informal meetings to evolve into more formalized support and referral networks.

- Once reached, the next challenge is to **engage young people, and keep them engaged**. The CLPs interviewed emphasized the need to take time and continuous effort to build trust and encourage youth to engage, open up and participate. In this respect, the CLPs played a crucial role as members of the local communities themselves by maintaining continuous contact with youth, parents, teachers and other local stakeholders. Still, it was an ongoing challenge to keep youth engaged throughout the project. Also, by choosing to target ‘inactive’ or ‘passive’ youth there was an inherent challenge to then ‘activate’ those youth. This involved facilitation skills for the youth dialogues, to encourage and motivate more active participation. Also, since IOM targeted youth with no prior experience, another challenge was related to building the skills and confidence of youth to develop and present their proposed initiatives.

“Corruption a big challenge. Most of the donations like these that people know of are seen as ‘free money’ and are used in an illegal way.”

“Most youth either assume that writing a project proposal is easy to do and they get money for nothing, or that there are smart people that know how to do projects and they get the money. It was an important goal of the project to change this thinking.”

- IOM staff

- Another emerging challenge is that CLPs are tasked with many things under the project, and as number and scope of activities expand this can start to overburden them and also impact on the quality of the activities and results. It is therefore important to carefully assess the speed and scope of implementation that is being required of CLPs. This is not perceived to have impacted on any of the activities to date, but it is emerging as a potential challenge to keep in mind for future.
- Another important factor, beyond IOM’s control, was the time and complex political processes needed to make the **changes in the school curricula**.

Beneficiary Satisfaction

Conclusion: Quality of activities was well perceived among the interviewed stakeholders. **MoviEQ workshops, in particular, were praised as being well-designed, innovative and impactful. Youth and other stakeholders also praised the concept of youth-led dialogues and initiatives. The parents and practitioner groups were also all highly satisfied with the support provided under the project.**

Findings:

- **MoviEQ workshops** were widely praised as innovative and impactful. High retention rates for the MoviEQ workshops, which demonstrates the satisfaction of the participants. Facilitators also designed their support to reduce the number of dropouts, by taking the time to discuss bilaterally with passive participants and encourage involvement, and by always having two facilitators so that one is able to provide one-on-one support and check in with individual participants. There were only a few cases of participants leaving the MoviEQ workshops before the end, and in those cases IOM always tried to identify the reasons and find other activities to involve them in. Participant feedback has reportedly been overwhelmingly positive, as indicated in the interim donor reports and corroborated by participants during the

field visit – including remarks from those who had not participated, but had heard about the experiences those who had taken the workshop.

- **Community dialogues and initiatives** were well received and appreciated by youth as well as the other local stakeholders, in particular the concept of being youth-led. A variety of youth participated, some present from the start with the first round of dialogues and others joined later in the process in the second round or as volunteers to help implement the selected initiatives. The interviewed youth expressed appreciation for the opportunity to connect with others and engage in community projects, and parents and local community members perceived that the project had helped youth to become more active.

“We expected the dialogue would be useful, that there would be some topics covered, and then they would tell us what to do. But it wasn’t like that. We were the ones to give our opinions and identify problems, and IOM listened.”

- Youth participant

- The **parents and practitioner groups** interviewed were all highly satisfied with the support provided under the project. They appreciated the opportunity to learn more about VE and to engage with others to help address these issues in their community. However, it should be noted that the evaluator met mainly with ‘successful’ parents groups, which biases the responses in this case towards higher satisfaction.

4.3 Efficiency

Use of Resources

Efficient use of time:

Conclusion: The community-based model used in this project required an inception phase before starting up direct activities with beneficiaries. In this case, as the model itself was being piloted, time was needed to develop and test the overall strategy and the specific activities, including various methodologies and results monitoring tools. The inception phase time could be shortened in future, now that methodologies and tools have been adapted to the national context. However, in any case, there will always be a need for an inception period in each new target community to establish and training project staff, and to establish and build trust with local stakeholders.

- The project start-up involved a careful selection of project staff, including the CLPs, and the planning and implementation of the inception phase assessment and related situation analysis and stakeholder mapping prepared by IOM project management together with CLPs and community experts. Initial contacts were established with identified key stakeholders. IOM also used the initial project period to contract and work with CIJA to develop a strong plan the assessment methodology, develop the necessary tools, and train the CLPs. IOM also worked in the initial period with the University of Cambridge to develop an IC methodology tailored to BiH context. This also required time for IOM staff to be trained and to understand fully the methodology. Direct activity implementation with local beneficiaries began only after results of the inception phase were discussed and validated with local stakeholders in each community. For this reason, evidence of results was not available in the initial months.
- The lack of a work plan with specific timelines for each activity, both the initial plan and when each activity was carried out, makes it difficult to evaluate whether the project made

efficient use of time. The evaluator based assessments on reconstruction of timelines based on review of donor reports and interviews with IOM project staff.

- Overall, the project's strategy required substantial time to build relationships with all of the stakeholders to ensure that it was responsive to local needs, effectively implemented, and was sustainable past the end of the project. For instance, time was required to establish trust and buy-in from the Islamic Community and the Ministry of Education. The project planned the inception phase to allow for enough time to achieve these initial tasks, which formed the basis for success of later implementation of activities in each community.
- Some noted challenges and related delays:
 - IOM project team noted that it took a bit longer than initially anticipated to get the buy-in from each community. It was essential to secure the buy-in before moving forward with activities, given the sensitive nature of VE and also given that the project needed support from all stakeholders to identify and reach the target beneficiaries. This part of the process was in the end unavoidable, as it is part of the piloting of the community-based model. In future, IOM project staff note they would be able to implement faster but would still take several months in any case.
 - IOM project team also noted that it took slightly longer than expected to train the CFPs in all of the skills needed. The CFPs brought strong local knowledge of the community, and were respected and well connected, but many for instance didn't have monitoring or reporting skills. It also took time to ensure that all CFPs fully understood the project strategy and approach.
 - CN activities delayed later than initially planned due to internal discussions on best approach in terms of IOM mandate. IOM staff noted that it would be beneficial to have clearer instructions in terms of what IOM can and can't do, and also develop clearer guidance and models that could be used in future.
 - Recommendation: IOM Headquarters recommended to develop clearer instructions or guidelines on the extent to which and how IOM should engage into counter-narrative activities, as well as share for example via webinar or online training on tools, methodologies or lessons learned.
 - The engagement with each ministry of education resulting in some slight delays to initial timelines, but their buy-in and support helped to facilitate project activities.

Efficient use of expertise:

Conclusion: All members of the project team, from staff in Sarajevo to the CLPs in the field, were carefully and thoughtfully selected. Community experts and other partners were also brought on board early on that brought needed local or technical knowledge.

- IOM identified and contracted **CLPs** in the each municipality to act as bridge between the project team in Sarajevo and the local community. IOM took the time to discuss with each potential CLP and receive advice from community experts in order to ensure that selected CLPs had the right profile. For instance, the project team wanted to select individuals who are respected in their communities and are able to understand the complexity of the local situation and actions required to address the issues of radicalisation and violent extremism. Within the teams, project management also promoted efficient use of team members through the keeping of a log-book and regular reporting on workload and division of tasks. As the project progressed, experienced teams of CLPs regularly visited other communities to support less experienced CLPs.
- **Community experts** were also brought on board to guide the project team and CLPs. The IOM project team with expert guidance of the community experts led the planning and

design of all activities, while the CLPs advised on the local context and were trained to select participants and facilitate the activities. Their advice also helped to identify any risks of CLPs engagement and minimize exposure.

- Following the inception phase, the local knowledge of **CLPs** and **community experts** was used to develop the initial reports and periodic updates for each targeted community.
- The expertise of external partner Commission for International Justice and Accountability (**CIJA**) was used to ensure solid methodology for the inception phase assessments, which included a toolkit prepared by CIJA and used by **CLPs** who were trained to collect the data. This helped to select the most the assessment was based on robust research methods while ensuring sensitivity to each local context in gathering the data, which was carried out mainly by CLPs though CIJA also participated in interviewing local stakeholders. When the additional four urban communities were selected, CIJA helped to adjust the methodology to include geographic indicators to identify specific locations within the larger urban communities. CIJA also helped to develop the methodology and tools for the impact evaluation, together with IOM and the Centre for Development Evaluation and Social Science Research (CDESS), which CDESS was then responsible for overseeing.
- The expertise of external partner **University of Cambridge** was also used to ensure a solid methodology for the project's psychosocial component. The selected approach again well balanced technical knowledge based on a tested methodology with adaptation to the local context facilitated by IOM staff, CLPs and community experts.
- IOM also partnered with the **Post Conflict Research Centre (PCRC)** to lead media trainings for youth at-risk and to design and implement their own counter-narrative social media campaigns. While this was a low cost approach, it does not appear to have been the most cost-effective. According to IOM staff, it would have been more effective to hire one consultant who could oversee the entire process and ensure alignment with overall project vision as well as greater flexibility to adapt to emergent needs. Also, the aspects of the component that worked well appear to have all been about localized, one-on-one support as opposed to the remote mentoring provided by PCRC, which did not work as well.
- Local professionals were trained alongside IOM staff as **MoviEQ facilitators**. This ensured both that IOM maintained in-house knowledge on the methodology, and that local capacities could support the project implementation and also be sustained beyond the project. CIJA assessed the improvement of capacities of local psychologists throughout their training process, to ensure they could independently lead workshops. One on one coaching was regularly provided by the IC thinking team at Cambridge University. As the number of target communities expanded, IOM also increased the number of MoviEQ facilitators. IOM staff were also trained by the IC thinking team as 'trainer of trainers' to be able to move quickly and flexibly to upscale implementation, including by offering trainings in Bosnian Serbian Croatian (BSC) that allowed for inclusion of non-English speaking local professionals.
- Additional **consultants** were used in certain activities, such as a consultant hired to organize the first three media workshops for youth; a psychologist specialized in child psychology hired to develop the training programme for parents and frontline practitioners to recognize and respond to early signs of radicalization, in cooperation with the Community Expert; and an expert on socio-economic inclusion hired to finalize the methodology for the community dialogues and grant scheme for the youth-led community initiatives.
- The IOM team also strived to **leverage all available community resources** to advance the project goals. For instance, after involving local journalists and media professionals into the media literacy workshops, IOM sought to continue engaging these important local resources by involving them into the later media engagement workshops.

- **IOM project team in Sarajevo** was expanded alongside the roll-out and expansion of the scope of direct implementation of activities in the communities. Initially, the team consisted mainly of the project coordinator with a couple support staff. The team was later expanded as the pace and scope of implementation increased and project components were delegated to specific staff. This included support from a mission-wide M&E Officer from 2016 followed by a project assistant, grants manager, parent training coordinator, and MoviEQ coordinator brought on board around mid to late 2017. This matches the overall increase in activities that can be observed from donor reports.
- IOM senior **management** and technical experts were also utilized throughout, including the IOM Sub-regional Coordinator and Chief of Mission for BiH and IOM technical experts at Headquarters and Regional levels.

Efficient use of funds:

Conclusion: The project was overall very cost-effective, in terms of the results that IOM was able to achieve with the available budget. In particular, cost-effective measures that stood out include the training of local psychologist to implement the MoviEQ methodology, and the overall modest budget for grants combined with the co-funding requirement.

- The decision to train local psychologists to implement the MoviEQ methodology aimed to contribute to cost effectiveness in the later stages of the project. IOM was also able to increase the total number of MoviEQ trainings, as well as the final number of grants, after the project was able to make savings in other areas. At each workshop, cost-efficiency was considered in terms of focusing only on the necessary costs to provide a quality workshop, for example providing a nice meal, and also used community contacts to get in-kind support including provision of meals or free use of spaces.
- Building up local and in-house knowledge can also be seen as a cost-efficiency measure, as it gradually reduced the dependence on the IC thinking team from Cambridge University for the training of MoviEQ facilitators and the application of results monitoring tools.
- IOM emphasized also that community initiatives had a high impact relative to their cost, as CLP teams were able to gather entire communities around the idea of improving their communities for the better and thereby contribute to enhanced community resilience and reduced susceptibility to VE.
- Co-funding of at least 15% was required for community initiatives. The combined portion of the budget (overall 34%) was higher than envisaged (84% of projects had at least 15%).

Management practices (division of tasks, procedures, communication and reporting):

Conclusion: Strong management practices appear to have been used, including division of tasks, procedures, communication, and reporting. The role of team members and CLPs was clearly defined, and a strong communication was maintained throughout implementation using regular team building, joint planning meetings, and adaptive management based on feedback.

- Attention was also given from the start to **building the knowledge and skills of CLPs**, related to the topic of VE and the project's overall strategy, the inception phase methodology, and monitoring and reporting. This started even before each CLP was selected, through visits by IOM project staff and community experts to each community, to discuss with potential CLPs about the issue of violent extremism and address any reservations by CLPs regarding personal risks they may face. It continued throughout the project by periodically bringing all CLPs together for joint meetings. In addition to helping improve CLPs knowledge and skills, these meetings also helped build connections about CLPs and others on the project team, and as a forum to gather lessons learned and good practices. As the group of CLPs grew, such meetings also allowed new CLPs to learn from experiences of their peers. IOM project

staff tracked improvements among CLPs and flagged areas where further support was needed to ensure high quality of monitoring and reporting on project results and context.

- A good **communication structure** was established between IOM project management and the community experts and CLPs. Community experts were in close contact with CLPs in particular during the assessment phase, to provide advice and recommendations that were intended to promote effectiveness of activities tailored to the local context, minimize exposure to risk by CLPs, and flag points to raise in discussions with local representatives. Within the core project team based in Sarajevo, coordination practices were mainly limited to email exchanges that kept everyone looped in across the various components. Regular meetings were periodically attempted but were difficult to maintain. Instead, staff relied on virtual sharing via emails, calls, and a shared folder with all related project documents and related PVE resources. At the same time, a couple of the staff that joined mid-way through the project reported difficulties at the start in grasping the overall strategy and vision, as there wasn't time to sit down and discuss with the team. Eventually they understood, but noted that it would have been beneficial to have it more clearly explained at the start.
- Regular **team building** and **joint planning** meetings that brought together IOM project staff and senior management based in Sarajevo, the CLPs and community experts, consultants including MoviEQ facilitators. These meetings allows for IOM project management to update staff and consultants on IOM's other PVE engagements and initiatives, and to exchange on updates and lessons learned such as the best methods for identifying at-risk youth.
- **Adaptive management** practices served to continuously adjust the overall strategy and design of specific activities in line with identified needs and the local context. The results of inception phase assessments, pilot testing and other monitoring of the effectiveness and relevance of activities were used by IOM project team to continuously adapt the strategy, theory of change and specific activities. Donors were open to changes in the design and implementation, and agreement was reached that more specific indicators and targets would be developed after the inception phase. For instance, there was an initial idea to include attention to economic aspects, highlighted in the first inception phase assessment as a potentially significant factor for VE. When subsequently commissioned research found that it was not significant, the strategy was revised to shift the focus. As another example, consultations with partners during implementation informed selection of additional target communities, including based on a need to include large urban areas to better understand the local processes of radicalization and susceptibility to VE and thereby improve the overall strategy. Finally, the project maintained communication with academic actors working on PVE to promote evidence-driven approaches, including Cambridge University (in adapting the IC methodology) as well as locally with University of Sarajevo (carrying out longitudinal research of the impact of MoviEQ to inform plans to incorporate it into local schools).

Monitoring practices:

Conclusion: The project was evidence-driven from the initial design, by including an inception phase assessment that would drive the development of the theory of change and the tailoring of activities to each community. A variety of mixed methods and tools were used effectively to monitor activities, results, budget and expenditure, and risks. An evaluation of impact was also built into the project to help assess the contribution of the project to outcomes and objectives.

- **Community-based assessments** of the scale and drivers of the phenomenon of radicalization and violent extremism:
 - The **inception phase assessment** led by CIJA was used to inform at an early stage any needed revision of indicators, baselines and targets, as well as planned activities in each community. The assessment involved comprehensive key stakeholder interviews as well as surveys of youth, and a few parents, using a mixed

methodology questionnaire that included open-ended questions. The gathered perception and views of local residents on the scale and drivers of the phenomenon in each community was essential for shaping the activities. Multiple methods and sources were used to triangulate findings, and results were also shared and validated with local stakeholders before proceeding to implement activities.

- CIJA also carried out **monitoring of online social media content** to trace the evolution of discussions and monitor network and content metrics, both qualitative and quantitative. CIJA used this approach to map networks, enable the tracking of new developments in real time and analyse and categorise produced content. This was utilized by IOM to engage stakeholders and plan the specific activities to use. Regular bi-weekly reports were produced for the first months of the project. Later, it was determined that value of exercise decreased after few changes were observed month to month in the interactions and communication style on the monitored pages, and so the social media monitoring was discontinued after a final report.
- **Ongoing local-level assessment** by CLPs and community experts, in addition to frequent monitoring visits by IOM staff. Regular reports were provided to IOM staff in Sarajevo by the CLPs on implementation of project activities and identification of potential risks and opportunities.
- **Adjustments to project plans** were made throughout implementation. Lessons learned and good practices were flagged by staff throughout implementation, as can be seen in the quarterly reports, and these were used to inform any adjustments to the activities and overall strategy and theory of change. Following the inception phase, IOM staff also started to develop a more detailed M&E plan. Results matrix and narrative were updated mid-way through the project to reflect the updated strategy and theory of change, as well as the specific planned activities.
- **Activity monitoring.** At the start, there was no timeline or tool for tracking deadlines and completion date of all activities. Rather, plans evolved as the shape of the project itself evolved following the initial inception phase. Most were pilot tested to ensure effectiveness and relevance, including the piloting of the MoviEQ workshops prior to further roll-out to allow for revision of baselines and indicators and improve the effectiveness of the methodology, and the piloting of the grant methodology for the community initiatives. By the third quarter, when assessments of the six pilot communities were complete and CLPs were in place, IOM staff in Sarajevo requested that CLPs develop proposed work plans for their activities. These were assessed as local proposals, which IOM reviewed to ensure coherence with the project strategy while being tailored to each local context. Throughout the implementation, CLPs continued to update the project coordinator of plans as did the other members of the project team.

Additionally, from early 2018, parent groups and members of the community initiative selection panels were involved into the monitoring of activities, after they expressed an interest to be involved. CLPs and youth teams were also given increased autonomy in the execution of activities as the project moved into its final quarters, which also is a way to contribute to ownership and sustainability of efforts past the end of the project.

- **Risk monitoring** was carried out throughout implementation by CLPs in coordination with IOM project staff in Sarajevo through periodic reports and calls, to assess the impact of project activities on the local community, and to identify and mitigate any risks. This regular reporting by CLPs was used by IOM staff in Sarajevo for risk mitigation. For instance, IOM staff and community experts advised the CLPs on how to observe community impacts by paying attention to aspects beyond just the effects on direct beneficiaries of the activities.

- **Financial monitoring** was carried out regularly using IOM institutional system for project financial tracking and reporting, with oversight from Resource Management colleagues at the IOM office in Sarajevo.
- **Result monitoring at output level** was robust across all three project components. Data was regularly collected and analysed in monitoring reports, and key findings and lessons learned were integrated into the donor reporting.

Component one: Individual youth resilience (Output 1.1/1.2)

- An IC testing methodology developed by the IC Thinking team at Cambridge was used. This IC testing has been empirically validated to demonstrate lasting changes in the structure of thinking of beneficiaries. It involves pre- and post-tests using textual analysis of written paragraphs from which IC scores are extrapolated using a validated coding framework, designed also to mitigate social desirability bias, with two rounds to ensure inter-coder reliability. However, only trained and certified IC-coders (from the IC Thinking team) can conduct this IC testing. Empathy surveys and resilience surveys were therefore introduced mid-way through this project as alternative measures that could be more easily sustained after the end of the project, since it doesn't require reliance on external support from the IC Thinking team. As these tools were tested alongside each other, IOM determined together with Cambridge researchers that the resilience survey showed a statistically significant correlation with IC scores, and thus could be used alone since it had proved to be a reliable measure. The indicator still referred to "IC scores" but the resilience test was used as a proxy measure.
- IOM also worked with Cambridge researchers to develop a focus group interview guide to be used several months after each MoviEQ workshop (a tool not used before in other IC programmes), as a qualitative method to capture change and to follow-up on longer term effects. The focus groups included discussion of whether and how training exercises resulted in new insights and knowledge about themselves, and how they have used those in real life situations, as well as identification of other major events and life changes to assess also the impact of other factors as part of the analysis. Focus groups were held with all MoviEQ participants six months after the training, followed by a second focus group one year after the training with a random selection of participants. Volun
- For the media literacy activities, in addition to monitoring number of workshops and participants (attendance lists), pre/post tests were used that included objective (right/wrong) and subjective (perception) questions to track increase in an ability to recognize non-objective media. Feedback was also gathered from the media expert consultant, the CLPs and the participants.
- For the media engagement activities, results were monitored by participant (attendance lists).

Component two: Community resilience (Output 2.1/2.2)

- Results of dialogues (output 2.1) were monitored by simply tracking the number of dialogues held (invitations, agendas) and participants involved (participant lists).
- Results of initiatives resulting from those dialogues, however, were more closely monitored (output 2.2). Though the indicator only focused on number of initiatives supported, additional monitoring was integrated throughout the process. All grants were overseen by the project's grants manager, and the process of selecting and planning initiatives was designed to be participatory. An independent selection board was composed of relevant members of the community who could give

constructive feedback to improve the proposals. The application included data to monitor whether initiatives are being led by at-risk youth and/or targeting at-risk youth, and a formula was developed by the grants coordinator to track this across the initiatives. Volunteer lists are later requested at project close. As an annex to each grant application, each CLP also describes how the project contributes to VE.

Component three: Empowering resilience actors (Output 3.1/3.2)

- For parent and practitioner groups, results were measured using training attendance records and direct observation by CLPs of the activities of informal groups.
- For school staff, results were measured using training attendance records. The other indicators related to schools were to be measured using document review (curricula) and class attendance records, though the project had not yet achieved these.

As with activities, more autonomy over results monitoring was also devolved to the CLPs in the final quarters of the project implementation. This involved exchange visits of CLP teams between communities using a peer review approach, with CLPs from one community assessing results achieved in another community through interviews with youth and local stakeholders. The visit also served as an opportunity to more closely monitor the community grants, based on which a written report was submitted to IOM on the findings.

- **Result monitoring at outcome level** was planned through collection of baseline data in the inception phase assessment and a later end-line data collection in the impact assessment at the end (still ongoing at the time of the evaluation visit). Both were carried out by CIJA using a questionnaire delivered by CLPs using repeated cross-section design and a quasi-control group. This will help to capture outcome-level results as well as assess project contribution.
- **Evaluation of impact.** The development of the M&E Plan finalized in Q4, IOM included plans for a quantitative impact evaluation to statistically measure the impact of the project on prevention of VE and enhanced resilience of at-risk youth in target communities. IOM consulted closely with CIJA in development of the methodology to ensure that the approach was technically sound. The external partner CIJA was contracted to carry out baseline and final assessments to assess the extent to which the project contributed to the results using a quasi-control group. The project's intended objective will be measured based on the impact assessment results, to include measurement of a "youth resilience index" comparing responses from both beneficiaries and non-beneficiaries. The analysis includes the impact of the project on the prevention of radicalization, and various other expected and desirable outcomes based on the project's theory of change (youth empowerment, trust for community, positive community engagement, and others), captured in an index of nine dimensions. Collection and analysis of the final measurements for completion of the impact assessment was still ongoing at the time of the evaluation field visit.

4.4 Impact

Evidence of Project Contribution to Results

Conclusion: This evaluation was not able to assess the contribution of the project to outcomes, since it was initially envisaged to use the results of an impact assessment, which was still ongoing at the time of the evaluation field visit. While not able to arrive at conclusions about impact or challenges to impact, the evaluator did identify a couple issues that related to *assessment* of impact: namely, a need for more clarification of how the components are designed to link to each other, and what the impact may be of different types of dosage and sequencing of activities across the components.

It is important to first highlight the limitations of an internal evaluation of this type in terms of the assessment of project contribution, as it requires a more rigorous approach than was possible in this case. The methodology for the evaluation planned to incorporate findings from an impact assessment that was being conducted by external partner CIJA. At the time of the evaluation field visit, however, that exercise was still ongoing and therefore the data was not available to feed into analysis of impact for this evaluation. Therefore, this section is limited to a few brief observations based on the evidence available from project documents and the perceptions of stakeholders interviewed.

In relation to impact, it is important to highlight again the evaluator's observations regarding dosage and sequencing, mentioned first under the Relevance section above. Overall, most IOM staff thought that the project's activities and components were all interlinked and mutually reinforce each other, but there is not complete clarity about whether this was actually intended. For instance, one project team member referred to results as a 'consequence of all components together.' However, another noted that the media literacy and media engagement trainings were always separate from each other and from MovIEQ, but that in future it would be better to have a more strategic sequencing.

The impact of different types of dosage and sequencing is also not clear. For instance, it could be explored what impact MovIEQ workshops alone have, versus for instance youth involved in MovIEQ and in several other activities, or whether it is more or less impactful to participate in MovIEQ prior to any other activities. Likewise, effects could be explored in terms of youth who only participated to one or two activities, such as a youth that joined only in the second round of dialogues or youth that only participated to media engagement activities. This point was discussed with the project team during the evaluator's field visit, and it was recommended to integrate reflection on dosage and sequencing into the impact assessment to the extent possible. In future, it is also recommended to gather data in a way that would allow for this type of analysis comparing across the different project components.

Unintended Outcomes

Is there any evidence of (negative or positive) unintended outcomes?

Conclusion: While conclusions could not be drawn about the contribution of the project compared to other factors, there is a clear, shared perception among all IOM staff and stakeholders that a range of positive changes have been achieved with this project. Beyond the intended results already mentioned under Effectiveness, additional positive results include increased interactions, solidarity and cooperation among youth from different social groups including inter-ethnic as well as youth from central and peripheral areas. Many youth have formed other independent groups to continue community activism, and some have applied for additional grants. Seeing the results that can be achieved with modest grants reportedly inspired some local authorities to launch similar youth-led grant schemes, and provided positive inspiration to communities in the target areas and beyond thanks to the media coverage and IOM visibility efforts.

Unintended positive results, beyond those specifically cited in the results matrix, include:

- The community initiative process brought together **youth from different social groups** in the implementation of the selected projects, an important achievement in itself given the various social tensions that still exist across many parts of BiH. While it was not
- The **solidarity and cooperation** between youth from the centre and youth from more remote, marginalized areas of the municipality was an unexpected outcome of the community dialogues. IOM staff observed a high level of social responsibility among the youth, seen for example in the selection of initiatives to benefit other groups in their community such as those in more marginalized areas of the municipality.

- As a result of MoviEQ and media literacy workshops, in several of target communities youth **independently formed groups** to carry out further community engagement initiatives. This illustrates the impact of the workshops on motivating the youth to continue to engage in their communities over the long-term. As IOM reported: “This growth of cooperative enterprises was not planned or explicitly trained, but it shows a higher degree of resilience and innovation that the young people in the communities now possess.” Additionally, many of the youth groups by the end of the project had secured grants from other international organizations or funds from their local municipal authorities.
- Many of the youth have also reportedly **applied to other grants**. In several cases, according to reports and interviews, local authorities were inspired to think of **ways to launch similar youth grant schemes** after they saw engagement of the youth and results achieved under this project, and realized that a significant change can be achieved with a relatively modest grant.
- During the implementation of community initiatives, youth also learned the importance of **administrative procedures, transparency and fairness** in the management of grants, since IOM designed the grants process to encourage transparency and eliminate corruption, and the grants manager carefully explained the reasons for this process to all youth participants.
- Community responses reported by IOM in the latest interim reports include an increase in pride and interest in the initiatives as a **positive inspiration** that draws attention away from negative media and propaganda which is focused on grievances.
- **Media coverage** has increased over the implementation of the community initiatives according to IOM reports. IOM staff perceive that this likely improved the visibility of the project and its results and could contribute to planning similar interventions in other regions of the country, outside and beyond the scope of this project.
- The media literacy workshops provided youth **access to local media** representatives in some cases, thereby offering another area for youth involvement in the community beyond the specific community initiatives funded under this project.

No evidence of negative unintended effects was identified.

4.5 Sustainability

Continued Benefits

Conclusion: The project built capacities of local professionals to deliver MoviEQ workshops, which is an important benefit that can continue beyond the project. The youth-led community initiatives were designed with sustainability in mind from the start, intended as providing youth with a model for continued activism including the knowledge and skills to apply for and manage additional grants.

Findings:

- **MoviEQ capacities.** The project was designed to transfer knowledge to local professionals trained to facilitate activities under the project, and who would then also be able to continue carrying out similar workshops in future. This was intended to ensure local ownership. Originally, IOM targeted psychologists but at the mid-term of the project, in coordination with the IC Thinking team, IOM decided to widen the composition to include teachers and other strategically placed professionals that could support efforts to integrate the IC trainings into schools and other local structures. Even if not integrated into a formal way into institutions in the communities, the trained facilitators could continue to roll-out workshops in future.

Additionally, several IOM staff were trained as trainers, in order to retain in-house knowledge and be able to quickly scale up and expand the MoviEQ workshops in this and future projects. This also contributes to sustainability of project benefits as the staff themselves represent local professionals with improved capacities. Also, as the trained staff speak the local Bosnian-Serbian-Croatian (BSC) language, this removed a need for local IC facilitators to speak English, which can further support its sustainability in future by rolling out trainings to a wider group of local facilitators.

- The **community dialogues and initiatives** integrated attention to sustainability in both design and implementation. The dialogues provided youth with a model for how to jointly discuss among their peers and with other community members, and from the start it promoted the ownership of youth participants and other community members from the very start of the process. The community initiatives were selected through a transparent and participative review process involving a panel of local community members, who then provided ongoing guidance and support to the selected initiatives, and additional youth were involved as volunteers. The community initiatives also build the ability of the youth leaders in terms of project cycle management, which enables them to apply for and implement other similar projects in future. There are already several reports of several youth already applying for other projects. Finally, IOM planned to award second grants towards the end of the project to the most successful initiatives in each target community, to facilitate sustainability.
- By bringing together **parents and teachers** from each community, and giving them knowledge and resources, the aim was that they would form formal and informal networks that could continue past the end of the project. To encourage this, the project strategically expanded the participation of the groups to include other community actor. IOM staff had identified a need to include key community actors, who can contribute with professional expertise and who are already well-known and trusted actors in their communities, in order to give the networks a better chance to continue operating independently following the conclusion of the project. IOM also added a training of trainers component towards the end of the implementation period to include three actors from each of the 15 target communities. The informal networks encouraged under this project also established a foundation on which a separate IOM project builds, to create more formal, institutionalized referral and support networks across BiH.

Challenges to Sustainability

Conclusion: The key sustainability challenges were related to ensuring ability to continue rolling out MoviEQ methodology locally, and to continued operation of the parent and practitioner networks. In both cases, the challenges were identified and measures were taken early on to overcome them. With MoviEQ, the challenges were overcome by developing alternate testing tools that didn't rely on continued external support. For the parent and practitioner groups, IOM promoted involvement of a wide range of actors with relevant profiles that could support sustainability, and also provided a training of trainers programme. Additionally, important progress was also made to engage a wide range of educational sector actors across BiH to integrate VE issues into the school curricula; though not yet achieved as hoped for, given the complex and lengthy process involved, discussions are ongoing and plans underway to achieve it.

Findings:

- One challenge related to sustainability was to ensure that **MoviEQ workshops** could continue to be delivered by local actors past the end of the project. A key hurdle to promote sustainable use of the methodology was to pilot and validate alternate results monitoring tools. Originally, the project relied on IC testing as a rigorous, tested approach used globally in previous IC

programmes. However, that approach relied on trained and certified IC-coders, which was not only time consuming but made it necessary to rely on external expertise, thereby impacting sustainability. IOM identified, together with Cambridge researchers, a resilience test to be used as an alternative, more sustainable tool for monitoring results. Also, IOM introduced a follow-up monitoring approach (not used previously in other IC programmes) to track durability of the results several months after completion of a MoviEQ workshop.

- With the **parent and practitioner networks**, sustaining the work of those groups depends on the commitment and continued motivation of individual members. During the project, the team observed more success in some communities than in others; but even if a group is motivated now, it is difficult to know if they will stay motivated in the long-term. However, even if the networks aren't maintained in the same form, the project has improved knowledge in the communities though its further spreading will depend on the work of each individual. IOM attempted to mitigate these challenges by providing a training of trainer program that would equip several people in each community to continue to pass their knowledge to others.
- IOM project team promoted the **inclusion of VE into school curricula** as part of Output 3.2, which was designed explicitly to encourage sustainability: “For sustainability reasons, and to effectively reach a larger number of individuals, structural changes of the education system to include violent extremism and related topics in the school curricula, is necessary” (Q6 donor report). However, integration of VE within existing school curricula proved to be a complex and lengthy process. A series of meetings were initiated with actors from the education sector at local and ministerial levels from early on in the project. IOM used feedback and inputs from those meetings to design the strategy including the specific modules to target (democracy and civic education) and identifying other actors that can support IOM's efforts, given that the formal changes needed in the curricula are complex and lengthy, due to the complex political structure in BiH, and therefore requires high-level political support. At the same time, IOM also used a bottom-up approach by engaging with teachers and schools in each target community, and seeking to bring VE issues into schools through extracurricular activities and the engagement of teachers and other school staff.

4.6 Cross-cutting Issues

Protection and Human Rights

Conclusion: The project mainstreamed attention to rights and protection in the inception phase and in implementation, even though the project document does not specifically reference human rights in terms of a rights analysis or related indicators. In terms of ensuring participation of diverse groups of stakeholders, IOM ensured that feedback of youth, local authorities, and community members were continuously gathered and fed into decision making, alongside the advice from CLPs and community experts. Given the sensitive nature of the topic of VE, IOM also carefully assessed and mitigated risks to both its staff and to beneficiaries.

Findings:

In terms of mainstreaming **human rights** in the **project design**, conclusions are drawn mainly based on the “Guiding Questions for Mainstreaming Gender into the Project Cycle” from the IOM Project Handbook of 2012, the version in force at the time this project was developed in (both initial design and later revision). The Evaluator selected the following questions to guide the analysis:

Guiding questions	Yes/No	Comments
Are the rights-holders and duty-bearers clearly identified in the project proposal? Are the related unfulfilled human rights and the root causes expressed in the project proposal?	No	No explicit reference in the project document to specific human rights.
Have potentially vulnerable, marginalized, and discriminated migrant groups been incorporated in the development of the project proposal? Were duty-bearers involved in the project development?	Yes	Development extended into the inception phase, during which the approach was validated in each community prior to implementation with a range of stakeholders, including at-risk youth and local authorities.
Is IOM's role in supporting State obligations to respect, protect, and fulfil human rights clearly described in the project proposal?	No	No explicit reference in the project document to specific human rights.
Is the project developing capacities to empower and increase the performance of rights-holders to claim and exercise their rights? Is the project proposal contributing to the strengthening of duty-bearer's abilities to fulfil their human rights obligations?	Yes	The project is designed to empower community members, especially youth, to have a voice in local decision making and promote inclusion. The project has promoted integration of VE topics into existing modules of school curricula related to human rights.
Does the project proposal promote an intersectoral, holistic approach for the enjoyment of social, economic, cultural, civil, and/or political rights?	Yes	The project took a comprehensive approach that analysed a variety of risk factors associated with VE.
Are project indicators linked – to the extent possible – to the fulfilment of specific human rights?	No	No explicit reference in the project document to specific human rights.

In terms of mainstreaming **human rights**, progress can also be observed in relation to the guiding questions related to **project implementation** provided in the IOM Project Handbook of 2012:

Guiding questions	Yes/No	Comments
Did the project proposal adequately address requirements for human rights expertise during project implementation?	Yes	In-house IOM experts were available to support as needed.
Are there mechanisms to incorporate other partners in providing expertise on or support for the implementation of a human rights-based approach to programming?	Yes	Community experts were consulted throughout implementation.
Are there mechanisms and processes to ensure the active participation of rights-holders, in particular the most excluded and marginalized, and duty-bearers in the M&E systems?	Yes	A number of methods were used to gather feedback from the beneficiaries and local stakeholders involved in the project.

The Evaluator also complemented the above analysis with the guiding questions from the current IOM Project Handbook, revised in 2017, which came into effect during the project implementation. The updated version added guiding questions for mainstreaming **protection** into crisis response, which while this project was not implemented in a crisis context, many of the questions can apply in regards to **implementation**:

Guiding questions	Yes/No	Comments
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Are all beneficiary groups and subgroups (e.g. boys, girls, men and women, abled and disabled, marginalized) being involved in monitoring processes?	Yes	A number of methods were used to gather feedback from the beneficiaries and local stakeholders involved in the project.
Is sensitive data being managed appropriately and in line with the IOM Data Protection Principles?	Yes	Evidence indicates that the principle are followed.
Is feedback from beneficiaries regularly collected and used to improve programming to better suit their needs?	Yes	IOM continuously identified areas for improvement based on beneficiary feedback.
Are State and local actors regularly consulted and involved in the implementation of the project, to the extent possible?	Yes	The project is exemplary in degree of involvement of local actors during design and implementation.

Additional observations:

- The project was designed to promote **local ownership** and took a **participative approach** that included national and local stakeholders into the design and implementation. For example, the inception phase assessment was based on perceptions of local communities and results of the assessment were shared, discussed and validated in each community to discuss the best approach and specific activities to implement, guided by the overall project strategy.
- In terms of protection, given the sensitive nature of the topic, IOM was careful to assess and **mitigate risks to beneficiaries**, including based on advice from CLPs and community experts. This included consideration of the way to address VE within the project activities. For example:
 - Feedback from the piloting of MoviEQ workshops “underscored the sensitivity of the topic of violent extremism with the target audience, and the need to ensure that the approach used fully integrates this” (Q2 donor report). Content of MoviEQ workshops was therefore carefully designed to approach VE issues in an indirect way. The IC testing and empathy and resilience surveys also helped monitor that no harm was being done, and these have shown overall positive effects according to IOM staff.
 - However, as the project progressed, IOM found that they could more directly address VE in some of the activities. For instance, media literacy trainings were focused on biased news and information in general, rather than specifically VE narratives, but based on feedback from the early media literacy trainings it was decided to specifically target VE narratives and messaging.
 - IOM identified that engagement of youth in counter narrative activity may expose them to risk. To mitigate risk, IOM coordinated closely with CLPs to monitor youth and ensure ongoing communication with parents and other local stakeholders.
 - IOM designed the community dialogue to link to the grant scheme for youth-led initiatives partly to “mitigate risk of worsening grievance and feelings of injustice.”
- IOM also took measures from the start to **mitigate potential risks to project staff**, including CLPs. As IOM started to establish contacts with potential CLPs in each community, some raised concerns that they may be at risk while working on this project given the sensitive nature of the topic of violent extremism. In response, IOM strived to ensure that CLPs were well informed about the nature of the project and it’s approach through visits by IOM staff and community experts to each target community prior to the start of activities. With advice from the community experts, IOM strived to identify and mitigate any risks to the CLPs throughout the implementation.

- Time was likewise taken to **inform and consult with local stakeholders** about the project before starting up any activities. As interventions moved forward in each community, IOM continued to carry out frequent visits to explain the project approach and facilitate discussions on the local context both with CLPs and other local stakeholders. Gradually, visits by IOM staff in Sarajevo were less frequent as the CLPs were trained and became more confident in their knowledge and abilities. CLPs continued to regularly report to IOM staff through reports and bi-weekly calls used by IOM to identify and mitigate potential risks. CLPs reported for instance on local security situation, socio-economic developments, political situation, developments within the religious communities, extremist groups and civil society.

Gender

Conclusion: The project mainstreamed attention to gender during both design and implementation, including gender analysis in the proposal that informed the strategy and activities. Further gender analysis was carried out during implementation to refine the strategy as needed, for example based on analysis of gender roles, different impacts that project activities might be having on men and women, and related barriers to participation.

Findings:

In terms of gender mainstreaming in the **project design**, the conclusions are drawn based on analysis using the “Guiding Questions for Mainstreaming Gender into the Project Cycle” from the IOM Project Handbook of 2012, the version in force at the time this project was developed in (both initial design and later revision of project documents):

Guiding questions	Yes/No	Comments
Does the project proposal use gender-sensitive language? Does the proposal avoid stereotypes and discrimination by refraining from assuming traits of, or assigning roles to, men or women?	Yes	
Does the project proposal avoid the use of token sentences such as “gender will be mainstreamed” and instead incorporate gender considerations into the project document?	Yes	
Has a gender analysis been conducted?	Yes	
Have the results of gender analysis been used to define a strategy and activities that respond to the needs of men and women?	Yes	
Has sex-disaggregated data been used to assess whom the target group consists of?	Yes	
Have potential barriers to participation been examined and strategies and activities to overcome these barriers included in the proposal?	No	The proposal did not do this, but did state that it would be done during implementation.
Has an empowerment component been included? (e.g. a greater role for women in decision-making, or a change in behaviour and gender roles)	No	There is no specific attention to gender in the activities.
Does the Results Matrix include indicators that are gender-sensitive?	No	There is no specific attention to gender in the results/indicators.

In terms of gender mainstreaming in the **project implementation**, the Evaluator again referred to the respective guiding questions provided in the IOM Project Handbook of 2012:

Guiding questions	Yes/No
Has the hiring of a gender-balanced project team been promoted?	Yes
Have staff and implementing partners received training so as to avoid gender stereotypes?	Not clear based on evidence available.
Have local institutions working on gender equality been involved in project implementation, to the extent possible, especially the national gender machinery?	Not clear based on evidence available.

The Evaluator also complemented the above analysis with the guiding questions from the current IOM Project Handbook, revised in 2017, which came into effect during the project implementation:

Guiding questions	Yes/No
Do ongoing consultations include a broad, representative and diverse range of stakeholders?	Yes
Has gender-balanced participation in the project's activities been promoted, in terms of members of steering committees, trainers, beneficiaries and other stakeholders?	Yes
For activities involving research reports, manuals, handbooks or other publications, have gender considerations been fully integrated and specific needs, concerns, and implications for men, women, girls and boys properly incorporated?	Yes
Are the different impacts that project activities might be having on men, women, boys, girls and other key groups being monitored, where relevant?	Yes
Has the contribution of the project towards addressing men's and women's issues been highlighted?	No
Has particular attention been paid to the role of the project in contributing to the advancement of gender equality?	No

Additional observations:

- Gender analysis was carried out during implementation as reflected in the donor reports, for example in relation to the **parent and practitioner groups**: "While the Assessment Report identified parents as one of the most powerful resilience actors as well as the most likely to notice early signs of radicalization of their children, the existing literature and evidence base on violent extremism highlight the importance of considering women and gender aspects, and particularly highlight the role of mothers in prevention." IOM also explored collaboration with **UN Women** to strengthen gender analysis of PVE, and empowerment of female household members to support PVE.
- IOM staff reported reflecting on gender dynamics in relation to other project activities, but noted that not many issues were observed. For instance, groups for workshops and initiatives were always mixed, both those for youth and those for parents and practitioners.

5. Summary of Conclusions

The below list compiles all conclusions introduced in the previous section, followed by a collection of general lessons learned, promising practices, and questions for further reflection.

Relevance

- Overall, the project has a clear strategy and theory of change for achieving its objective of preventing violent extremism among at-risk youth using a tailored, community-driven, and evidence-based approach. At the same time, reflection on and clarification of some elements could be useful in refining the strategy in future, such as the dosage and sequencing of activities, as well as specific beneficiary selection criteria for each activity.
- The project was well designed to be informed by local needs from the start, through the inception phase assessment to identify and validate local factors related to VE in each community, which was used to inform the strategy and theory of change. IOM project staff continued to reflect on needs throughout implementation using beneficiary feedback and stakeholder consultations.
- The objective remains valid and pertinent to the target group given continued presence of risk factors related to VE, and given needs identified by the youth, parents, and stakeholders.
- There is a continued need and interest to expand the provision of MoviEQ workshops, both in target communities and in other communities. The project's efforts to build local capacities to continue delivering MoviEQ and promote its integration into school curricula remains relevant. There is also a need for additional follow-on activities, such as grants for youth-led initiatives.
- There is an observed interest to include more activities for exchange among the youth participants from different communities.
- Continued need for more technical and financial support to promote sustained work of parent and practitioner groups.
- The programme piloted and tested a community-based model that could be replicated across BiH, in the Western Balkan region, and globally. This included innovative methodologies, in particular the MoviEQ workshops based on the scientifically tested IC thinking approach; the use of participative, youth-led approaches; and evidence-driven and locally-tailored interventions.

Effectiveness

- The project was effective in terms of promoting individual resilience. The targets related to MoviEQ were all surpassed, including a measured increase in integrative complexity thinking among participants. Though targets were not achieved related to number of media literacy trainings, targets were achieved for new knowledge gained after each training, and media engagement (counter narrative) campaigns reached a wide audience. Finally, at outcome level, clear progress was made in terms of lasting change in the way of thinking among youth MoviEQ participants even though the established targets were not achieved.
- The project was also effective in promoting community resilience, though not all targets were met. Targets were surpassed for the number of dialogues/initiatives and participants to each, though not for number of outstanding initiatives supported with an additional grant nor for increased knowledge of VE drivers. Still, a large percentage of youth reported increased trust for local authorities (36%, surpassing the target of 10%), reportedly linked to the co-funding requirement, which came to 34% of the combined budgets (81% of projects surpassed the target of 15% co-funding). A large number of youth (leaders and volunteers) participated and other community members were mobilized, and reports indicate that youth increased confidence to actively engage in community discussion and built stronger social networks.
- The project was less effective in terms of empowering key resilience actors, in terms of meeting the set targets. However, while not meeting the targets for number of parents trained, the target was far surpassed for number of school staff trained. This aligns with a shift in strategy did shift to include other local actors, to promote effectiveness and sustainability of the informal groups that

the project encouraged to form. Those parents and practitioners trained reported significant changes in knowledge and attitudes as a result of the workshops. Finally, IOM did make great strides to promote the integration of VE into school curricula, though targets were not met, and the reasons relate to the complex and lengthy bureaucratic processes that are outside of IOM's control.

- The main challenge to effectiveness relates to reaching the “hard to reach” – the most at-risk communities, the most at-risk youth, and the parents facing VE-related challenges. In terms of youth, it is an inherent challenge to reach the “hard to reach” and once you do, the challenge then becomes maintaining their commitment and motivation. IOM also targeted youth that hadn't been involved before in similar projects, which meant they needed extra support. These challenges were mitigated by designing a built in inception phase and enabling adaptive management, and throughout implementation by constant stakeholder consultation and engagement with the youth, coordinated by carefully selected CLPs as a key element of the strategy. An emerging challenge is that CLPs are tasked with many things under the project, and as number and scope of activities expand this can start to overburden them and also impact on the quality of the activities and results.
- Quality of activities was well perceived among the interviewed stakeholders. MoviEQ workshops, in particular, were praised as being well-designed, innovative and impactful. Youth and other stakeholders also praised the concept of youth-led dialogues and initiatives. The parents and practitioner groups were also all highly satisfied with the support provided under the project.

Efficiency

- The community-based model used in this project required an inception phase before starting up direct activities with beneficiaries. In this case, as the model itself was being piloted, time was needed to develop and test the overall strategy and the specific activities, including various methodologies and results monitoring tools. The inception phase time could be shortened in future, now that methodologies and tools have been adapted to the national context. However, in any case, there will always be a need for an inception period in each new target community to establish and training project staff, and to establish and build trust with local stakeholders.
- All members of the project team, from staff in Sarajevo to the CLPs in the field, were carefully and thoughtfully selected. Community experts and other partners were also brought on board early on that brought needed local or technical knowledge.
- The project was overall very cost-effective, in terms of the results that IOM was able to achieve with the available budget. In particular, cost-effective measures that stood out include the training of local psychologist to implement the MoviEQ methodology, and the overall modest budget for grants combined with the co-funding requirement.
- Strong management practices appear to have been used, including division of tasks, procedures, communication, and reporting. The role of team members and CLPs was clearly defined, and a strong communication was maintained throughout implementation using regular team building, joint planning meetings, and adaptive management based on feedback.
- The project was evidence-driven from the initial design, by including an inception phase assessment that would drive the development of the theory of change and the tailoring of activities to each community. A variety of mixed methods and tools were used effectively to monitor activities, results, budget and expenditure, and risks. An evaluation of impact was also built into the project to help assess the contribution of the project to outcomes and objectives.

Impact

- This evaluation was not able to assess the contribution of the project to outcomes, since it was initially envisaged to use the results of an impact assessment, which was still ongoing at the time of the evaluation field visit. While not able to arrive at conclusions about impact or challenges to impact, the evaluator did identify a couple issues that related to assessment of impact: namely, a need for more clarification of how the components are designed to link to each other, and what

the impact may be of different types of dosage and sequencing of activities across the components.

- While conclusions could not be drawn about the contribution of the project compared to other factors, there is a clear, shared perception among all IOM staff and stakeholders that a range of positive changes have been achieved with this project. Beyond the intended results already mentioned under Effectiveness, additional positive results include increased interactions, solidarity and cooperation among youth from different social groups including inter-ethnic as well as youth from central and peripheral areas. Many youth have formed other independent groups to continue community activism, and some have applied for additional grants. Seeing the results that can be achieved with modest grants reportedly inspired some local authorities to launch similar youth-led grant schemes, and provided positive inspiration to communities in the target areas and beyond thanks to the media coverage and IOM visibility efforts.

Sustainability

- The project built capacities of local professionals to deliver MoviEQ workshops, which is an important benefit that can continue beyond the project. The youth-led community initiatives were designed with sustainability in mind from the start, intended as providing youth with a model for continued activism including the knowledge and skills to apply for and manage additional grants.
- The key sustainability challenges were related to ensuring ability to continue rolling out MoviEQ methodology locally, and to continued operation of the parent and practitioner networks. In both cases, the challenges were identified and measures were taken early on to overcome them. With MoviEQ, the challenges were overcome by developing alternate testing tools that didn't rely on continued external support. For the parent and practitioner groups, IOM promoted involvement of a wide range of actors with relevant profiles that could support sustainability, and also provided a training of trainers programme. Additionally, important progress was also made to engage a wide range of educational sector actors across BiH to integrate VE issues into the school curricula; though not yet achieved as hoped for, given the complex and lengthy process involved, discussions are ongoing and plans underway to achieve it.
- In terms of ensuring participation of diverse groups of stakeholders, the project was well designed and implemented to ensure that opinions and feedback of youth, local authorities, and community members were continuously gathered and fed into decision making, alongside the advice from CLPs and other community experts. Given the sensitive nature of the topic of VE, IOM also carefully assessed and mitigated risks to both its staff and to beneficiaries.

Cross-cutting issues: Protection, Human Rights and Gender

- The project mainstreamed attention to rights and protection in the inception phase and in implementation, even though the project document does not specifically reference human rights in terms of a rights analysis or related indicators. In terms of ensuring participation of diverse groups of stakeholders, IOM ensured that feedback of youth, local authorities, and community members were continuously gathered and fed into decision making, alongside the advice from CLPs and community experts. Given the sensitive nature of the topic of VE, IOM also carefully assessed and mitigated risks to both its staff and to beneficiaries.
- The project mainstreamed attention to gender during both design and implementation, including gender analysis in the proposal that informed the strategy and activities. Further gender analysis was carried out during implementation to refine the strategy as needed, for example based on analysis of gender roles, different impacts that project activities might be having on men and women, and related barriers to participation.

Additionally, **lessons learned and good practices** are identified below that could be useful in the design of similar projects in BiH or in other countries where IOM works. This includes lessons identified by the project team themselves in the reports and other secondary sources, as well as the primary data gathered during the interviews and focus groups conducted for this evaluation:

Good practices

- **Inclusion of an inception phase** to build the stakeholder coordination, introduce and pilot the project activities, and carry out community-based assessments to drive evidence-based approaches to programming. This was essential to pilot and refine the strategy and activities as well as to give time for full understanding among all IOM staff, partners, and stakeholders before direct implementation of activities with beneficiaries in each community began.
- **Adaptive management** to continuously adjust the overall strategy and design of specific activities in line with identified needs and the local context. Continuous feedback loops were established between project staff, and between the community-based CLPs and the project team in Sarajevo. This was done both virtually with emails and group calls, as well as periodic team meetings, to give opportunities for exchange and sharing of lessons learned.
- IOM used a **multi-donor coordination platform** to facilitate exchange among local, national and international stakeholders, including sharing lessons learned and good practices from its PVE programming with other relevant actors for use in PVE work. The platform allowed IOM to present a programmatic approach with broad support from several donors, to increase buy-in and trust from communities.
- **Invest in CLPs.** CLPs were a central element of the community-based strategy. by providing continuous support and promoting engagement throughout the entire implementation and across all project activities appears to have been an essential element of the project's success. They were carefully selected and supported throughout with ongoing capacity building, on issues ranging from knowledge on the phenomenon of VE, understanding the project's strategy of a community-based approach to PVE and related beneficiary selection criteria, as well as capacities to monitor and report on results and risks in their community. This also contributes to sustainability, by building local capacities of talented, committed community members who will be able to continue contributing with their improved knowledge and skills past the end of the project to other similar youth-focused initiatives.
- **Public events to mark inauguration or completion of community initiatives can strengthen feelings of empowerment and pride.** IOM staff report that this was hypothesized from the start, and that results confirm that it empowers youth and contributes to their recognition by and involvement in their community. For instance, IOM observed that signing ceremonies for the grant agreements contributed to youths' feelings of importance and pride.

Lessons learned

- While communities shared similar characteristics in terms of vulnerabilities, factors differed slightly between each, necessitating a **tailored theory of change** for each community. There was also a need to **continuously monitor and adapt** to the local context and needs, both to ensure effectiveness and to mitigate any potential risks to project staff and beneficiaries. This requires constant, ongoing monitoring of results and context during implementation.
- Project staff noted that even when piloting and learning from new approaches, **early results** also need to be measured and shared. This project was conceptualized from the start as a pilot, but it also took some time before IOM was able to document and share results. The project has shown to have delivered results, based on a solid M&E plan developed mid-way through implementation, but this was hard to demonstrate earlier on. In future, it is important to balance learning aspects of pilot projects with early sharing of results.

- A key challenge of implementing the strategy was to **identify and reach at-risk youth**. This was a known challenge from the start, and overcoming it requires time and dedication from CLPs working in coordination with local stakeholders to test and refine strategies. Ongoing work is then needed to build connections with youth and motivate continued participation.
- **Improved moderating skills of CLPs contributes to better targeted ideas for community projects.** Initially, the project had planned to hire consultants to support the community dialogue process, but CLPs expressed a desire to take on this role themselves. IOM observed that as the CLPs gained a deeper understanding of the issues young people face in their communities and as they improved their own knowledge of VE and their abilities to moderate discussions, they were able to connect more efficiently with participants and support them to make connections between sources of frustrations and grievances and concrete project ideas to address it.
- **Encouragement from CLPs** was essential to help youth to build their confidence and encourage their active participation. This was especially needed during the dialogues and initiatives process, especially given that IOM specifically sought out youth with no prior experience in project development or management. CLPs continuously encouraged and supported youth, first to overcome unwillingness to commit to the work needed, and then to persist in the face of challenges. Particular support was needed before the first and second round of dialogues, to help youth prepare for presentation of proposed initiatives by guiding them through the process and organizing practice presentations.
- **Relatively small grants have the potential to have significant impacts**, especially on hard-to-reach individuals and communities that have not benefitted from similar projects before.
- **Encouraging sustainability of parent and practitioner groups** by encouraging social ties among the group and with other relevant local actors that the group itself can map and identify. Connecting with other relevant existing groups and seeking support from local authorities is also helpful. Involvement of practitioners also helps to establish and sustain the continued work of such networks. Finally, involving parents who have themselves a relevant professional profile (teachers, social workers, health professionals) can also help to bolster the sustainability.

6. Summary of Recommendations

Based on findings and conclusions described above, the following recommendations are provided by for consideration by IOM staff and partners in the implementation of ongoing and future projects:

IOM Mission in Bosnia and Herzegovina is recommended to:

8. Explore opportunities to share the results of this three-year project and the results achieved with beneficiaries and community members in all target communities, including sharing the various visibility documents produced to date.
9. Examine sequencing and dosage of activities in this project to the extent possible, based on available beneficiary data, and the extent to which these factors affected impact.
10. Continue promoting expanded provision and institutionalization of MoviEQ workshops, both in target communities and in other communities across BiH, and to continue to link MoviEQ workshops to follow-on activities, such as youth-led initiatives.
11. Explore ways to continue providing technical and financial support to promote sustained work of parent and practitioner groups.

IOM and partners are recommended to:

12. Continue to promote wider use of this community-based approach to PVE.
13. Include more activities for exchange among youth participants from different communities in any future applications of the community-based approach.
14. Gather beneficiary and other monitoring data in a way that allows for analysis of dosage and sequencing, to feed into evidence-based decisions about beneficiary selection and support assessment of impact.

7. Annexes

Annex 1 – Evaluation terms of reference (TOR)

Internal Programme Evaluation
of community-based approaches to PVE in Bosnia and Herzegovina including two projects:
“Community Based Approaches to Support Youth in Targeted Municipalities in BiH”
and “Moving Towards Sustainable Approaches to Prevent Violent Extremism”

Commissioned by: IOM Mission in Bosnia and Herzegovina

Evaluation context

Bosnia and Herzegovina (BiH), like other countries in the Western Balkan region, continues to face major challenges including socioeconomic gridlock, perceived corruption within a wide range of sectors, unresolved legacies from the war, and youth disenfranchisement, which have created a conducive ground for the proliferation of extremist ideologies. This has had a direct influence on communities across the whole BiH, where small, yet vocal and active groups have developed around these ideologies.

In response, IOM started engaging in the prevention of violent extremism (PVE) in BiH started in BiH in late 2015, where IOM, supported by USAID, UK and the Italian governments, piloted community-based approaches aimed at reducing young peoples’ susceptibility to radicalization and violent extremist influences; increasing youth community engagement and strengthening community resiliency and capacities to respond.

Interventions targeted initially six communities considered vulnerable due to their exposure or proximity to violent extremist influences and groups, and later expanded into a total of 15 at-risk communities. Activities followed an assessment phase to identify perceptions of vulnerability and resilience factors, appropriate interventions to respond and local, trusted leaders suitable to support such interventions. The programme supported the development of innovative psychological approaches to build cognitive resilience of at-risk individuals, supported by a robust evaluation methodology, that has demonstrated lasting change in the structure of thinking of targeted programme beneficiaries. The programme also created platforms for young people to discuss and identify key issues and concerns and propose and pursue their own ideas for solutions – resulting in activation of traditionally passive and marginalized young people to mobilize community resources and create positive changes in their vision, as well as supported skills-development in project development and management. Finally, the programme also engaged parents, teachers and other local actors, strategically placed within their communities, building their capacities to be proactive resilience actors, and recognize and respond to signs of violent extremism timely and constructively, within their families as well as in their communities.

Evaluation purpose

The main purpose is to evaluate the implementation of community-based approaches to PVE in BiH and the achievement of results. The evaluation should further contribute to enhance the knowledge and evidence base for PVE programming, which is a new policy and research field, and to identify lessons learned and promising practices.

The evaluation findings and recommendations will be used by IOM project staff and the donor to assess the relevance and accountability of the projects to the intended beneficiaries, effectiveness and value for money, impact and sustainability prospects, and will be used by IOM senior management

to improve future interventions. The evaluation should provide recommendations for implementation of future activities and identify other complementary/additional priority areas for IOM interventions.

Evaluation scope

Various projects and donors have contributed to PVE programming in BiH. This evaluation will limit its scope to the contribution of two projects: “Community Based Approaches to Support Youth in Targeted Municipalities in BiH” (IOM project code CS.0733, funded by USAID) and “Moving Towards Sustainable Approaches to Prevent Violent Extremism” (IOM project code CS.0838, funded by the UK).

The USAID project will be the main focus of the evaluation, as it designed and piloted the community-based approach in BiH, which formed a basis for wider PVE programming. The evaluation will also include a portion of the UK-funded project, though limited only to the components related to community-based approaches to PVE in BiH, and excluding the other project components (thematically excluding the work with government and institutions, and geographically excluding project activities in Kosovo*³ and the former Yugoslav Republic of Macedonia). The components of the UK-funded project that are included were designed to align to the USAID-funded project, both in terms of overall logic (aligns to the USAID project’s results matrix) and in terms of activities and geographic coverage (UK funds are used in all activities and in all communities covered by the USAID-funded project).

Additionally, this evaluation should consider the strategic alignment of these projects in relation to other projects within IOM’s PVE portfolio in Bosnia and Herzegovina. Finally, it should be noted that a separate impact assessment is currently ongoing, and data and results of that separate assessment could potentially feed into this evaluation, depending on when the data and results become available.

Evaluation criteria

The evaluation will assess the programme, its implementation and results in terms of relevance, effectiveness, efficiency, sustainability and consideration of cross-cutting issues (gender, conflict sensitivity and human rights). Impact will also be assessed to the extent possible, pending availability of data and results from a separate, ongoing impact assessment.

Evaluation questions

Relevance:

- How relevant is the objective and overall strategy of the programme in terms of building individual and community resilience to violent extremism in BiH?
- Are the project activities and outputs consistent with the intended outcomes and objective?
- To what extent were local needs assessed in project design/implementation?
- Do the objective and outcomes of the programme remain valid and pertinent to the target groups? Why/Why not?
- What, if any, is the added value of the programme?
- Are there aspects that the programme did not address that should be included in future projects/programmes?
- Is there still a need for such programmes/projects in future?

Effectiveness:

- Did the project produce the expected outputs and contribute to the expected outcomes?

³ IOM refers to the UNSC resolution 1244-administered Kosovo in an abbreviated manner as “Kosovo/UNSCR 1244”. For the purpose of this document, this shall be shortened to “Kosovo*” - this designation being without prejudice to positions on status and in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.

- Were there any challenges to achieving the expected results? If so, what was done to remedy these and by whom (substantive, operational, stakeholder cooperation)?
- Are the target beneficiaries satisfied with their participation in project interventions?
- What could be done to enhance effectiveness in future programmes/projects?

Efficiency:

- How well have the resources (funds, expertise, and time) been used to implement the activities and how well have the resources been converted into outputs, considering for example division of tasks, procedures, communication and reporting, and monitoring of activities and results?
- Was the project cost-efficient, so that results were achieved at minimal or lowest possible cost?
- What has hampered the efficiency, if anything? How well have challenges to implementation been addressed?

Impact:

- Is there any evidence of likely or observed contribution of the project and its activities to an increase in community capacity, dynamics or resiliency to external threats, such as those of violent extremist influences and groups at the impact level (negative or positive)?
- Is there any evidence of (negative or positive) unintended outcomes?
- What, if anything, has hampered or could hamper impact?

Sustainability

- Are any project benefits likely to continue after external support ends?
- What have been the challenges in terms of sustainability during project implementation and how have they been addressed?
- What are the lessons learned in terms of sustainability in the context of the project?

Cross-cutting issues:

- To what extent has the project considered issues of protection and human rights in its design and implementation, and if so, how?
- To what extent has the project considered gender issues in its design and implementation, and if so, how?

The recommendations should focus on ways to improve design and implementation of future activities and identification of other complementary/additional priority areas for IOM interventions.

Methodology

This terms of reference and the IOM Project Handbook (2017), as well as other relevant standards and guidelines on evaluation developed by the Regional Office in Vienna, should be used as guidance for the preparation and conduct of this evaluation.

The evaluation should focus on beneficiaries' and field staff (the Community Liaison Points), and local stakeholders on the PVE community-centred interventions implemented within the project. The selection of communities and stakeholders will be confirmed by the Evaluator in consultation with the project manager, based on criteria such as geographic coverage, local demographics, urban/rural, and others.

A framework for interview questions should be developed based on the evaluation questions and adapted to the project interviews/focus group discussions according to the number of respondents or participants of discussion and overall situation.

The collected data can be triangulated through cross-analysis of interview reports, project database, findings from the documentation review and observation of project activity/sites.

The evaluation must follow IOM Data Protection Principles, UNEG norms and standards for evaluation and relevant ethical guidelines. The evaluation will be carried out in accordance with IOM guidance on evaluations in the IOM Project Handbook (2017).

Evaluation deliverables

The evaluator will be responsible for delivering the following:

- An ***inception report*** including at minimum an evaluation matrix and interview/focus group guides will be shared with the project manager for comments/feedback.
- A ***draft report*** will be shared with the project manager for comments/feedback.
- A ***final report*** will be submitted to the project manager based on comments/feedback received, along with a two-page ***Evaluation Brief*** with the key findings, conclusions, and recommendations.

The evaluation report shall be structured in line with the IOM Project Handbook (2017). The report shall be written in English and meet good language standards, be grammatically correct, proofread and laid out well, consisting of at least 5,000 words. The report will follow the same presentation logic and include, at a minimum, the information described in the IOM Project Handbook template: executive summary, acronyms, introduction, context and purpose, methodology, findings, conclusions and recommendations. Annexes should include the TOR, inception report or evaluation matrix, list of documents reviewed, list of persons interviewed or consulted and data collection instruments. The two-page Evaluation Brief should follow the IOM template and guidance.

Annex 2 – Evaluation matrix

CRITERIA AND QUESTIONS (from the ToR)		SUB-QUESTIONS AND INDICATORS		DATA SOURCES					
Criteria	Evaluation questions	Sub-questions	Indicators	Documents	Stakeholders				
					IOM	Experts	CFPs	Local auth.	Youth & Parents
Relevance	How relevant is the objective and overall strategy of the programme in terms of building individual and community resilience to violent extremism in BiH?	What was the thinking behind the objective and strategy? Incl. the evidence base used (experience, assessments, literature)	Comparison of strategic planning and theory as documented and as described by stakeholders.	Project documents; RO endorsement emails	X	X	X	X	
		Was there consideration of national or regional priorities, IOM guidance or PVE literature?	Documented or described consideration of priorities, guidance and PVE literature.	Project documents	X				
		Does project strategy fit with IOM guidance and/or PVE literature <i>(if feasible)</i> ?	Assess alignment to guidance and/or PVE literature <i>(if feasible)</i> .	PVE literature (3-5 key documents); RO endorsement emails	X	X			
	Are the project activities and outputs consistent with the intended outcomes and objective?	Are project documents well designed in terms of internal logic and coherence between the activities, results, and budget? Are the USAID and UK project documents coherent?	Assessment guided by the IOM Project Handbook.	Project document	X				
		What are the underlying assumptions and hypotheses (theory of change) for how activities will contribute to results? Are they logical?	Comparison of ToC documented to ToC described by stakeholders, and to PVE literature <i>(if feasible)</i> .	Project documents; Donor reports	X	X	X	X	X
	To what extent were local needs assessed in project design and implementation?	What needs assessment efforts were carried out during design and implementation?	Assessments as documented and as described by stakeholders.	Project documents; Donor reports	X		X	X	
	Do the objective and outcomes of the programme remain valid and pertinent to the target groups? Why/Why not?	Original and current needs? Any significant context changes? Do both target groups and stakeholders perceive good alignment to intended results?	Identification of needs and key context factors, and perceived alignment to intended results by target groups and stakeholders.	Project documents; Donor reports	X	X	X	X	X
		Does the approach fit with the context and the assessed needs (incl. target groups and scope)?	Alignment between needs and design, and identification of gaps.						
	What, if any, is the added value of the programme?	How does this fit within IOM's PVE portfolio in BiH and region? Efforts of government and other international actors?	Assessment of synergies and avoidance of duplication.	Project documents	X				

		Perceived added value, e.g. innovative approaches?	Identification of perceived added value by stakeholders?	Project document; Donor reports	X	X	X	X	X
	Are there aspects that the programme did not address that should be included in future projects/programmes?	Unmet needs of target groups? Are there other groups that should have been included? Any areas or issues left out?	Unmet needs as identified by stakeholders. Groups or issues left out as identified by stakeholders.		X	X	X	X	X
		Ideas for areas for future expansion? <i>(relates to above questions about literature)</i>	Ideas identified by stakeholders or in the PVE literature <i>(if feasible)</i> .		X	X	X	X	X
	Is there still a need for such programmes/projects in future?	Future needs?	Needs identified by stakeholders.	Donor reports.	X	X	X	X	X
Effectiveness	Did the project produce the expected outputs and contribute to the expected outcomes?	<u>Output 1.1:</u> Youth improve life-skills and integrative complexity thinking thereby reducing black and white thinking	Progress against indicators; Perceptions of stakeholders.	Donor reports; Monitoring data	X	X	X	X	X
		<u>Output 1.2:</u> At-risk youth have increased capacities to recognize non-objective media and design/implement counter-narrative campaigns	Progress against indicators; Perceptions of stakeholders.	Donor reports; Monitoring data	X	X	X	X	X
		<u>Outcome 1:</u> Young people in targeted communities have reduced susceptibility to radicalization and VE influences	Progress against indicators; Perceptions of stakeholders.	Donor reports; Monitoring data; Impact assessment	X	X	X	X	X
		<u>Output 2.1:</u> Youth in the target communities have access to funding for tailored community-based initiatives to address drivers of VE.	Progress against indicators; Perceptions of stakeholders.	Donor reports; Monitoring data	X	X	X	X	X
		<u>Output 2.2:</u> Increased availability of local discussion platforms for the community to address concerns about drivers of VE.	Progress against indicators; Perceptions of stakeholders.	Donor reports; Monitoring data	X	X	X	X	X
		<u>Outcome 2:</u> Youth groups contribute to enhanced community resilience and reduced susceptibility towards VE.	Progress against indicators; Perceptions of stakeholders.	Donor reports; Monitoring data; Impact assessment	X	X	X	X	X
		<u>Output 3.1:</u> Strengthened capacities of parents to recognize VE risk signs and act accordingly.	Progress against indicators; Perceptions of stakeholders.	Donor reports; Monitoring data	X	X	X	X	X
		<u>Output 3.2:</u> Strengthened capacities of schools to strengthen resilience to VE through education.	Progress against indicators; Perceptions of stakeholders.	Donor reports; Monitoring data	X	X	X	X	X
		<u>Outcome 3:</u> Important resilience actors in the communities – families and schools – are empowered to address radicalization and prevent violent extremism.	Progress against indicators; Perceptions of stakeholders.	Donor reports; Monitoring data; Impact assessment	X	X	X	X	X

	Were there any challenges to achieving the expected results? If so, what was done to remedy these and by whom (substantive, operational, stakeholder cooperation)?	Implementation challenges?	Challenges as documented or identified by stakeholders.	Donor reports	X	X	X		
		Mitigation measures taken (substantive, operational, stakeholder cooperation)?	Mitigation as documented or identified by stakeholders.	Donor reports	X	X	X		
	Are the target beneficiaries satisfied with their participation in project interventions?	Active participation of stakeholders?	Participation as documented and as described by stakeholders.	Donor reports	X	X	X	X	X
		Satisfaction of stakeholders? Any formal feedback/complaint mechanisms?	Satisfaction as documented or described by stakeholders.	Donor reports	X	X	X	X	X
	What could be done to enhance effectiveness in future programmes/projects?	<i>Ideas identified based on Evaluator analysis of all above effectiveness questions.</i>							
		What should IOM do differently in future?	Stakeholder perceptions/ideas.	Donor reports; Monitoring data	X	X	X	X	X
Efficiency	How well have the resources (funds, expertise, and time) been used to implement the activities and how well have the resources been converted into outputs, considering for example division of tasks, procedures, communication and reporting, and monitoring of activities and results?	Team dynamics, communication, procedures, and roles	Described and documented roles, procedures and mechanisms.	Monitoring data	X	X	X		
		M&E tools <i>Activity</i> and work planning? <i>Budget</i> monitoring? <i>Result</i> measurement? <i>Risk</i> management?	Review of M&E tools used by the project team.	Monitoring tools; Monitoring data	X	X	X		
	Was the project cost-efficient, so that results were achieved at minimal or lowest possible cost?	What measures were taken to ensure cost-efficiency in design or implementation?	Described efforts to ensure cost-efficiency.	Donor reports	X				
	What has hampered efficiency, if anything? How well have challenges to implementation been addressed?	Main challenges identified Mitigation measures identified			X	X	X		
Impact	Is there any evidence of likely or observed contribution of the project and its activities to an increase in community capacity, dynamics or resiliency to external threats, such as those of VE influences and groups at the impact level (negative or positive)?	Evidence of impact available from impact assessment?	Impact assessment results.	Impact assessment	X	X			
		What is the perception of the stakeholders regarding the project contribution compared to other factors / alternate explanations?	Contribution analysis based on stakeholder perceptions.		X	X	X	X	X
		To what extent (based on evidence available) can we assess likely impact prospects and/or observed impact?	Degree to which impact assessment or contribution analysis (or other) is sufficient.						

	Is there any evidence of (negative or positive) unintended outcomes?	Do stakeholders perceive any results of this project beyond those intended?	Perceived results described by project stakeholders. Results documented by project team.	Donor reports; Monitoring data	X	X	X	X	X
	What, if anything, has hampered or could hamper impact?	Contributing factors Future outlook re: challenges ahead	Documented or described challenges to impact.	Donor reports; Monitoring data	X	X	X	X	X
Sustainability	Are any project benefits likely to continue after external support ends?	What aspects of the project did the project team hope would be sustained?	Intentions as documented and as described by IOM staff.	Project document; Donor reports	X	X			
		What aspects of the project do stakeholders think will be sustained?	Stakeholder perceptions.				X	X	X
	What have been the challenges in terms of sustainability during project implementation and how have they been addressed?	Identified challenges	Stakeholder perceptions.	Donor reports	X	X	X	X	X
		Sustainability measures intentionally used by the project team?	Measures as documented and as described by IOM staff.	Project document; Donor reports	X	X	X		
	What are the lessons learned in terms of sustainability in the context of the project?	What would IOM and other stakeholders suggest for future projects – what appears to work, what should be done differently?	Stakeholder perceptions.		X	X	X	X	X
Cross-cutting issues	To what extent has the project considered issues of protection and human rights in its design and implementation, and if so, how?	Does the project meet the standards laid out in the project handbook?	Assessment using checklist from IOM Project Handbook	IOM Project Handbook	X				
		Do stakeholders feel that protection and human rights were addressed? Examples/evidence	Stakeholder perceptions	Donor reports	X	X	X	X	X
	To what extent has the project considered gender issues in its design and implementation, and if so, how?	Does the project meet the standards laid out in the project handbook?	Assessment using checklist from IOM Project Handbook	IOM Project Handbook	X				
		Do stakeholders feel that gender issues were addressed?	Stakeholder perceptions	Donor reports	X	X	X	X	X

Annex 3 – List of documents reviewed

Project documents:

- IOM project documents (narrative and budget)
- Interim donor narrative and financial reports (quarters 1-12)

Info-sheets:

- PVE community profiles (of the 15 target communities)
- Info-sheet on IOM's BiH PVE programming
- Info-sheet on counter-narrative training and mentorship
- Info-sheet on IC Thinking

M&E:

- Project's Results Matrix from the project document
- USAID Project Indicator Reference Sheets (PIRS)
- Methodology paper for Youth Resilience Index
- Questionnaire for youth; Responses for Q10 and Q11

Products:

- Inception Phase Assessment Report

MoviEQ documents:

- M&E Methodology for IC, "Measuring the impact of the IC Thinking courses"
- MoviEQ Questionnaire Empathy template, "Questionnaire 1"
- MoviEQ Questionnaire IC template
- Report on Impact of IC Thinking June 2017, "Report on Impact of IC Thinking – MoviEQ course"
- Report on Impact of IC Thinking March 2017, "Report on Impact of IC Thinking – MoviEQ course"

Media Literacy:

- Reports on media literacy (8 reports)

Media Engagement (counter-narrative):

- Youth Training Framework
- Trainer Biographies
- Mentorship Framework
- Municipal Team Social Media Statistics
- PCRC Social Media Statistics
- Peer-to-peer Workshop Report
- Competition Evaluation Criteria
- Financial Report
- CVE Campaign Overviews
- Final Report Social Media CN Campaign Training/Mentorship
- Social Media Campaign

Community Dialogue and Initiatives:

- Community dialogues – 67 reports
- Evaluation of Youth-led Community Initiatives
- Number of supported Youth-led Community Initiatives GRANT SHEET

Annex 4 – List of persons interviewed or consulted

IOM Project Team

- Mr. Mirza Omerhodžić, Project Coordinator
- Ms. Danijela Torbica, MoviEQ Project Coordinator
- Ms. Alena Velagić, Social Media Project Coordinator
- Mr. Amer Džihana, Media Literacy Project Coordinator
- Ms. Aida Ganović, Parents Project Coordinator
- Ms. Kristina Seslija, Grants Manager

Local facilitators / experts

- Mr. Muhamed Jusić, Community Expert
- Ten Community Liaison Points (CLPs)
- Two MoviEQ facilitators

IOM Mission support

- Ms. Christina Ostebo, PD / M&E / Reporting Officer

IOM Mission Senior Management

- Mr. Peter Van der Auweraert, Sub-Regional Coordinator and Chief of Mission

IOM Headquarters

- Mr. Jason APLON, Post Conflict / DDR Advisor, Transition and Recovery Division, HQ Geneva

Participants

- Youth beneficiaries (22 total)
- Parents beneficiaries (12 total)

Geographic breakdown:

In addition to meeting the IOM staff in Sarajevo, the Evaluator visited the following communities:

Communities	Entity/District	Urban/Rural	Micro-Location	CLPs	MoviEQ	Youth	Parents	Local stakeholders
Zenica	Federation	Urban	MZ Gradišće	X		X	X	X
Zavidovići	Federation	Semi-Urban	Zavidovići and MZ Vozuća	X		X	X	X
Tuzla	Federation	Urban	Tuzla	X	X	X		X
Maoča	Brčko District	Rural	Brčko and Maoča	X		X		X
Zvornik	Republika Srpska	Semi-Urban	Križeviči	X		X	X	X

Gender breakdown:

Stakeholder group	Female	Male	Total
IOM / Project team	5	4	9
Local facilitators / experts	7	6	13
Youth beneficiaries	12	10	22
Parent beneficiaries	6	6	12
Local stakeholders	8	6	14
Total	38	32	70

Annex 5 – Final Agenda for Field Visit

Day 1 – Monday, September 24			
Sarajevo			
14:20	Arrival	Mr. Omer Sarajlić	Sarajevo Airport
16:00 – 17:30	Meeting with IOM Programme Coordinator	Mr. Mirza Omerhodžić	
Day 2 – Tuesday, September 25			
Sarajevo			
08:15 – 09:45	Interview with Community Expert	Mr. Muhamed Jusić	
10:30 – 11:15	Call with Jason Aplon		
11:30 – 12:00	Briefing with the Sarajevo office project staff	Mr. Mirza Omerhodžić Ms. Danijela Torbica Ms. Aida Skenderagić Ms. Alena Velagić	
12:00 – 12:30	Lunch		
13:00 – 14:30	Meeting with MoviEQ Project Coordinator	Ms. Danijela Torbica and Ms. Alena Velagić	
14:45 – 16:15	Meeting with Social Media Project Coordinator	Ms. Alena Velagić	
16:30 – 17:45	Meeting with Media Literacy Project Coordinator	Mr. Amer Džihana	
Day 3 – Wednesday, September 26			
08:00 – 09:15	Travel to Zenica	Interpreter/Driver IOM vehicle	
Youth Centre, MZ Gradišće			
09:15 – 10:15	Meeting with local CLP team from Zenica (MZ Gradišće)	Interpreter CLP Team	
10:15 – 10:45	Meeting with local stakeholders in MZ Gradišće	Interpreter CLP Team	
10:45 – 11:45	Travel to Zavidovići	Interpreter/Driver IOM vehicle	
Zavidovići Town Centre			
11:45 – 12:30	Lunch with Mayor of Zavidovići	Interpreters Mayor of Zavidovići	
12:30 – 13:30	Meeting with local parents group	Interpreter Local Parents' Group	
13:30 – 14:00	Meeting with local Counternarrative teams	Interpreter Counternarrative Teams	
14:00 – 14:30	Visit local inclusive day-care project with local CLP team and Youth team	Interpreter CLP Team	Mala Sirena Day Care
MZ Vozuća and other small communities			
14:30 – 16:00	Visit rural youth-led community initiative sites and youth beneficiary interviews	Interpreter CLP Team	
16:00 – 17:30	Travel to Tuzla	Interpreter/Driver IOM vehicle	
Tuzla University Premises			
17:30 – 18:30	Meeting with university students	Interpreter CLP Team and Youth Teams	
18:30 – 19:30	Meeting with MoviEQ facilitators	Interpreter MoviEQ Facilitator	
Tuzla Town Centre			
19:30 – 20:30	Dinner with local stakeholders	Interpreter Local Stakeholders TBC	
20:30 – 21:45	Travel to Brčko	Interpreter/Driver IOM vehicle	

Day 4 – Thursday, September 27			
08:00 – 08:30	Travel to Maoča	<i>Interpreter/Driver IOM vehicle</i>	
Maoča Youth Centre			
08:30 – 09:30	Visit Youth Centre and Youth Teams in Maoča	<i>Interpreter CLP Team and Youth Teams</i>	
09:30 – 10:30	Meeting with local stakeholders	<i>Interpreter CLP Team and Local Stakeholders TBC</i>	
10:30 – 12:30	Travel to Križeviči (Zvornik)	<i>Interpreter/Driver IOM vehicle</i>	
Križeviči Youth Centre			
12:30 – 13:00	Lunch at Križeviči Youth Centre with CLP team	<i>Interpreter CLP Team and Youth Teams</i>	
13:00 – 13:30	Meeting with local stakeholders	<i>Interpreter CLP Team and Local Stakeholders TBC</i>	
Zvornik Cultural Centre			
13:45 – 14:30	Visit Cultural Centre and youth teams	<i>Interpreter CLP Team and Youth Teams</i>	
14:30 – 15:30	Meeting with parents	<i>Interpreter Local Parents' Group</i>	
15:30 – 18:00	Travel to Sarajevo	<i>Interpreter/Driver IOM vehicle</i>	
19:00 – 20:15	Meeting with Parents Project Coordinator	<i>Ms. Aida Ganović</i>	
Day 5 – Friday, September 28			
Sarajevo			
08:30 – 10:00	Meeting with M&E Officer	<i>Evaluator and Ms. Christina Östebo</i>	Room 327
10:15 – 11:45	Meeting with Grants Manager	<i>Evaluator and Ms. Kristina Seslija</i>	Room 327
13:10 – 13:30	Go to Airport	<i>Mr. Omer Sarajlić</i>	UN Building
15:10	Departure to Vienna	Sarajevo Airport	