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implementation of Bosnia and Herzegovina's National
Youth Policy**

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Inception Report

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List of abbreviations used

BiH	Bosnia and Herzegovina
CV	Curriculum Vitae
CCYI BiH	Commission for Coordination of the Youth Issues in Bosnia and Herzegovina
CSO	Civil Society Organisation
EU	European Union
FBiH	Federacija Bosne i Hercegovine
NGO	Non-governmental Organisation
IPA	Instrument for Pre-Accession Assistance
IR	Inception Report
IT	Information Technologies
KE	Key Expert
M&E	Monitoring and Evaluation
TNA	Training Needs Assessment
TP	Technical Proposal
KoM	Kick off Meeting
PSCM	Project Steering Committee Meetings
EIDHR	European Instrument for Democracy and Human Rights
RS	Republika Srpska
SAA	Stabilisation and Association Agreement
ST	Short Term Expert
ToR	Terms of Reference
OSRS	The Youth Council of Republika Srpska

1. Executive Summary

Assessment

This inception report briefly describes the findings of the inception period, which focused on the investigation of the socio-economic, legal and institutional situation with regard to youth issues. The aim was to identify factors which may affect the planned implementation of this project and even lead to modification of the proposed activities and outputs as laid down in the ToR and Technical Proposal (TP). In general, no substantive changes are proposed, however the ones proposed are limited to give more focus on some activities and to reduce the emphasis on other without essentially modifying the planned outputs.

While Bosnia and Herzegovina signed a SAA in June of 2008, it is reported that no progress has been made towards fulfilling its conditions. The general political landscape, as usual, is affecting more drastically the youth population. The world economic crisis affected negatively the overall economic stability and the country may be exposed to the global recession. Little progress has been made in making inroads to the persistently high level of unemployment. Specifically, the young population in Bosnia and Herzegovina is seriously affected by the high unemployment rate, the overall unfavourable situation of poor social services and family allowances. The general situation of youth in Bosnia and Herzegovina continues to be as described in the ToR and the TP and no drastic deviations are reported.

The most important legislation for youth is in place. In the RS the Law on Youth Organisations and the Law on Volunteering have been in place for several years, and in the meantime (marginally) revised. The FBiH adopted in 2010 the Law on Youth and the FBiH parliamentary Commission on Youth issues has initiated, on the basis of thorough investigation of a number of EU country laws, the Law on Volunteering. The adoption process of the latter is slow. Currently the FBiH government is still to give its opinion about the law before it is brought for public discussion.

The Youth Law of FBiH adopted in 2010 regulates the implementation of youth policy institutionally and budgetary on all governance levels: central governance through line ministries, on cantonal level and on municipal level. Special attention is paid to the cooperation with the non-governmental sector as major stakeholders on the ground. According to the law, public authorities at all levels in the Federation shall be responsible for the provision of youth support and to adopt and implement youth strategies. Municipal, city and cantonal authorities shall independently ensure the minimum measures related to youth work and youth activity plans.

The Law on Youth is still under the draft in Brcko District and expectedly only before 2014 will it be adopted by the Government of Brcko.

The civil society landscape in Bosnia and Herzegovina continues to expand with thousands of NGOs and non-profit organisations now registered. The number of active organisations is commonly estimated at between 500 and 1,500. These represent a wide array of interests including service provision, culture and recreation, self-help groups, human rights and public advocacy, youth organisations. Recent times have seen the growth of informal community-based groups and there are also a number of highly competent NGOs dedicated to facilitating community development and providing capacity building at grassroots level. OIA reports on the basis of an update of their 2005

inventory about 500 NGOs involved in youth activities in some way or another. KULT on the basis of self-reporting finds less than 100 NGOs which are specialized on youth.

The CCYI in its new form, although it is more flexible than its predecessor, is faced with a number of factors which make it difficult to fulfil its mission. These refer to the fact that the governmental organizations responsible for sectoral youth policies and obviously, the effort to make institutional links through working groups for drafting the document "Coordinated Youth Policy 2011 - 2015" has not been successful either. In FBiH no formal responsibility has been given as yet to a Ministry to coordinate the various sectoral youth policies with the other ministries and with cantonal levels. This hinders seriously the communication with the CCYI.

There are various capacity problems affecting the good functioning of the CCYI. These refer in the first place to the professional capacity of the CCYI and to the formulation of the mandate of the governmental officials in the CCYI. None of the nine members has the possibility to work full time for the work agenda set by the CCYI. The resources and budget for the CCYI are in principle defined on a yearly basis, but its allocation for any activity is due to separate approval procedures by the Ministry of Civil Affairs. The administrative capacity for support of the CCYI is very low (only two staff members who are not professionals in youth issues).

Other outputs of the inception phase as envisaged in the TP were implemented, like the establishment of a project office with required physical and electronic infrastructure and recruitment of support staff. The draft set-up of the project Steering Committee was discussed with stakeholders at the Kick off Meeting.

Planning

No substantial deviations from the ToR and TP are envisaged. The capacity building component, as far as local level activities are concerned, is proposed to be focused on five municipalities yet to be selected. For the selection and implementation cooperation will be sought with recently started EIDHR projects in RS and FBiH (see Annex 1 for a description of the concept).

The following table reflects the relationship between the ToR of the project and the planned activities including their timing (see for further details of the planning chapter 8)

Nr	Outputs according to ToR (4.2.2)	Component/activity	Activities	Planned period
1	Needs assessment for capacity building for defined target groups	1.1.	Needs assessment Analysis	Jan-March 2012
2	Tailored seminars and trainings covering essential topics held for the target group	1.2	Development of educational standards model	April 2012-August 2013
		1.3	Delivery of Professional Capacity Development Programme	
3	Tailored study tours in countries with appropriate and useful experiences for BiH	1.3	Delivery of Professional Capacity Development Programme	Sept. 2012/April 2013
4	Ideas-fair organised with the goal of youth promotion	1.3	Delivery of Professional Capacity Development Programme	March 2013
5	The best practices of the multi-sectoral approach represented to the wider audience (at least two	1.3	Delivery of Professional Capacity Development Programme	May 2013

Nr	Outputs according to ToR (4.2.2)	Component/ activity	Activities	Planned period
	municipalities in BiH)			
6	Developed and adopted, by the project Steering Committee, platform, which ensures functional monitoring and evaluation system	2.1	Collection of data	March 2012-Dec 2012
		2.2	Develop an effective monitoring system	
		2.3	Develop M&E Platform	
7	Developed manual for future maintenance and utilisation of the system	2.3	Develop M&E Platform	Sep 2012-Nov 2012
8	Implement a pilot project dealing with the "soft" component, i.e. scanning the legislation related to the youth issues	2.4	Implement a soft component for monitoring	Nov2012- Dec 2012
9	Three possible models of structures required for Community Programmes, resting on current elements in BiH, where each model will elaborate on its advantages and disadvantages	3.1	Analysis of existing structures	Sep 2012- July 2013
		3.2	Analysis of the models of Community programmes	
		3.3	Preparation of new models	
10	Adopted prepared three-years Plan by the project Steering Committee	4.1	Establishment of Strategic Planning Team	April 2012- May 2013
		4.2	Methodological guidance to CCYI	
		4.3	Plan for future activities of CCYI	
11	Communication strategy for the CCYI prepared	5.1	Development of Communication Strategy	May 2012- June 2012

Extension

Given the preliminary assessment of the state of affairs CCYI which indicates that its professional and administrative capacity is currently weak, it is to be expected that the CCYI will be challenged with a lot of tasks stemming from the project implementation. Besides that a number of planned activities before the start of the project were not yet carried out. Also the decision making processes of the CCYI are time consuming. Moreover a number of documents produced in the past under authority of or with help of the CCYI are outdated and need further upgrading. Furthermore, the capacity of the organisations dealing with youth, the public side as well as the civil society, is highly fragmented and rather weak. The effort to strengthen the youth sector at grassroots level for various objectives will need a longer time frame than currently envisaged. For these purposes, it is proposed that the project will be extended by four months. No additional outputs are however envisaged for the extension phase.

2. Introduction and methodology

This inception report briefly describes the findings of the inception period, which focused on the investigation of the socio-economic, legal and institutional situation in BiH with regard to youth issues. The aim was to identify factors which may affect the planned implementation of this project and even lead to modification of the proposed activities and outputs as laid down in the ToR and TP. In general, no substantive changes are proposed, however the ones proposed are limited to give more focus on some activities and to reduce the emphasis on other without essentially modifying the planned outputs.

Given the short time frame for a number of rather complex activities, having assessed that there will likely be a lack of necessary information for certain components, and having received evidence that the staff of the Commission for Coordinator of Youth Issues (CCYI) as main beneficiary may run the risk of becoming overburdened with activities, it is to be considered that the project be extended. The extension is proposed in order to include a number of additional activities, which are of fundamental importance for the quality of the outputs, an option that may be considered by the beneficiary and the contracting authority.

The inception report is based on the study of key documents (reports, legislation, youth research documents of BiH) and number of meetings held with key stakeholders (CCYI members, in the youth sector of BiH. public officials, NGO representatives, management of other projects having a youth dimension, etc.). Annex 2 shows the list of projects and donors met during the inception period. The project will continue to maintain these contacts and enhance them to other projects and donors relevant for the various outputs.

The report starts with a brief assessment of the situation in BiH (Chapter 3), describes the outputs of the Inception Phase in order to get the project running (Chapter 4), and makes proposals, specifications for the implementation phase. Some modifications in the Logframe analysis are proposed in Chapter 7. Annex 1 gives an overview of the approach proposed for local level for capacity building.

3. Developments relevant for project implementation

3.1. The Situation of youth in BiH

While Bosnia and Herzegovina signed a SAA in June of 2008, it is reported that no progress has been made towards fulfilling its conditions. The general political landscape, as usual, is affecting more drastically the youth population. The world economic crisis affected negatively the overall economic stability and the country may be exposed to the global recession. Little progress has been made in making inroads to the persistently high level of unemployment. Specifically, the young population in Bosnia and Herzegovina is seriously affected by the high unemployment rate, the overall unfavourable situation of poor social services and family allowances. The general situation of youth in Bosnia and Herzegovina continues to be as described in the ToR and the Technical Proposal (TP) and no drastic deviations are reported. Compared with the EU27 birth rate BiH's young people seem to be more hesitating in starting a family. In combination with an estimated 56% unemployment rate among the younger generation makes the implementation of the Youth Policy in Bosnia and Herzegovina imperative.

3.2. Legislative and institutional background

The most important legislation for youth is in place. In the RS the Law on Youth Organisations and the Law on Volunteering have been in place for several years, and in the meantime (marginally) revised. The FBiH adopted in 2010 the Law on Youth and the FBiH parliamentary Commission on Youth issues has initiated, on the basis of thorough investigation of a number of EU country laws, the Law on Volunteering. The adoption process of the latter is slow. Currently the FBiH government is still to give its opinion about the law before the law will be brought for public discussion.

The (draft) Law on Volunteering has as major purpose to enable youngsters (socially recognized) to gain work experience (in public organizations). Given the still strong gap between the formal education system and the labour market this volunteerism is considered to be an instrument to reduce youth unemployment stemming from lack of skills and competences among students and graduates.

Legislative and institutional background for the implementation of youth policy in BiH has seen some new development since the ToR for the project was drafted.

The Youth Law of FBiH adopted in 2010 regulates the implementation of youth policy institutionally and budgetary on all governance levels: central governance through line ministries, on cantonal level and on municipal level. Special attention is paid to the cooperation with the non-governmental sector as major stakeholders on the ground. According to the law, public authorities at all levels in the Federation shall be responsible for the provision of youth support and to adopt and implement youth strategies. Municipal, city and cantonal authorities shall independently ensure the minimum measures related to youth work and youth activity plans.

Furthermore, the law prescribes that the municipal and city authorities shall independently appoint a youth officer who shall perform the tasks under this law. Cantonal authorities shall independently appoint a youth officer or establish a youth department within the ministry that performs the tasks under this law. Municipal, city and cantonal authorities will coordinate their youth support with higher authorities and all other public administration institutions involved in the youth field. The competent federal ministry shall specify the training and certification procedure of youth officers.

Municipal, city and cantonal authorities will each ensure minimum measures related to youth work and youth activity plans, as well as mechanisms and capacities that will include:

1. Ensuring adequate space for youth, youth work and youth activities, as well as ensuring payment of costs for its maintenance (youth centres);
2. Ensuring the budgetary item related to youth issues, as part of the overall budget of a municipality, city or canton;
3. Determining the competent municipal or city office for youth issues;
4. Ensuring the annual grants for youth projects and granting them based on public tenders including criteria, in compliance with the European principles of public administration work;
5. Professional development and training of youth officers and capacity building in case of all persons dealing with youth work and youth activities;
6. Establishing a youth committee as part of the municipal council as a permanent working body or of the cantonal assembly, which deals with youth issues as part of its competence, and includes representatives from the municipal or cantonal youth council;

The municipal youth council will be established by more than 50% of the youth association, but by at least three associations from the list kept by the competent municipal youth department.

Municipal youth councils from more than 50% of municipalities of a canton will establish a cantonal youth council. The Government of FBiH will establish the Council for Youth of the Federation as an inter-institutional working body having as a main task to coordinate and harmonize the youth policy of the Federation.

The partnership with non-governmental sector is regulated which states that "all government bodies at municipal, city, cantonal and federal level will cooperate with the nongovernmental sector through partnerships for the benefit of young people and their families. The government sector shall support the non-governmental sector in compliance with this law and shall strengthen various forms of self-assistance".

The Law on Youth is still under the draft in Brcko District and expectedly by September 2012 will be adopted by the Government of Brcko. Despite of the lack of youth legislation the government and the municipality of Brcko are carrying out an active Youth policy, regulated by the municipal Strategy for partnership with CSOs. Within the Administration Department a Directorate for youth is in place and a Municipal Youth Officer has been appointed. Meanwhile, each department of Brcko municipality has allocated grants for NGOs, including youth, which are distributed under clearly defined criteria and are published on the Municipal website under Rules and Regulations for Grants Distributions. The Sub-department of Youth has a special budget line. All youth organizations are sharing a Youth Centre, handed over by the municipality to youth organizations.

It should be noted that the legislation related to the youth policy varies for all three legislative bodies in Bosnia and Herzegovina: The FBiH, RS and Brcko District.

A good overview of the situation with regard to the implementation of youth policies in the country was assembled by KULT recently and summarized in the table below. The table demonstrates that the youth legislation and policies are only to a limited extent implemented. Moreover large parts of the

civil society sector are not specialized in youth or active to empower youth in every municipality. This should be taken into consideration in the Capacity building component (C1) of the project.

Policy elements as found in municipalities towards youth:

	FBiH (YES)	RS (YES)	Brcko District (YES/NO)	BiH (YES)
Officer dealing with youth issues	48 (65%)	38 (60%)	YES	87 (64%)
Special Officer for Youth appointed	7 (9%)	7 (11%)	YES	15 (10%)
Youth Municipality Commission exists	64 (86%)	47 (76%)	NO	111 (81%)
Youth Municipality Commission is operational	40 (54%)	28 (45%)	NO	68 (50%)
Youth Advisory Council	9 (12%)	10 (16%)	NO	19 (14%)
Special Youth Budget	33 (44%)	30 (48%)	NO	63 (46%)
Funding Criteria used	38 (51%)	34 (54%)	YES	64 (45%)
Wishing to adopt Criteria	28 (36%)	25 (40%)	NO	53 (39%)
Public Calls for funding used	45 (61%)	37 (59%)	YES	83 (61%)
Policy/Strategy towards Youth exists	27 (36%)	38 (60%)	NO	65 (47%)
Youth Strategy is expiring	7 (9%)	8 (13%)	NO	15 (11%)
Already implemented Youth Strategy before	10 (14%)	18 (29%)	NO	28 (20%)
Youth Council exists	8 (11%)	20 (32%)	NO	28 (20%)
At least one active NGO for Youth exists	63 (85%)	48 (76%)	YES	112 (82%)

State: October 2011

Source: Direct contact of local communities and associations by KULT

3.3. Support to the youth sector

The project team has met staff of other projects dealing with youth issues and discussed objectives and implementation issues.

The general impression is that the youth is still in need of support to have its social situation improved in many ways. The key issues and problems identified in the GTZ study of 2008¹ are still relevant although the situation may have changed slightly in some areas due to autonomous developments and progress made in BiH's youth and sectoral policies. Contributions of EU projects and other donors have been and are concentrated on combating youth unemployment, promoting youth entrepreneurship, social inclusion of youth, promoting of improved health, regional and international networking, and currently more attention is given to volunteering as an instrument to gain work experience in the first job place. Useful lessons learned with regard to the structure and capacity of the NGO sector were shared as well the administrative rules and procedures dominating the public sector.

The civil society landscape in Bosnia and Herzegovina continues to expand with thousands of NGOs and non-profit organisations now registered. The number of active organisations is commonly estimated at between 500 and 1,500. These represent a wide array of interests including service provision, culture and recreation, self-help groups, human rights and public advocacy, youth organisations. Recent times have seen the growth of informal community-based groups and there are also a number of highly competent NGOs dedicated to facilitating community development and providing capacity building at grassroots level. OIA reports on the basis of an update of their 2005 inventory about 500 NGOs involved in youth activities in some way or another. KULT on the basis of self-reporting finds less than 100 NGOs which are specialized on youth.

Capacity levels of NGOs in Bosnia and Herzegovina vary widely, but an identifiable structure of fully professionalised and highly capable NGOs has emerged in the larger urban centres. These are among Bosnia's more mature organisations, tracing their origins to the immediate post-war environment and many among them were also initially set up as NGOs. They have benefited from sustained financial support from international donors, but they have also become adept at diversifying their donor base over time. However, there is anecdotic evidence that many NGOs have difficulties in remaining financially sustainable. Subsidies for their operations are rare and many have to rely on project support or small grants.

3.4. Assessment of situation CCYI

The CCYI in its new form, although it is more flexible than its predecessor, is faced with a number of factors which make it difficult to fulfil its mission. These refer to the fact that the governmental organizations responsible for sectoral youth policies and obviously, the effort to make institutional links through working groups for drafting the document "Coordinated Youth Policy 2011 - 2015" has not been successful either. In FBiH no formal responsibility has been given as yet to a Ministry to coordinate the various sectoral youth policies with the other ministries and with cantonal levels. This hinders seriously the communication with the CCYI.

¹ GTZ, Young People Need a Youth Policy!, Final report prepared for the drafting of the BiH Youth Policy, 2008

There are various capacity problems affecting the good functioning of the CCYI. These refer in the first place to the professional capacity of the CCYI and to the formulation of the mandate of the governmental officials in the CCYI. None of the nine members has the possibility to work full time for the work agenda set by the CCYI. The resources and budget for the CCYI are in principle defined on a yearly basis, but its allocation for any activity is due to separate approval procedures by the Ministry of Civil Affairs. The administrative capacity for support of the CCYI is very low (only two staff members who are not professionals in youth issues).

Already at this stage, and certainly when the mandate of the CCYI is to be extended, it is recommended to take into account a reform that will foster the CCYI in terms of status and competence. The future work plan of the CCYI, which is to be supported by the project under Component 4, will very much depend on fostering of the CCYI: its strength, legitimacy, mandate, and professional and administrative capacity. As important will be better embedding of its institutional setting in the government structure and in the civil society structure.

The description of the current status and activities of CCYI in the ToR and the Technical Proposal (TP) are in principle still valid. The CCYI operates as an autonomous body under the authority of the Ministry of Civil Affairs BiH. An overview of the activities since a new structure (in 2009) was established pointed out that the drafting of the document "Coordinated Youth Policy 2011-2015" should have been completed by now. However, due to the administrative structure of BiH, still only the first phase "Production of Research-Analysis on Youth and Youth Sector in BiH" has been implemented. The results of this thorough investigation, with support of GTZ and NGOs, however, date from 2008 and it is to be expected that several of the findings are by now outdated.

This first phase was completed in 2008 and according to its results, the programme areas that it intended to be included are:

- Employment and measures against unemployment, youth entrepreneurship;
- Formal and informal education and lifelong learning;
- Health and preventive care, reproductive health of young people;
- Social policy for young people;
- Youth participation in public life, development of civil society and voluntary work, information and mobility and
- Culture, sport and leisure;

The above list is still relevant although in some inception meetings it was proposed that housing policy for young people should be added to the list.

Phase 2 "Establishment of Working Groups" has not been implemented since the proposals to include government officials from entity ministries were postponed for a long period awaiting canton nominations of their representatives in the working groups. Efforts to involve the canton level in the FBiH into the Working groups took a long period and were not successful as they have not led to final establishment of the working groups. It is felt by CCYI members that, now that a new government of BiH is in place, a new method is to be developed for restarting the work on the document "Coordinated Youth Policy 2011 - 2015". Given its relevance for a.o. Component 2 of the project, the Consultant is willing to support the CCYI in designing a new method. The principle of involving key stakeholders for the youth area (governmental at various levels and NGO representatives) in the

process of drafting the document is to be sustained. Anyway, the precondition that the document "Coordinated Youth Policy 2011 - 2015" would have been drafted before the start of our project is not fulfilled. As said, this has consequences for especially component 2, the Monitoring & Evaluation system to be developed in cooperation with CCYI, at least for its planning and likely also for its content and design as well as for Component 4. To be noted is that with World Bank support a methodological workshop on Strategy planning has been organized in 2011.

On the results of this workshop further activities need to be planned in Component 4.

Other activities of CCYI carried out in 2011 refer to stand-alone training activities, regional mobility, some international networking and the implementation of study tours.

Apart from participating in this project the work plan of the CCYI for 2012 envisages further work on document "Coordinated Youth Policy 2011 - 2015", maintaining its website, (continued) coordination with a number of youth relevant projects of other donors, organizing activities to commemorate important events for Youth (International Youth Day, etc.) and unspecified study visits.

4. Other outputs of the inception phase

The TP envisaged the following activities for the Inception phase:

1. Establishment of the project office

The project office was established and equipped at the following address: Hasana Kikica, No. 13, 1st floor, 71000 Sarajevo with the following contact details:

Tel: +387(0)33256670

Fax: +387(0)33264672

Website: www.youthpolicy.ba

Email addresses have been allocated to the project staff which will be operational by February 5, 2012. The same applies to the fax facilities. The technical set up of the website of the project is arranged in February 2012.

2. Recruitment of support staff

The Project assistant, Ms. Maja Cvoro, was selected and instructed by the Team Leader on the daily operations of the project thereby taking into account the internal manual of operations provided by the Consortium leader. Her email address is: cvoro@youthpolicy.ba, mobile: +387 (0)61 525 882.

An interpreter/translator has not yet been hired awaiting needs assessment for training activities and other events as well as awaiting the selection of non-key experts.

The selection of non-key experts will start after key findings of the Training Needs Analysis (TNA) in Component 1 have been become available and the inception report has been approved in order to complete the team.

3. Establishment of relations with the staff from the CCYI and other stakeholders

On the basis of the Kick off Meeting and through inception meetings good relationships with the members and administrative staff have been established. The same applies to other key stakeholders working on youth areas (donors, NGOs, some ministries). The project envisages participation in the opening Conference of the EIDHR project "Youth friendly municipalities in partnership between youth and local authorities" in March 2012 to present its objectives and work plan to a wider audience. In this conference more relations will be established.

4. Preparation of detailed overall and annual activity plans

These are part of this Inception report (see chapter 8).

5. Drafting of the Inception Report: Completed in the third week of February 2012.

6. First PSC Meeting

The first PSC meeting with Agenda for approval of the Inception Report is planned for March 6, 2012.

5. Proposed implementation scheme, including changes compared to the ToR and Technical Proposal

5.1. Component 1: Capacity building

On the basis of the meetings held during the inception phase, it is proposed to take a more targeted approach for this component at the local level. It is believed that a more in-depth approach in which six municipalities/ cantons are chosen as pilots will create better, less fragmented, and more sustainable results which can be used for further capacity building in the future in other regions. Moreover it is proposed to link with the recently started two EIDHR projects “With volunteering legislative towards development of local communities” and “Youth friendly municipalities in partnership between youth and local authorities” where possible.

As also shown in the table above (see chapter 3) the institution building for the implementation of youth policy in BiH is at all levels still under development. Only about 50% of institutions prescribed by the Law on Youth of FBiH, have installed their youth related institutional settings. In the RS although it is more advanced in the youth legislative process the situation is not very different. This fact of course limits the possibilities for capacity building, but on the other hand it is also a challenge to support municipalities (and regions) to get their institutional youth arrangements in place. It is not feasible given the resources needed to reach out to all stakeholders (NGOs and municipalities countrywide). Therefore an approach which defines a number of minimum criteria for selection of localities and target groups is preferred, similar, although not necessarily the same, as done in the EIDHR KULT project “Youth friendly municipalities in partnership between youth and local authorities”. The CCYI which operates until now in a rather isolated position towards lower administrative levels will ultimately also benefit from a capacity building programme which includes youth officers and municipality officials into the programme, at least for a number of subjects aiming at design and implementation of local youth policy strategies. Therefore inter-institutional and inter-governmental collaboration should be a key element of the training sessions and in the selection of participants of various administrative levels will be invited. In the FBiH the involvement of canton staff/management is highly desirable given the slow progress made in youth policy making at that level. At the same time in most of the training sessions (youth) NGO staff and governmental officials will be invited as there is found wide consensus that only by bringing the public and the civil society together youth policies at local level can be boosted and implemented.

The aim of this programme is also to draw lessons for the design and expansion of further capacity building activities countrywide to regions which are lagging behind. Such a programme may be made part of document “Coordinated Youth Policy 2011 - 2015” to be developed by the CCYI.

Bearing in mind all above mentioned, no more than six areas of intervention would be selected according to pre-defined criteria and with effective geographical distribution. In those pilot areas methodically an in-depth and interactive synergetic approach of training will be applied. Emphasis will be given, in the guiding Educational Standard format to be expressed for all trainers, to strong participation of participants in the training process and sufficient space for interactive didactical tools. The focus will be on learning, sharing of experiences and best practices, institutional development and monitoring and evaluation.

The expected result of these trainings is that participants will gain knowledge and skills on institutional and specific youth policy related competences.

Collaboration with the ongoing youth capacity building projects is sought for. First meetings on this subject have been held. It will be investigated in more detail how and where synergy can be found with the two EIDHR projects currently implemented by KULT “Youth friendly municipalities in partnership between youth and local authorities” and OKC “With volunteering legislative towards development of local communities”. More details for the planning of this project will be provided to the beneficiary after also the Training Needs Analysis has been carried out.

KULT starts to undertake training in 12 municipalities in BiH having as main objectives main subject youth and NGOs cooperate with local authorities in the implementation of youth policies. According to the KULT training methodology all youth civil servants and public officials and a number of NGOs in selected areas will be trained on some of the subjects, mentioned in EEO Group Technical Offer as well: project proposals writing skills, grant schemes management, financial management of CSO, etc. Possibilities for cooperation may be found in using partially the same target for further training by this project or by selecting other regions from their pre-selection process.

OKC in RS has been awarded an EU financed EIDHR project to build capacity at local level in applying the Law in Volunteering in the RS. It aims in the first place at policy development and implementation strategies for volunteering. In the framework of its training component in total 10 regional 2-days trainings and 40 regional one day trainings designed in the form of five training modules (modules: Volunteering legislation and policies, Volunteer Management, Development of project applications with focus on EU funds, Public relations and campaigns and Development of volunteering infrastructure) are envisaged with participation of around 230 representatives of local authorities, public institutions and civil society organisations from 30 local communities;

The project will coordinate its training events in RS for this project in terms of substance, logistics, and selection of participants with its Consortium partner OKC located in Banja Luka. Depending on the timely adoption of the FBiH Law on Volunteering part of the training events under Component 1 can be spent on a module for introduction of this Law in FBiH thereby taking into consideration the lessons learned from the mentioned EIDHR project on volunteering in RS.

Training Needs Assessment as foreseen in the TP was entirely oriented towards surveying with electronic means of a much diversified target group. It was recommended in several inception meetings to downsize the TNA and focus it in the first place through a questionnaire on the civil society sectors. Additionally a limited number of focus group meetings and personal interviews with public officials and NGOs working in the youth sector will be carried out. From the documentation studied it is already clear that public officials need to gain capacity in youth policy targets, youth legislation, the design of youth strategies, establishment of procedures for cooperation with youth NGOs, drafting calls for proposals for grant schemes, etc. The Project team elaborated a TNA for the NGOs and translated it into local language. It will be posted in the beginning of February, thereby using the communication channels of a number of umbrella NGOs who have in principle expressed their willingness to distribute them. Interviews and focus groups are due to be finalized by mid February 2012.

o **Seminars**

It is proposed that **10 seminars** will be planned during the course of the project from March 2012 onwards. These seminars will focus on key topics as they appear from the (planned) developments in youth policies in BiH. Seminars will usually aim at a small group of experts from the public sector, the donor community and the civil society. Per seminar in consultation with the CCYI will be decided which organizations/experts will be invited. The number of participants will usually be in range of 15-20 participants. Topics could not yet be identified during the inception phase. The TNA report will likely identify a list of priority topics. Apart from that the members of the CCYI are invited to present topics.

Additional to the seminars an ideas-fair for a wider audience will be held. It is proposed to structure this ideas-fair on the basis of the objectives to be set in the document "Coordinated Youth Policy 2011 - 2015" (March 2013).

o **Study tours**

Two tailored study tours will be organized to a regional and/or EU country for a maximum 10 participants each, depending on the resources required. Subject, participants, (high level officials), programme and countries to be visited will be identified on the basis of needs assessment in the third month of the implementation. The study tours are preliminary planned for September 2012 and April 2013.

A more detailed planning for this component will be submitted after the TNA report has been drafted and more insight has been gained as to how KULT and OKC will implement their EIDHR projects. This planning will be subject to consultation with the CCYI and approval by the Steering Committee. In general, flexibility of planning will be warranted since the legislative environment is under development and several other projects are intervening with capacity building efforts as well.

5.2. Component 2: Monitoring & Evaluation

As mentioned before, document "Coordinated Youth Policy 2011 - 2015" has not been developed by CCYI. It is now planned for December 2012 in the work plan of CCYI. The current situation gives no certainty about its development during the course of this project. Without having a developed document "Coordinated Youth Policy 2011 - 2015" the M&E component may result into a more theoretical exercise than intended under the ToR. It is proposed that the project will assist the CCYI in drafting the framework for the document "Coordinated Youth Policy 2011 - 2015" upon which the other M&E activities proposed in the ToR can be built. The TP envisages a number of phases for this component. Given the suggestions expressed in several inception meetings (with CCYI members and other stakeholders) it is proposed to emphasize support work in defining indicators and ways to measure them and to build capacity in the CCYI (and sectorised governmental bodies dealing with youth issues) on M&E procedures.

The GTZ study report dating from 2008 on the Youth situation² would have been a good basis for measuring the baseline situation if no time gap of three to four years had emerged before the start of the project.

² GTZ, Young People Need a Youth Policy!, Final report prepared for the drafting of the BiH Youth Policy, 2008

Therefore attention has been drawn to the need for updating of this study for renewal of the baseline. Given the planned resources for the project and its time horizon this will only be possible to a limited extent. A full-fledged update will require more resources which could not yet be estimated in the framework of this inception phase. Nevertheless an updated baseline study is of utmost relevance.

The stages mentioned in the TP for the design of the M&E system are in principle still valid. Developing effective and functional M&E systems entails the following:

- Identification of a desired objective;
- Establishing baselines for these objectives, in order to measure progress in their achievement;
- Developing indicators; indicators to describe the situation of youth are e.g. youth unemployment rates, age profiles of marriage and establishing families, dropout rates per education level, emigration and return-migration indicators, but also life and work satisfaction indicators, etc.
- Identifying monitoring information sources, systems and frequency of data collection;
- Division of roles and responsibilities for data collection and oversight of monitoring process;
- Establishing regular feedback mechanisms on lessons learned/good practice, and updating interventions in the light of this feedback;
- Noting underlying assumptions and potential risks that highlight potential obstacles to achieving the desired objectives and can contribute to collating lessons learned;

The activities envisaged in the TP will be implemented accordingly with the following remarks per activity:

Activity 2.1: A brief baseline study

This activity will cover the aspects mentioned in the TP. It will aim at updating the baseline study of 2008 to a limited extent, as far as necessary for setting the methodology of the M&E system. It will take into account the following elements: extensive data on the institutional and legal framework for the youth in Bosnia and Herzegovina, statistical data on the status of youth in various sectors of youth policy (youth (un)employment, health status of youth, housing, etc.) The study will limit itself to existing data of qualitative and quantitative nature. No surveys will be implemented. After the baseline study has been prepared the gaps in information will be identified. These gaps may be made subject of an additional study outside the scope of this project.

The Consultant will implement a seminar for data collection methods in the framework of this activity for CCYI and staff of other key stakeholders. The Baseline study will be reported upon according to what is proposed in the TP. The other activities mentioned in the TP will be implemented as planned.

For the development of the Monitoring system the working group envisaged will be established in consultation of the CCYI, consisting of CCYI members, ministerial staff of line ministries dealing with youth, statistical agencies and donor organizations involved in data collection.

For capacity building purposes a seminar will be organized for which a wider circle of stakeholders who will be potential contributors or users of the monitoring system will be invited.

Activity 2.2: Development of an M&E platform.

For the development of the platform an IT ST expert will be hired. Preferably existing software will be used to develop the platform. The draft design of the system will be made subject of a workshop or seminar for CCYI and other youth policy stakeholders.

It is proposed that – in the long run - four or five modules will be included in the M&E system. In the order of priority, those are the following:

- a module which describes developments in the situation of youth in BiH
- a module describing and monitoring key targets of youth policy in various sectors (see above)
- a module describing the civil society infrastructure (NGOs oriented on youth) and its development
- a module describing youth (oriented) projects and programmes
- a module describing developments in youth legislation and the implementation mechanisms

The design and building of this system needs to be phased. The first two areas will be prioritized. It is likely that the last three modules cannot be built within the current timeframe of the project and will need an extension.

The system will be user-friendly, in the first place for the members of the CCYI. It will be decided in consultation with the CCYI to what extent M&E data will ultimately be available to which range of stakeholders or to the wider public (through the CCYI website). It is possible to agree on various levels of more or less restricted access for reading or modification of data and information. Special attention will be given in the design to systematic procedures to keep information up to date.

Activity 2.3: Pilot a soft component for monitoring

In principle no deviations from the ToR and TP are envisaged for other activities under this component. This implies that some modules and areas will be chosen to pilot a monitoring system. The aim will be to demonstrate to the CCYI how the system can effectively be used on a permanent basis to monitor and evaluate developments in the youth situation and in achieving of youth policy targets. However, by stressing the emphasis on defining the system of M&E itself and capacity building of the CCYI in its use and significance it is proposed that a minimum of resources shall be spent on building the platform. The use of existing software for the design of a user-friendly platform is preferred above newly made specific software.

In consultation with the CCYI it will be decided which parts of the M&E system will be open to other stakeholders and/or to the public. In view of promoting visibility it is suggested that the design of the system will allow for entering information through the CCYI website.

5.3. Component 3: Community Programmes for Youth

The implementation of this component will identify, link and relate the role of the CCYI with the coordination of all the EU Community Programmes that affect directly or indirectly the young people. In addition to that there are several structures that affect directly or indirectly the young people. Aim will be to demonstrate from a technical point of view how local communities can best participate in existing and forthcoming programmes accessible for BiH.

The Consultant will examine closely the structures that function within BiH, as well as all the EU Programmes that have been implemented or are currently under implementation in BiH in order to examine and identify their impact on the young population in the country.

The inception meetings reveal that more effort can be made to have BiH fully benefit from the EU Community Programmes in order to improve the situation of youth. The local organizations are not fully aware of the possibilities and requirements of various EU Community Programmes. EU programmes like Youth in Action, Media, Culture, Science & Research come into consideration. It will be investigated what will be the likely impact of the forthcoming restructuring of these types of EU programmes in the near future. Before the start of the activities the project team will submit a proposal to the CCYI as to which EU Community Programmes, and other donor and country programmes, will be taken into consideration. At the start of the activities also the method of analysis and the criteria for selecting least three models will be drafted and presented for approval to the Beneficiary, thereby taking into consideration the state of the art as it results from the baseline study under Component 2.

The analysis will result in a report which presents the three selected models with its advantages and disadvantages.

Therefore, this component includes four activities in order to assure its effective implementation:

- Analysis of the existing structures;
- Analysis of the implemented models of Community Programmes;
- Preparation of new models;
- An ideas-fair to prepare for finalization of the three models selected with conclusions for implications of the CCYI work programme;

5.4. Component 4: Plan for future activities

This component is understood to consist of two elements:

- Providing support to the CCYI in their drafting of the document “Coordinated Youth Policy 2011 - 2015” on Youth. This support will be of methodological, logistic and professional nature. It is assumed that the CCYI will take ownership of drafting this document itself, and that it will involve strongly other key stakeholders in the youth area.

- Providing support to the development of a three year work plan to the CCYI.

As mentioned in the Chapter 2 the drafting of the document “Coordinated Youth Policy 2011 - 2015” is behind schedule due to a number of factors of institutional and administrative nature.

The Activities mentioned in the TP do not need substantial revision. It is proposed to implement, only slightly deviating from the TP, the following key activities:

- Support to the establishment of the Strategic Planning Team
- Capacity building of the strategic planning Team in a two-day-workshop in which all CCYI members will participate as well as key stakeholders from public organizations and the civil society
- Methodological guidance to the CCYI, and (if applicable) its Working Groups, during the drafting of the Strategic Plan (through half or one day workshops)

- Finalisation of the strategy on the basis of documents produced by working groups of the CCYI in a one-day workshop
- A three-year work plan with planned outputs and activities for the CCYI based on the document “Coordinated Youth Policy 2011 - 2015” will be drafted in close consultation with the CCYI and submitted for adoption to the Steering Committee.

It is to be stressed that the CCYI is assumed to take the lead and demonstrate ownership in drafting the “Coordinated Youth Policy 2011 - 2015”, and that the role of the project will be to facilitate by providing methodological support.

5.5. Component 5: Awareness raising and visibility issues

The project will support to enhance the visibility of the CCYI and EU Community Programmes intended for youth in several ways, in principle not deviating from the ToR. Cooperation will be sought with umbrella NGOs which have a strong relationship with the media in order to make the awareness raising activities efficient and effective. The activities and outputs envisaged are:

- The development of a Communication Strategy of the CCYI, in close consultation with the beneficiary. The 3 elements mentioned in the TP will be included: definition of the target audience, the message and the selection of Communication tools. The role of the website of the CCYI will be given specific attention.
- Six cycles of promotional activities for the project that will follow the EuropeAid guidelines will be delivered throughout the duration of the project. Initially, a half day participation is proposed in the opening Conference organized by KULT on the occasion of its launching of “Youth friendly municipalities in partnership between youth and local authorities” to present the project (likely in March 2012). It is furthermore proposed to link these promotional activities to the key seminars and workshops identified for the other components. The level of dissemination will be in line with the Communication Strategy, but usually limited to one-day events. Some awareness raising activities are suggested to be reserved for international events (e.g. Int. Youth Day, Int. Day on Volunteering). The Consultant will cooperate with leading NGOs which have experience in setting up promotional activities. The activities will be coordinated by the Consortium partner OKC.
- An ideas-fair, having as principle objective youth promotion for civil society organisations. Invitations will be sent out to all key civil society organisations and possibly other stakeholders (donors, line ministries) and will be linked to the either the finalization of the document “Coordinated Youth Policy 2011 - 2015” by the CCYI or finalisation of Component 3, from which the models will be prepared and presented. The ideas fair is planned to last for one whole working day.
- Two presentations of the best practices identified. The Consultant, in close collaboration with the CCYI BiH will select at least two municipalities and will organise a workshop, during which best practices from the implementation of Community Programmes will be presented. In the framework of Component 3, the Consultant will identify and analyse effective models of Community Programmes that are implemented in the EU. This activity could follow the organisation of the Study tours, so as to give the opportunity to people who didn't have the opportunity to participate. It is suggested to implement these two presentations in municipalities selected for Capacity building under Component 1.

6. Management and administrative issues

o Steering Committee

During the Kick-off-Meeting it was decided that the project will have a Steering Committee to which the Project team will report on the basis of the schedule of reporting mentioned in the TP.

The CCYI is requested to take care of the formal establishment of the Steering Committee. The composition of the Steering Committee was finally decided to be as follows:

1. Chair: Mrs. Biljana Camur (Ministry of Civil Affairs of Bosnia and Herzegovina, Assistant Minister for Culture and Science)
2. Vice-chair: Mrs. Mirjana Nikolic (President of the CCYI Commission)
3. Mr. Vladimir Pandurevic (EUD Task Manager)
4. Mrs. Branka Malesevic (RS Ministry of Family, Youth and Sport, Assistant Minister and CCYI member)
5. Mrs. Alma Brankovic (FBIH Ministry of Culture and Sport representative, CCYI member)
6. Mr. Emil Balavac (NGO representative in CCYI, FBIH)
7. Mr. Sead Usanovic (Brcko District Youth officer)
8. Mrs. Katarina Vuckovic (Proni Brcko representative and CCYI member)
9. Mrs. Negra Selimbegovic (FBIH Ministry of Culture and Sport representative)
10. Vacancy (NGO representative RS)
11. Vacancy (Ministerial representative of RS)
12. Mr. Jasmin Besic (observer: expert implementing an EIDHR project)
13. Mr. Jugoslav Jevdjic (observer: expert implementing EIDHR project on volunteering in RS)
14. Mrs. Lola Lyberopoulou (observer: Project Director, EEO Group)
15. Mr. Jan de Voogd (observer: Team Leader)

The CCYI as main beneficiary of the project is requested to confirm the members of the CCYI mentioned above. The Steering Committee will set its own rules.

The Steering Committee will be responsible for approval of the project administrative reports according to the procedure set in the ToR. The first meeting of the Steering Committee is planned on March 6, 2012 in Sarajevo.

o Extension

Given the preliminary assessment of the state of affairs CCYI which indicates that its professional and administrative capacity is currently weak, it is to be expected that the CCYI will be challenged with a lot of tasks stemming from the project implementation. Besides that a number of planned activities before the start of the project were not yet carried out. Also the decision making processes of the CCYI are time consuming. Moreover a number of documents produced in the past under authority of or with help of the CCYI are outdated and need further upgrading.

Furthermore, the capacity of the organisations dealing with youth, the public side as well as the civil society, is highly fragmented and rather weak. The effort to strengthen the youth sector at grassroots level for various objectives will need a longer time frame than currently envisaged. For these reasons it is assumed that not all project activities can be planned in the time frame set under the ToR. For this purpose it is proposed that the project is extended for an additional four months. The extension

of four months, in which several additional activities are identified, is essential for the quality of the outputs.

No additional outputs are envisaged for the extension phase. The Consultant is prepared to further investigate the time and resources needed for an extension of the project in consultation with the Beneficiary for these purposes.

This is not yet expressed in the timeframe set below, neither in the inputs.

o **Website**

Upon discussions in inception meetings with CCYI members and other stakeholders it is proposed that the project will develop a website for its operations and to make the project visible to the stakeholders and a wider staff. The running and updating of the website of the CCYI is outsourced to a consultancy company with whom the project will cooperate in the framework of e.g. Component 2 (the development of a platform for M&E). It is proposed that a sublink will be implemented from the CCYI website to the project website in order to underline the role of the project in supporting the CCYI, provided that the regular updating of the project website can be done in a flexible way by the project team without being subject to governmental approval procedures.

The development of the project website will be a backstopping activity of the Consortium Head Office.

o **Other administrative issues**

The Contractor requests the CCYI to appoint one of the members of the CCYI as daily contact person of the project team for the implementation of the project.

The procedure for selection of non-key experts was decided in the QM to be the following:

- On the basis of ToR for activities the team leader identifies C.V.'s of non-key experts through channels deemed to be appropriate. This will include also the use of Consortium partners in identifying non-key experts.
- The Head Office of the Consortium is responsible for reaching agreement on the conditions of the involvement of the non-key experts and final pre-selection.
- The EU Delegation Task manager will approve the selected candidate, thereby taking into consideration the ToR and the work plan of the non-key expert (in principle within one week).

o **Management of the project**

The ToR and TP apply to the rules for management of the project, including the division of tasks between Team Leader, Key expert 2 and the backstopping staff at Head Office. None of the two key experts will be full time present in the country. The team leader can be addressed also during his absence from BiH per email or telephone for issues regarding the management of the project. The project assistant will be instructed how to communicate with project management, especially during the absence of the Team Leader. Backstopping staff of the Head Office of the Consortium will give specific attention to periods when the team leader is not present in the country.

7. Updated Project Planning Matrix (Log Frame)

In the ToR of the project a list of outputs to be achieved are specified. These have been elucidated in terms of activities need above and are summarised in the Log Frame Analyses below. The modifications proposed are reflected in this Logframe below as well. They not only refer to the activities but also to some risks and assumptions which need to be stressed on the basis of the findings of the inception period.

LOG FRAME			
Overall objective	Objectively Verifiable Indicators	Sources of Verification	
To improve the position of youth in Bosnia and Herzegovina	A reinforced general youth policy system based on an agreed reform policy framework, adapted legislation and enhanced capacities of sector experts of all stakeholders leading to improvements in the position of youth in BiH by the end of the project.	<ul style="list-style-type: none"> Final report at the end of the execution of the project. Reports from the Project Steering Committee (PSC) EC monitoring and evaluation reporting Independent Audit and Evaluation report 	
Project purpose	Objectively Verifiable Indicators	Sources of Verification	Assumptions/Risks
1. To create conditions for better and more efficient dialogue and more functional coordination among stakeholders responsible for youth issues.	<ul style="list-style-type: none"> The initiative for harmonisation of legal framework for monitoring and data collection related to youth issues is endorsed by the CCYI Analysis of legislative framework on state, entity and cantonal level related to the monitoring and statistical data collection is endorsed by the CCYI Increased and greater integration of youth policy planning and management; Implementation of youth policy; Increased co-operation between CCYI, and other relevant stakeholders in the use of resources to support the BiH's youth policy 	Reports, studies, policy papers on: <ul style="list-style-type: none"> Increased and greater integration of youth policy planning and management Implementation of youth policy Increased co-operation between CCYI and other relevant stakeholders in the use of resources to support the BiH's youth policy 	<p><u>Assumptions</u></p> <ul style="list-style-type: none"> Presence of an interest from the civil society organisations representing the youth sector to participate in capacity building programmes and to apply new knowledge gained CCYI supports activities related to the establishment of the M&E system Current data relevant to youth accessible and usable. <p><u>Additional Assumptions</u></p> <ul style="list-style-type: none"> The stakeholders are willing to participate in the Community Programmes in the structures proposed; Comprehensive synergy with other relevant projects in the field of youth is established, with particular emphasis on the proactive co-ordination of the related measures and specific activities. <p><u>Risks</u></p> <ul style="list-style-type: none"> Youth issues are not a priority issue for the society/governments; Lack of political stability and sufficient cooperation between entities and administrative levels; Non existence of adequate structures for

Results	Objectively Verifiable Indicators	Sources of Verification	Assumptions/Risks
<p>Component 1 Result: Capacities of the CCYI BiH for efficient and effective implementation of its mandate as well as of other beneficiaries of the project enhanced.</p>	<ul style="list-style-type: none"> ▪ Needs assessment conducted of the identified target groups; ▪ 10 seminars conducted covering essential topics identified in the needs assessment of the target groups (maximally 10x20 participants); ▪ 30 trainings conducted in 5 pilot areas covering essential topics identified in the needs assessment of the target groups (maximally 30x20 participants); ▪ 2 study tours conducted in relevant regional and/or EU countries (max 2x10 participants), subject of budget boundaries; ▪ Number of civil servants dealing with youth issues at all state levels that attended the workshops and trainings; 	<ul style="list-style-type: none"> ▪ Needs assessment report of the identified target groups ; ▪ Reports including evaluation forms, attendance lists; ▪ Evaluation of the professional development programme implemented by the Consultant. 	<p>resolution of youth issues;</p> <ul style="list-style-type: none"> ▪ No competence given to a ministry to coordinate youth issues at FBiH level; ▪ Line ministries in charge of youth issues do not possess sufficient capacities and resources; ▪ Insufficient communication between all institutions and key stakeholders involved in this project; ▪ Possible over-burdening of the Project Partner and other stakeholders (including Project SC members) due to the large number of related and current projects; ▪ Insufficient allocation of budget to implement youth policies at various levels; ▪ Limited budget for CCYI and bureaucratic approval procedures for its activities and preparations of CCYI; ▪ Lack of administrative capacity in CCYI; ▪ Insufficient supply of competent experts due to the significant number of projects being implemented at this time in South Eastern Europe <ul style="list-style-type: none"> ▪ Presence of an interest from civil society organisation representing the youth sector to participate in capacity building programmes and to apply knowledge gained; ▪ Insufficient communication between all institutions involved in this project; ▪ Possible over-burdening of the Project Partner and other stakeholders (including Project SC members) due to the large number of related and current projects; ▪ Lack of inter-institutional coordination for mobilisation of participants for training sessions; ▪ Lack of qualified trainers with sufficient know how of local conditions in certain

	<ul style="list-style-type: none"> Number of civil servants fully qualified to deal with their responsibilities defined by the BiH's and/ or other existing youth policy after their participation in a training event; Number of civil servants and youth committee members fully qualified to actively participate in the process of policy making and to work on data collection and the implementation of Youth Policy. Number of canton level public officials from Youth Councils that actively participate in youth policy making processes; 		<p>topics;</p> <ul style="list-style-type: none"> Local elections interrupt the training programme;
<p>Component 2</p> <p>Result: A platform for monitoring and evaluation and for collection of statistical data related to the youth issues developed.</p>	<ul style="list-style-type: none"> Monitoring and evaluation system introduced included capacity building of CCYI BiH and other relevant staff in management and use; Database is fully operational; Piloting a soft component: testing, adapting and completion; Number of Stakeholders from all levels that support and participate in new pilot data collection and monitoring system; Number of responsible staff trained for maintenance of the database; 	<ul style="list-style-type: none"> Report on data collection Report on M&E Specifications Training performed (Report including evaluation forms, attendance lists) Implementation report Progress reports Manual for (future) maintenance and utilisation of the system Full report on the Pilot Action plans for testing 	<ul style="list-style-type: none"> CCYI supports activities related to the establishment of the M&E system; Current data relevant to youth accessible and useable.
<p>Component 3</p> <p>Result: Structures/ models required for full participation in Community Programmes related to youth designed</p>	<ul style="list-style-type: none"> Analysis of the existing structure Analysis of the models of Community Programmes Presentation of three possible new models for the implementation of Community Programmes 	<ul style="list-style-type: none"> Situation analysis of existing structures Situation analysis of models of Community Programmes Situation analyses reflected in a full report and presented in a workshop Progress Reports Three models elaborated in report based on the outcomes of the workshop Three models described with advantages and disadvantages in an analytical report 	<ul style="list-style-type: none"> The stakeholders are willing to participate in the Community Programmes in the structures proposed; Non-existence of adequate structures for resolution of youth issues; Insufficient communication between all institutions involved in this project. Lack of co-financing funds for participation in EU programmes addressing youth issues Lack of compliance with formal requirements of Community programmes by BiH
<p>Component 4</p> <p>Result: Recommendations for future activities developed</p>	<ul style="list-style-type: none"> Strategic Planning Team established Support to the CCI BiH given to develop its Strategic plan In consultation with CCYI its three year work plan developed 	<ul style="list-style-type: none"> Objectives, agenda and minutes of meetings Adopted three year strategic plan by stakeholders (BiH institutions) Progress Reports 	<ul style="list-style-type: none"> The BiH legal framework embraces the strategic plan The state budget restrictions affect the CCYI budget;

		<ul style="list-style-type: none"> Final report 	
Component 5 Result: Awareness raising and visibility activities carried out	<ul style="list-style-type: none"> Communication strategy developed and submitted; Awareness raising campaign implemented; 	<ul style="list-style-type: none"> Communication Strategy approved and implemented Progress Reports 6 cycles of media promotion activities delivered throughout the project duration Ideas fair organised and executed Two best practice workshops in two municipalities delivered 	<ul style="list-style-type: none"> Presence of an interest from the civil society organisations representing the youth sector to participate in capacity building programmes and to apply new knowledge gained; Youth Policy and its budgeting might be not a priority issue for the society; Possible over-burdening of the Project Partner and other stakeholders (including Project SC members) due to the large number of related and current projects.

The next table describes the relationship between the required outputs according to the ToR (4.2.2.) and the proposed activities, inputs, and time planning:

Nr	Outputs according to ToR (4.2.2)	Component/ activity	Activities	Time inputs of experts in man days	Planned period
1	Needs assessment for capacity building for defined target groups	1.1.	Needs assessment Analysis	Ke1: 7 Ke2:10	Jan-March 2012
2	Tailored seminars and trainings covering essential topics held for the target group	1.2	Development of educational standards model	Ke1: 5, Ke2: 2	April 2012-August 2013
		1.3	Delivery of Professional Capacity Development Programme	Ke1: 10, Ke2:55, SSTEs:25, JSTEs:30	
3	Tailored study tours in countries with appropriate and useful experiences for BiH	1.3	Delivery of Professional Capacity Development Programme	Ke1: 10, Ke2: 5, SSTEs: 5	Sept. 2012/April 2013
4	Ideas-fair organised with the goal of youth promotion	1.3	Delivery of Professional Capacity Development Programme	Ke1: 2, Ke2:2, SSTEs:2	March 2013
5	The best practices of the multi-sectoral approach represented to the wider audience (at least two municipalities in BiH)	1.3	Delivery of Professional Capacity Development Programme	Ke1: 3, Ke2: 3, SSTEs: 3, JSTEs:5	May 2013
6	Developed and adopted, by the project Steering Committee, platform, which ensures functional monitoring and evaluation system	2.1	Collection of data	Ke1:17, Ke2:5, JSTEs:20	March 2012-Dec 2012
		2.2	Develop an effective monitoring system	Ke1: 7, Ke2: 2, SSTEs:10, JSTEs:5	
		2.3	Develop M&E Platform	Ke1: 2, JSTE: 15	

Nr	Outputs according to ToR (4.2.2)	Component/ activity	Activities	Time inputs of experts in man days	Planned period
7	Developed manual for future maintenance and utilisation of the system	2.3	Develop M&E Platform	Ke1: 1, JSTE: 5	Sep 2012-Nov 2012
8	Implement a pilot project dealing with the "soft" component, i.e. scanning the legislation related to the youth issues	2.4	Implement a soft component for monitoring	Ke1: 1, JSTE: 10	Nov2012- Dec 2012
9	Three possible models of structures required for Community Programmes, resting on current elements in BiH, where each model will elaborate on its advantages and disadvantages	3.1	Analysis of existing structures	Ke1:20, Ke2:3, JSTE:10	Sep 2012- July 2013
		3.2	Analysis of the models of Community programmes	Ke1:10, Ke2:5, SSTE: 5	
		3.3	Preparation of new models	Ke1:13, Ke2:1, SSTE:10	
10	Adopted prepared three-years Plan by the project Steering Committee	4.1	Establishment of Strategic Planning Team	Ke1: 4	April 2012- May 2013
		4.2	Methodological guidance to CCYI	Ke1:8, Ke2:2, SSTE:10	
		4.3	Plan for future activities of CCYI	Ke1:15, Ke2:1, SSTE:10	
11	Communication strategy for the CCYI prepared	5.1	Development of Communication Strategy	Ke1:6 , JSTE: 10	May 2012- June 2012

8. Time plan and resource plan per component

8.1. Timetable of activities

Month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
		Jan -12	Feb -12	Mar -12	Apr -12	May -12	Jun -12	Jul -12	Aug -12	Sep -12	Oct -12	Nov -12	Dec -12	Jan -13	Feb -13	Mar -13	Apr -13	May -13	Jun -13	Jul -13	Aug -13
0. Inception phase																					
0.1.	Project Kick-off Meeting																				
0.2.	Establishment of the Project Office	M0																			
0.3.	Establishment of relations with all the parties involved in the Project																				
0.4.	Preparation & submission of the Inception Report	M1																			
Component 1: Capacity Building of the CCYI BiH and other beneficiaries																					
1.1.	Needs Assessment Analysis		M2	M3																	
1.2.	Development of an Educational Standards Model				M5																
1.3.	Delivery of Professional Development Programme in the framework of the Capacity Building Plan																				M14
1.3.1.	<i>Trainings and Seminars</i>																				
1.3.2.	<i>Study visits</i>																				
Component 2: Monitoring and Evaluation																					
2.1.	Collection of data																				
2.2.	Develop an effective monitoring system for CCYI BiH								M6												
2.3.	Develop M&E Platform													M7							

Month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
		Jan -12	Feb -12	Mar -12	Apr -12	May -12	Jun -12	Jul -12	Aug -12	Sep -12	Oct -12	Nov -12	Dec -12	Jan -13	Feb -13	Mar -13	Apr -13	May -13	Jun -13	Jul -13	Aug -13
2.4	Pilot a soft component for monitoring											M8	M9								
Component 3: Community Programmes for Youth																					
3.1.	Analysis of the existing structures																				
3.2.	Analysis of the models of Community Programmes															M10					
3.3	Preparation of new models																	M12			
Component 4: Plan for future activities																					
4.1.	Establishment of the Strategic Planning Team					M11															
4.2.	Methodological guidance for Strategic Plan of CCYI BIH																				
4.3.	Plan for future activities of CCYI																		M13		
Component 5: Development of Communication Strategy																					
5.1.	Development of Communication Strategy						M4														
5.2.	Awareness raising and visibility Events																				M15
Project Management and Reporting																					
	Project Management, participation in PSCM & reporting					M16			M17			M18			M19			M20			M21

8.2. Major Milestones

MAJOR MILESTONES		
Month	Milestones	Description
Month 1	M0	Project office established
Month 1	M1	Inception Report delivered
Month 2	M2	Meetings with staff from the CCYI BiH and other stakeholders
Month 3	M3	Delivery of the Needs Assessment Report
Month 5	M16	Submission of Quarterly Report 1
Month 4	M5	Finalisation of the Educational Standards Model
Month 6	M4	Communication Strategy Delivered
Month 5	M11	Strategic Planning Team set-up
Month 7	M6	Monitoring and evaluation system defined
Month 8	M17	Submission of Quarterly Report 2
Month 11	M18	Submission of Quarterly Report 3
Month 11	M7	Platform for monitoring and evaluation developed
Month 11	M8	Manual for maintenance and utilisation delivered
Month 12	M9	Piloting for soft component finalised
Month 14	M19	Submission of Quarterly Report 4
Month 15	M10	Analysis of the existing structures delivered
Month 17	M20	Submission of Quarterly Report 5
Month 17	M12	Presentation of three models of structures
Month 17	M13	Delivery of Strategic plan
Month 19	M21	Submission of Draft Final Report
Month 20	M14	Professional Development Programme delivered
Month 20	M15	Awareness and visibility events delivered

8.3. Input of experts for each activity

INPUT OF EXPERTS FOR EACH ACTIVITY (IR)						
		Expert	KE1	KE2	STEs	TOTAL
0. Inception Phase			15	10	0	25
0.1.	Project Kick-off Meeting	1	1	0		2
0.2.	Establishment of the Project Office	3	0	0		3
0.3.	Establishment of relations with all the parties involved in the Project	6	5	0		11
0.4.	Preparation of the Inception Report	5	4	0		9
Component 1: Capacity Building of the CCYI BiH and other beneficiaries			32	77	70	179
1.1.	Needs Assessment Analysis	7	10	0		17
1.2.	Development of an Educational Standards Model	5	2	0		7
1.3.	Delivery of professional development programme in the framework of the capacity building plan	20	65	70		155
Component 2: Monitoring and Evaluation			28	7	65	100
2.1.	Collection of data	10	5	10		25
2.2.	Develop an effective monitoring system for CCYI BiH	14	2	15		31
2.3.	Develop M&E Platform	3	0	25		28
2.4.	Pilot a soft component for monitoring	1	0	15		16
Component 3. Community Programmes for youth			43	11	25	79
3.1.	Analysis of the existing structures	20	5	10		35
3.2.	Analysis of the models of Community Programmes	10	5	5		20
3.3.	Preparation of new models	13	1	10		24
Component 4. Plan for future activities			27	5	20	52
4.1.	Establishment of the Strategic Planning Team	4	0	0		4
4.2.	Methodological guidance to Strategic Plan development by CCYI	8	2	10		20
4.3.	Plan for future activities of CCYI	15	3	10		28
Component 5: Development of Communication Strategy			10	2	20	32
5.1.	Development of Communication Strategy	3	0	10		13
5.2.	Awareness raising and visibility Events	7	2	10		19
Project Management and Reporting			15	8	0	23
	Project Management, participation in PSCM & reporting	15	8	0		23
TOTAL INPUTS			170	120	200	490

Annexes:

Annex 1: Scheme for implementation of training events at regional level

Component 1: Concept of Capacity building pilot training

The Project Team proposes to choose five pilot municipalities which will be geographically well distributed. It is suggested in this line to identify two regions in FBiH, two in the RS and Brcko District.

We see the collaboration with two ongoing projects related to youth issues, as fruitful and important.

The first project is "Youth friendly municipalities in partnership between youth and local authorities", implemented from January 2012 onwards by KULT in partnership with the Youth Council of Republika Srpska (OSRS). The project will be implemented in 12 municipalities in the country.

Specific objectives of the project are: 1) Youth population in 12 municipalities is recognized by local authorities and other stakeholders in the youth sector as a partner in the implementation process of the law on youth in FBiH and RS, and for the evaluation of achievements in the field of respecting human rights, equal opportunities and democracy principles; 2) Youth organizations and branches of political parties with which CSOs will cooperate on this project from 12 municipalities support each other and create regional coalition in the advocacy process of measures for the sustainable youth policies guaranteed by the laws on youth; 3) Competent institutions at higher levels of government regulated the youth position in their formal acts.

The project envisages the implementation of an interactive training programme for 24 active youth representatives from 12 municipalities, 12 stakeholder representatives (civil servants) and 12 youth officers. They will all be from the same communities (2 youth representatives, 1 youth officer, 1 civil servant from each community). This will result in better application of the youth law, partnership and participatory relationship between governmental and nongovernmental sector.

According to its methodology, municipalities and supporting stakeholder institutions will be selected through a public call. A public call will be issued to municipalities to apply as project beneficiaries, and they will have support letters from their local youth council and one stakeholder representative. The call will be delivered to all municipalities in BiH. This way, through binding cooperation agreements, all project beneficiaries will be obliged to participate throughout the project, so as to ensure project output. The training courses will be implemented during a four months period.

The other ongoing project in implementation is the OKC project "With volunteering legislative towards development of local communities", which will be implemented at local and entity level. The project objective is to foster quality promotion and development of volunteering as most powerful tool for active citizenship development. The project will be implemented in at least 30 local communities actively involving 63 representatives of RS local authorities from 63 local communities and around 400 representatives of public institutions and civil society organisations from 63 local communities.

We propose that our project will collaborate with OKC logistically, in the field of selection of trainees: NGO staff, neighbouring municipalities and by inviting of public youth officials in RS. The selection of

training subjects for our project, besides volunteering, will be discussed after the TNA results have been collected.

We propose that our project will step up on the 12 municipalities selected by KULT by selecting five of them as mentioned above. The selection criteria of the KULT project aim at selecting municipalities which are more advanced in youth policy implementation municipalities and may become models for implementation of Youth policy. Since the legislation related to youth in RS, FBiH and Brčko District are different, the project team will apply specific selection criteria for pilot municipalities according to the applicable laws. Four selection criteria are mentioned of which at least two should be in place: adopted youth policy strategies, youth action plans and in addition having functional youth oriented administrative and advisory bodies in place. These criteria seem relevant for our project as well.

Once the municipalities are identified, for the purpose of our group the composition of training groups, pre-selected by KULT, will be enhanced with members from the following target groups : a relevant number of active NGOs from neighbouring municipalities - at least 5; in FBiH the canton official in charge of Youth issues and members of Canton Youth Councils, municipal youth officers from neighbouring municipalities (at least 5) and 1 representative from the line (cantonal or RS) ministry in charge of coordination of youth policy; at least one member of CCYI.

Since our major beneficiary is the CCYI, the project team proposes CCYI members to participate in the training for networking purposes, to get them acquainted with youth implementation issues at grassroots level and in order to pave the way for better communication with lower administrative levels.

The total number of trainees per locality is expected to be between 15 and 25, depending on the administrative structure of the canton/region. The total number of training sessions will be 30. The number of participants in training in all five pilot areas will be approx. 600 (30 training sessions *20 participants). Given the concept described above part of these trainees will participate in various training sessions.

The idea is to identify training subjects which are not overlapping with the KULT topics and OKC topics on the basis of the TNA now carried out at the start of the project. In each target area four to six training sessions will be carried out, each lasting one to three days.

Annex 2: List of persons met

	Date	Name	Position	Organisation
1.	January 18, 2012	Domagoj Kovacic	Executive Director	SEEYN
2.	January 18, 2012	Jugoslav Jevdjic	Director	OKC
3.	January 17, 2012	Jan Zlatan Kulenovic	Executive Director	OIA
4.	January 17, 2012	Alma Brankovic	CCYI member	FBIH Ministry of Culture and Sport
5.	January 18, 2012	Ranko Markus	Deputy Team Leader	GOPA, Youth Employment Project
6.	January 18, 2012	David Blackburn	Team Leader	GOPA, Youth Employment Project
7.	January 16, 2012	Mirjana Nikolic	CCYI President	CCYI Commission
8.	January 16, 2012	Asim Krakovic	CCYI Administrative Assistant	CCYI Commission
9.	January 13, 2012	Vladimir Pandurevic	Task Manager	EU Delegation
10.	January 19, 2012	Erol Mujanovic	Project Officer	UNDP
11.	January 20, 2012	Mirza Hodzic	Youth Officer	Municipality of Gracanica
12.	January 20, 2012	Almedina Nurkic	Volunteer	Municipality of Gracanica
13.	January 20, 2012	Senad Sehagic	President	Youth NGO ANEA
14.	January 20, 2012	Katarina Vuckovic	CCYI member	CCYI Commission, Youth NGO Proni Brcko
15.	January 21, 2012	Lahira Savdievic	President	Youth NGO IPAK Tuzla
16.	January 21, 2012	Ismet Sejfija	Consultant	University of Sarajevo, Faculty of Economics
17.	January 21, 2012	Melita Husagic	Project Officer	Youth NGO IPAK Tuzla
18.	January 11, 2012	Emil Balavac	CCYI member	CCYI Commission
19.	January 19, 2012	Bojan Grebenar	President	Youth Council of RS
20.	January 23, 2012	Mirza Ustamujic	Member of the House of Representatives, Head of Youth Commission	The Parliament of the FBIH
21.	January 16, 2012	Willem Kolthoff	Team Leader	EU funded HRD project

Annex 3: Detailed timetable of activities per category of experts

Month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
		Jan -12	Feb -12	Mar -12	Apr -12	May -12	Jun -12	Jul -12	Aug -12	Sep -12	Oct -12	Nov -12	Dec -12	Jan -13	Feb -13	Mar -13	Apr -13	May -13	Jun -13	Jul -13	Aug -13
0. Inception phase																					
0.1.	Project Kick-off Meeting	2																			
KE1		1																			
KE2		1																			
0.2.	Establishment of the Project Office	3																			
KE1		3																			
KE2		0																			
0.3.	Establishment of relations with all the parties involved in the Project	11																			
KE1		6																			
KE2		5																			
0.4.	Preparation & submission of the Inception Report	9																			
KE1		5																			
KE2		4																			
Component 1: Capacity Building of the CCYI BiH and other beneficiaries																					
1.1	Needs Assessment Analysis	7	4	6																	
KE1			1	6																	
KE2		7	3																		
1.2.	Development of an Educational Standards Model			4	3																
KE1				4	1																
KE2					2																
1.3	Delivery of Professional Development Programme in the framework of the Capacity Building Plan				5	24	23	1	0	18	19	7	21	5	10	2	10	2	1	5	2
KE1						3	1	1		3		2	2	1		2		2	1		2
KE2					5	5	6			5	9		10		10		10			5	
SSTEs						8	8			5	5		5	4							

Month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
		Jan -12	Feb -12	Mar -12	Apr -12	May -12	Jun -12	Jul -12	Aug -12	Sep -12	Oct -12	Nov -12	Dec -12	Jan -13	Feb -13	Mar -13	Apr -13	May -13	Jun -13	Jul -13	Aug -13
JSTEs						8	8			5	5	5	4								
Component 2: Monitoring and Evaluation																					
2.1	Collection of data			3	3	10	9														
KE1				3		5	2														
KE2					3	0	2														
SSTEs																					
JSTEs						5	5														
2.2	Develop an effective monitoring system for CCYI BiH					5	17	9													
KE1						5	5	4													
KE2							2														
SSTEs							5	5													
JSTEs							5														
2.3	Develop M&E Platform									13	10	5									
KE1										3											
KE2																					
SSTEs																					
JSTEs										10	10	5									
2.4	Pilot a soft component for monitoring											6	10								
KE1												1									
KE2																					
SSTEs																					
JSTEs												5	10								
Component 3: Community Programmes for Youth																					
3.1.	Analysis of the existing structures									7	0	5	7	12	4						
KE1										7		5	1	7							
KE2													1		4						
SSTEs																					

Month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
		Jan -12	Feb -12	Mar -12	Apr -12	May -12	Jun -12	Jul -12	Aug -12	Sep -12	Oct -12	Nov -12	Dec -12	Jan -13	Feb -13	Mar -13	Apr -13	May -13	Jun -13	Jul -13	Aug -13	
JSTEs													5	5								
3.2.	Analysis of the models of Community Programmes													4	10	6						
KE1														4		6						
KE2															5							
SSTEs															5							
JSTEs																						
3.3	Preparation of new models															5	0	9	4	6		
KE1																5		4	4			
KE2																				1		
SSTEs																		5		5		
JSTEs																						
Component 4: Plan for future activities																						
4.1.	Establishment of the Strategic Planning Team					4																
KE1						4																
KE2																						
SSTEs																						
JSTEs																						
4.2.	Meth. Guidance Strategic Plan for CCYI BIH						1	0	0	3	7	7	2									
KE1							1			3	1	2	1									
KE2											1		1									
SSTEs											5	5										
JSTEs																						
4,3	Plan for future activities of CCYI													3	2	10	13	0				
KE1														3	2	5	5	0				
KE2																	3					
SSTEs																5	5					
JSTEs																						
Component 5: Development of Communication Strategy																						

Month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
		Jan -12	Feb -12	Mar -12	Apr -12	May -12	Jun -12	Jul -12	Aug -12	Sep -12	Oct -12	Nov -12	Dec -12	Jan -13	Feb -13	Mar -13	Apr -13	May -13	Jun -13	Jul -13	Aug -13
5.1.	Development of Communication Strategy					5	8														
KE1						1	2														
KE2																					
SSTEs																					
JSTEs						4	6														
5.2.	Awareness raising and visibility Events			1	0	1	1	2	0	2	0	2	1	2	0	2	0	2	1	0	2
KE1							1			1		1		1		1		1			1
KE2													1						1		
SSTEs													1							1	
JSTEs				1		1		2		1		1		1		1		1			1
Project Management and Reporting																					
	Project Management, participation in PSCM & reporting		1		1					2	0	1	3	2	1	1	2	3	3	0	3
KE1			1		1					2		1	1	2		1		3	0		3
KE2													2		1		2		3		