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

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¹ The word "National" used in the title of the project refers to the Coordinated Youth Policy of BiH

Table of Contents

LIST OF ABBREVIATIONS USED	4
1. EXECUTIVE SUMMARY	5
2. REVIEW OF PROJECT PROGRESS AND PERFORMANCE.....	6
2.1 POLICY AND PROGRAMME CONTEXT	6
2.2 PROGRESS TOWARDS ACHIEVING OBJECTIVES	6
2.3 PROJECT ACTIVITIES.....	7
2.3.1 <i>Component 1: Capacity building</i>	7
2.3.2 <i>Component 2: Monitoring and evaluation</i>	8
2.3.3 <i>Component 3: Community programmes for youth</i>	8
2.3.4 <i>Component 4: Plan for future activities</i>	8
2.3.5 <i>Component 5: Awareness raising and visibility issues</i>	8
2.3.6 <i>Project Steering Committee</i>	8
2.4 MANAGEMENT ISSUES.....	8
3. WORK PLAN FOR NEXT REPORTING PERIOD.....	9
3.1 RESULTS TO BE DELIVERED	9
3.2 ACTIVITY SCHEDULE.....	11
4. CONCLUSIONS AND RECOMMENDATIONS	12
ANNEXES	14
ANNEX 1: ADJUSTED LOG FRAME AS PER 31 ST OF AUGUST 2013	14
ANNEX 2: UPDATED LIST OF ACTIVITIES AS PER 31 ST OF AUGUST 2013.....	18
ANNEX 3: UPDATED TIMETABLE OF ACTIVITIES AS PER 31 ST OF AUGUST 2013	24
ANNEX 4: EVALUATION OF TRAININGS.....	26

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

The sixth quarterly reporting period covers the period of 1st of June 2013 – 31st of August 2013. The focus in this reporting period was especially put on finishing the trainings under module III and carry out a workshop on the prototype of the M&E platform and manual.

In the next reporting period, 1st of September – 30th of November the rest of the main activities of the project will be implemented:

Component 1:	<ul style="list-style-type: none"> ▪ Study visit to Berlin ▪ 4 seminars for the CCYI ▪ Presentation of best practices in two municipalities
Component 3:	<ul style="list-style-type: none"> ▪ Analysis on three possible models of structures required for Community Programmes
Component 4:	<ul style="list-style-type: none"> ▪ Workshops on drafting a strategy plan and a three year work plan for the CCYI
Component 5:	<ul style="list-style-type: none"> ▪ Youth Strategy fair carried out ▪ 4 media cycles carried out

2. Review of project progress and performance

2.1 Policy and programme context

The purpose of the project is to create conditions for better and more efficient dialogue and more functional coordination among stakeholders responsible for youth issues in BiH.

That means that the following results should be achieved through the project:

- Capacities of the CCYI BiH for efficient and effective implementation of its mandate as well as of other beneficiaries of the project enhanced
- A platform for monitoring and evaluation and for collection of statistical data related to the youth issues developed
- Structures/models required for full participation in Community Programs related to youth designed
- Recommendations for future activities developed

2.2 Progress towards achieving objectives

The Training Needs Assessment (TNA) and the Educational Standards model were approved on the extraordinary Steering Committee meeting carried out on 9th of July 2012. The PSCM approved the following seminars and trainings to be carried out:

10 seminars, which are targeted to increase the capacities and know-how of the staff of the Commission for the Coordination of Youth Issues in BiH, as well as selected officials for youth issues on BiH, entity and Brcko District level on the following topics:

1. **The EU youth strategy 2010 - 2018;**
2. **An overview of youth policies in selected EU Countries**, including how the strategy is implemented;
3. **Policy making and design of programme strategies;**
4. **Policy and strategy implementation;**
5. **Youth Policy Interactive Stakeholders Mapping** and their role to the eight fields of action within the EU youth strategy;
6. **Strengthening of interactive inter-institutional capacity of the CCYI** and communication channels with stakeholders under here the open method of coordination used as a tool;
7. **Financial management and fundraising strategies;**
8. **Grant schemes management** in the context of EU youth programmes and pre-accession funds;
9. **Advocacy and lobbying;**
10. **Council of Europe and Youth policies implementation:** main findings and good practices. Lessons learned from study visits in selected EU Countries.

By the end of the reporting period 6 seminars have been carried out.

Three **training** programmes, targeting the officers for youth issues at municipal and cantonal level and NGOs, on the following topics:

1. General issues concerning **developing projects and project proposals** in the context of the EU youth strategy;

2. **Fundraising opportunities**, general issues in projects financial management and log frame design;
3. **Development of Municipal Youth strategy**: drafting and implementation tool

By the end of the reporting period all trainings have been carried out.

As far as the **study visits** are concerned, it was agreed on the extraordinary PSCM that they will relate to one new and one old Member State (MS). Slovenia was visited in November 2012 as a representative from the new MS and Germany will be visited in September 2013 as a representative of the old MS.

A presentation of best practises in two municipalities will be carried out in the last half year of the project.

For Component 2 the prototype of the M&E platform and manual has been submitted and a workshop has been carried out, by which the main activities of Component 2 is completed.

The first two analyses in Component 3 have been submitted in the reporting period and will be completed in September 2013 with a proposal for three possible models of structures.

Component 4 will be started up in September 2013 and will be one of the main activities in the next quarter of the project.

In Component 5 two promotional activities have until now been carried out. This will be followed by the remaining 4 promotional activities and a youth strategy fair in the last half year of the project.

2.3 Project activities

In the reporting period, 1st of June 2013 – 31st of August 2013, limited number of activities have been carried out due to the holiday season.

2.3.1 Component 1: Capacity building

In the reporting period all three training modules were completed. At each training session 25-30 had signed up for the training. The topics of the trainings were 1. General issues concerning **developing projects and project proposals** in the context of the EU youth strategy, 2. **Fundraising opportunities**, general issues in projects financial management and log frame design and **Development of Municipal Youth strategy**: drafting and implementation too. The trainings were carried out by two local training experts, Ms Emina Pasic and Mr. Ilija Trninic.

On average more than 20 signed up for each of the 30 trainings. All in all 548 were involved in the three training modules. 304 certificates were issued, meaning that 304 young people were all together present on one, two or all three training modules. 13 different training spots were used as 3 training spots had to be replaced because of lack of participants.

The final evaluation of the trainings is attached as Annex 4.

2.3.2 Component 2: Monitoring and evaluation

The second workshop on the M&E Platform was carried out.

To create conditions for better and more efficient dialogue and more functional coordination among stakeholders responsible for youth issues in BiH, the workshop aimed at introducing the M&E platform developed for this purpose in BiH.

Participants received detailed information on how the platform functions, including technical aspects and ways of collecting information, and had the opportunity to actively give feedback in this regard. The M&E platform was finalized on the basis of inputs received during this workshop.

2.3.3 Component 3: Community programmes for youth

The main aim of this component is to 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 the reporting period the third analysis of this component, Analysis on three possible models of structures required for Community Programmes will be submitted.

2.3.4 Component 4: Plan for future activities

A working group has been established with four members appointed by the CCYI. The working group will, with the support of the project, draft a strategy plan and a three year work plan for the CCYI.

2.3.5 Component 5: Awareness raising and visibility issues

At the PSCM in June it was decided that a small group with representatives from the PSCM should discuss some guidelines on the contents and the logistic of the youth strategy fair.

It was decided not to participate in the International Youth Day in August. The open letter decided on the PSCM in June will instead be issued in connection with the youth strategy fair in October.

2.3.6 Project Steering Committee

The sixth ordinary steering committee meeting took place in Sarajevo 10th of June 2013.

2.4 Management issues

None

3. Work plan for next reporting period

3.1 Results to be delivered

This work plan covers the period from 1st September 2013 to 30th November 2013. A detailed description of the activities to be performed and results to be delivered in the next reporting period follows in section 3.2 and in Annex 2. As the project will finish by the end of 2013 all remaining activities will be implemented the coming reporter period. The main activities will be:

Component 1:

- **Delivery of 4 seminars.**

Two seminars will be carried out in October 2013 and two in November 2013. The seminar topics are:

- 1) **Policy making and design of programme strategies;**
- 2) **Policy and strategy implementation**
- 3) **Advocacy and lobbying;**
- 4) **Council of Europe and Youth policies implementation:** main findings and good practices.

- **Study visit to Germany**

The main objective of the study visit is to give the members of CCYI first-hand information from various stakeholders involved in the entire German Youth Policy Cycle - from the identification to implementation. The study visit will take place in Berlin 16. – 20. September 2013.

- A presentation of **best practises** in two municipalities will take place in October – November 2013

The project, in close collaboration with the CCYI, will select 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 project have identified and analysed effective models of Community Programmes that are implemented in the EU. This activity follows the Study tours, so as to give the opportunity to people who didn't have the opportunity to participate.

Component 3:

- **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 will be submitted in September 2013.

Component 4:

- **Drafting a strategy plan and a three year work plan for the CCYI**

A working group has been established with four members appointed by the CCYI. The working group will have one half day and one 2 day work shop in September – November. The working

group will, with the support of the project, draft a strategy plan and a three year work plan for the CCYI by the end of November 2013.

Component 5:

- A **youth strategy fair** will take place in October 2013. In connection with the fair an open letter will be issued as agreed on the PSCM in June
- The project will carry out the remaining 4 **promotional activities** in connection with the other activities in the project.
- The project will continue to support the CCYI in developing the **communication strategy**.

3.2 Activity schedule

Component/ activity	Activities	Output/milestones	Planned period
0. Inception phase			
0.1	Project kick off meeting	Kick off meeting performed	January 2012
0.2	Establishment of project office	Project office established	January 2012
0.3	Establishment of relations with all parties involved in the project	Meetings performed	January 2012
0.4	Preparation and submission of inception report	Inception report submitted	January 2012
1. Component 1: Capacity building of the CCYI BiH and other beneficiaries			
1.1.	Needs assessment for capacity building for defined target groups	Needs assessment Analysis submitted	Feb-July 2012
1.2	Tailored seminars and trainings covering essential topics held for the target group	Educational standards model submitted	May-July 2012
1.3		30 trainings carried out	Oct 2012-June 2013
		10 seminars carried out	Sep 2012-November 2013
1.3	Tailored study tours in countries with appropriate and useful experiences for BiH	2 study tours carried out	Study tour to Slovenia November 2012. Second study tour to Germany planned for September 2013.
1.3	The best practices of the multi-sectoral approach represented to the wider audience (at least two municipalities in BiH)	Best practises presented	Oct – Nov 2013
2. Component 2: Monitoring and evaluation			
2.1	Collection of data	Data collected	June-Sept. 2012
2.2	Develop an effective monitoring system	A functional monitoring and evaluation system developed and adopted	Sep-Nov 2012
2.3	Develop M&E Platform	M&E Platform developed and submitted	Dec 2012 – March 2013
		Manual for future maintenance and utilisation of the system developed and submitted	Dec 2012 – May 2013
2.4	Implement a pilot project dealing with the "soft" component, i.e. scanning the legislation related to the youth issues	A soft component for monitoring implemented	Jun - Sep 2013
3. Component 3: Community programme for youth			
3.1	Three possible models of structures required for Community	Analysis of existing structures submitted	Oct 2012 – Mar 2013

3.2	Programmes, resting on current elements in BiH, where each model will elaborate on its advantages and disadvantages	Analysis of the models of Community programmes submitted	Apr – Jun 2013
3.3		Preparation of new models delivered	Jun – Sep 2013
4. Component 4: Plan for future activities			
4.1	Establishment of Strategic Planning Team	Work group established	Jun – Jul 2013
4.2	Methodological guidance to CCYI	Guidance delivered	Sep 2013 – Nov 2013
4.3	Plan for future activities of CCYI	Plan for future activities developed	Oct – Nov 2013
5. Component 5: Development of communication strategy			
5.1	Communication strategy for the CCYI prepared	Development of Communication Strategy	July - September 2012
5.2	Awareness raising and visibility Events	1 large youth strategy fair for all potential participants organized with the goal of youth promotion	October 2013
5.2		Awareness raising and visibility Events delivered	March 2012 – Dec 2013

4. Conclusions and Recommendations

The reporting period corresponding to the 6th quarterly report, 1st of June 2013 – 31st of August 2013, has had one **major achievement**.

The training was completed as 30 trainings were carried out with 548 participants.

Besides that, in Component 2 the final workshop was carried out. By the first half of July 2013, the main activities of component 2 was then completed.

In the next reporting period, 1st of September – 30th of November 2013, the rest of the activities of the project will be implemented.

For **Component 1** the study visit to Germany will take place, the remaining 4 seminars will be carried out and the best practices of the multi-sectoral approach will be presented to the wider audience in two municipalities in BiH. It is recommended that the PSCM discuss the content of these presentations which in the inception report was described as follows: The project, in close collaboration with the CCYI, will select 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 project have identified and analysed effective models of Community Programmes that are implemented in the EU. This activity follows the Study tours, so as to give the opportunity to people who didn't have the opportunity to participate.

For **Component 3**, 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, will be submitted.

For **Component 4**, the established work group will, with the support of the project, draft a strategy plan and a three year work plan for the CCYI by the end of November 2013 to be discussed at the CCYI and the PSCM at its final meeting in December 2013.

For **Component 5**, the youth strategy fair will be scheduled for October 2013. For the remaining 4 promotional activities it is recommended that they should be carried out in connection with the other activities in the project.

ANNEXES

Annex 1: Adjusted Log frame as per 31st of August 2013

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 in BiH, 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	<u>Assumptions</u> <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. <u>Additional Assumptions</u> <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.

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 20-25 participants on each seminar); 	<ul style="list-style-type: none"> ▪ Needs assessment report of the identified target groups ; ▪ Reports including evaluation forms, attendance lists; ▪ Two best practice workshops in two municipalities delivered 	<p><u>Risks</u></p> <ul style="list-style-type: none"> ▪ Youth issues are not a priority issue in BiH; ▪ Lack of political stability; ▪ Non existence of adequate structures for resolution of youth issues; ▪ Some of the ministries in charge of youth issues do not possess sufficient capacities and resources; ▪ Insufficient communication between 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 <p>Presence of an interest from civil society organisation representing the youth sector to participate in capacity building programmes and to apply knowledge gained;</p> <ul style="list-style-type: none"> ▪ Insufficient communication between -

	<ul style="list-style-type: none"> ▪ 30 trainings conducted in 10 training spots covering essential topics identified in the needs assessment of the target groups (maximally 20-25 participants on each training); ▪ 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 that attended trainings; ▪ 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; 	<ul style="list-style-type: none"> ▪ Evaluation of the professional development programme implemented by the Consultant. 	<p>the key stakeholders involved in this project;</p> <ul style="list-style-type: none"> ▪ 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 qualified trainers with sufficient know how of local conditions in certain topics; ▪ 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 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 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; ▪ Insufficient communication between stakeholders 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 Result: Recommendations for future activities developed</p>	<ul style="list-style-type: none"> ▪ Strategic Planning Team established ▪ Support to the CCYI 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 ▪ Final report 	<ul style="list-style-type: none"> ▪ The BiH legal framework embraces the strategic plan ▪ The BiH budget restrictions affect the CCYI budget;
<p>Component 5 Result: Awareness raising and visibility activities carried out</p>	<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 ▪ Youth strategy fair organised and executed 	<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.

Annex 2: Updated list of activities as per 31st of August 2013²

Activity Number	Activity	Description of updated activities	Results/ Milestones	Time
0	Inception phase			
0.1	Project kick off meeting	The project was officially launched on the 9th of January 2012.	Kick off meeting performed	January 2012
0.2	Establishment of project office	The project office is established and equipped at the following address: Hasana Kikica, No. 13, 1st floor, 71000 Sarajevo	Project office established	January 2012
0.3	Establishment of relations with all parties involved in the project	The Team of Experts undertook a series of meetings with the beneficiary of the project, as well as other stakeholders that are directly or indirectly involved in the project, in order to assess the current state of affairs in the sector and the progress made since the ToR and, subsequently the Technical Proposal, were written.	Meetings performed	January 2012
0.4	Preparation and submission of inception report	During the first three months of the project the Inception report was drafted and completed in the third week of February 2012 and approved the 30 th of March 2012. During the first three months of the project the Inception report was drafted and completed in the third week of February 2012 and approved the 30 th of March 2012.	Inception report submitted	Feb 2012
1	Component 1: Capacity building of the CCYI BiH and other beneficiaries			
1.1	Needs assessment for capacity building for defined target groups	The needs assessment for capacity building (TNA) was submitted 16 th of May 2012. Contents for 10 seminars and 30 trainings were proposed in the TNA.	TNA submitted and approved	July 2012
1.2	Educational standards model developed	The educational standards model will include the objectives of the trainings and seminars, the expected outcome of the trainings and seminars, the topics to be covered and the methods to be used.	Educational standards model submitted and approved	July 2012
1.3	Tailored seminars and	10 seminars, which target the CCYI members and other officials in charge for youth in line ministries and entities to	Seminars delivered	Seminar 1, Sep 19, 2012, Sarajevo Seminar 2, Sep 20, 2012, Sarajevo

² Finished activities marked in gray.

Activity Number	Activity	Description of updated activities	Results/ Milestones	Time
	trainings covering essential topics held for the target group	be delivered.		Seminar 3, 14. Nov 2012, Banja Luka Seminar 4, 15. Nov 2012, Banja Luka Seminar 5, 20. May 2013, Sarajevo Seminar 6, 21. May 2013, Sarajevo Seminar 7, 2013 Seminar 8, 2013 Seminar 9, 2013 Seminar 10, 2013
		30 trainings in 10 identified training spots - targeting officers for youth issues at municipal level and NGOs active in the youth sector to be delivered.	Trainings delivered	Module 1 Trebinje, Oct 8-9, 2012 Mostar, Oct 10-11, 2012 Istocno Sarajevo, Oct 12-13, 2012 Livno, Oct 15-16, 2012 Travnik, Oct 17-18, 2012 Tuzla, Oct 19-20, 2012 Brcko, Nov 5-6, 2012 Doboje, Nov 7-8, 2012 Banja Luka, Nov 9-10, 2012 Bihac, Nov 12-13, 2012 Module 2 Trebinje, Feb 01-02, 2013 Mostar, Feb 06-07, 2013 Istocno Sarajevo, Feb 08-09, 2013 Glamoc, Feb 18-19, 2013 Zenica, Feb 22-23, 2013 Brcko, Mar 06-07, 2013

Activity Number	Activity	Description of updated activities	Results/ Milestones	Time
				Tuzla, Mar 08-09, 2013 Dobož, Mar 15-16, 2013 Banja Luka, Mar 20-21, 2013 Bihać, Mar 22-23, 2013 Module 3 Trebinje, April 22-23, 2013 Mostar, April 29-30, 2013 Istočno Sarajevo, May 10-11, 2013 Banja Luka I, May 16-17, 2013 Zenica, May 23-24, 2013 Tuzla, June 03-04, 2013 Brčko, June 10-11, 2013 Dobož, June 17-18, 2013 Banja Luka, June 24-25, 2013 Bihać, June 26-27, 2013
1.3	Tailored study tours in countries with appropriate and useful experiences for BiH	A small paper will be submitted including analysis of youth policies in potential countries for study visits seen in relation to the strategy and youth policy of EU. On basis of the paper two countries will be selected for study visits.	2 study tours delivered	Study tour to Slovenia November 2012 carried out. Second study tour planned for September 2013 for Germany.
1.4	The best practices of the multi-sectoral approach represented to the wider audience (at least two municipalities in BiH)	On basis of the experiences gained on best practices through, seminars, trainings and study tours at least two municipalities in BiH will be chosen.	Best practices presented in at least two municipalities	Oct – Nov 2013
2	Component 2: Monitoring and evaluation			
2.1	Collection of data	The Consultant will be available for guidance on data collection.	Data collected	June – Sep 2012
2.2	Develop an effective monitoring system	Four or five modules will be included in the M&E system. In the order of priority, those are the following: <ul style="list-style-type: none"> a module which describes developments in the situation 	A functional monitoring and evaluation system developed and adopted	Sep – Nov 2012

Activity Number	Activity	Description of updated activities	Results/ Milestones	Time
		<p>of youth in BiH</p> <ul style="list-style-type: none"> • 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 		
2.3	Develop M&E Platform	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).	M&E Platform and manual for future maintenance and utilisation of the system developed and submitted	Dec 2012 – Mar 2013
2.4	Implement a pilot project dealing with the "soft" component, i.e. scanning the legislation related to the youth issues	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	A soft component for monitoring implemented	Jun – Sep 2013
3	Component 3: Community programme for youth			
3.1	Analysis of existing structures	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	Analysis of existing structures submitted	Oct 2012 – Mar 2013
3.2	Analysis of the models of Community programmes		Analysis of the models of Community programmes submitted	Apr – Jun 2013
3.3	Preparation of new models		Preparation of new models delivered	Jun – Sep 2013
4	Component 4: Plan for future activities			
4.1	Establishment of Strategic Planning Team	Providing support to establishment of Strategic Planning team.	Work group established	Jun-Jul 2013

Activity Number	Activity	Description of updated activities	Results/ Milestones	Time
4.2	Methodological guidance to CCYI	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.	Guidance delivered	Sep 2013 – Nov 2013
4.3	Plan for future activities of CCYI	Providing support to the development of a three year work plan to the CCYI.	Plan for future activities developed	Oct – Nov 2013
5	Component 5: Development of communication strategy			
5.1	Communication strategy for the CCYI prepared	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.	Development of Communication Strategy	July- September 2012
5.2	Awareness raising and visibility Events	A youth strategy 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 (such as donors) and will be linked to 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. Six cycles of promotional activities for the project that will follow the EuropeAid guidelines will be delivered throughout the duration of the project.	1 large youth strategy fair for all potential participants organized with the goal of youth promotion and other awareness raising and visibility events delivered	Mar 2012 – Dec 2013
Reporting and project steering committee meetings				
	Quarterly reports	1 st quarterly report submitted 4 th of June 2012 2 nd quarterly report submitted 3 rd of September 2012 3 rd quarterly report submitted 4 th of December 2012 4 th quarterly report submitted 11 th of March 2013 5 th quarterly report submitted 31 st of May 2013	Reports to be submitted every quarter	June 2012 – Dec 2013

Activity Number	Activity	Description of updated activities	Results/ Milestones	Time
		6 th quarterly report submitted 5 th of September 2013		
	Final report	Final report to be submitted by the end of the project	Report to be submitted	Dec 2013
	Steering committee meetings	1 st PSCM took place 6 th of March 2012 2 nd PSCM took place 12 th of June 2012. Extraordinary PSCM took place 9 th of July 2012. 3 rd PSCM took place the 21 st of September 2012. 4 th PSCM planned for the 13 th of December 2012 cancelled 5 th PSCM planned for the 20 th of March 2013 cancelled Extraordinary PSCM took place 30 th of April 2013. 6 th PSCM took place 10 th of June 2013 7 th PSCM planned for 30 th of September 2013	PSCM to take place at least every quarter	Mar 2012 – Dec 2013

Annex 3: Updated Timetable of Activities as per 31st of August 2013

Month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
		01-12	03-12	03-12	04-12	05-12	06-12	07-12	08-12	09-12	10-12	11-12	12-12	01-13	02-13	03-13	04-13	05-13	06-13	07-13	08-13	09-13	10-13	11-13	12-13
0.1.	Project Kick-off Meeting																								
0.2.	Establishment of the Project Office	M 0																							
0.3.	Establishment of relations with all the parties involved in the Project																								
0.4.	Preparation & submission of the Inception Report	M 1																							
1.1.	Needs Assessment Analysis		M 2					M 3																	
1.2.	Development of an Educational Standards Model							M 5																	
1.3.	Delivery of Professional Development Programme in the framework of the Capacity Building Plan																								M1 4
1.3.1.	<i>Trainings and Seminars</i>																								
1.3.2.	<i>Study visits</i>																								
1.3.3.	<i>Mentoring and on-the-job coaching</i>																								
2.1.	Collection of data																								
2.2.	Develop an effective monitoring system for CCYI BiH												M 6												
2.3.	Develop M&E Platform															M 7									

Annex 4: Evaluation of Trainings

Final report of the EUNYP Training component (3 Training modules)

Background

The purpose of the EUNYP is to create conditions for better and more efficient dialogue as well as more functional coordination among stakeholders responsible for youth issues in BiH. In this regard, the project is mandated to invest in building capacities of the CCYI BiH and other relevant beneficiaries, among others NGO representatives involved in the youth sector as well as officers for youth issues at municipal and cantonal level.

Based on the needs assessment analysis, and in combination with the goals of the project, a set of 3 Training Modules were agreed, targeting the above mentioned group, on the following topics:

Module 1: General issues concerning **developing projects and project proposals** in the context of the EU youth strategy;

Module 2: **Fundraising opportunities**, general issues in projects financial management and log frame design;

Module 3: **Development of Municipal Youth strategy**: drafting and implementation tool

Next to previous evaluation of the modules 1 and 2, this report aims at providing a short and concise final evaluation report of all three implemented modules.

Objectives and expected results of the Training modules:

The main objective of the training modules were to pave the way towards the better cooperation of the target group with the main project beneficiaries on BiH, entity and Brcko District levels. As a result of the modules it was expected that participants (Officers for youth issues at municipal and cantonal level, as well as representatives of NGOs) gain knowledge and skills on general issues concerning project management, fundraising and LFA development to be deployed in the framework of civic and municipal activities in support of identified policy strategies and priorities in the youth field at all levels in BiH.

General technical information

In total thirty training blocks (3x modules, 10 blocks) were delivered in 13 different locations in Bosnia and Herzegovina in the period between 08. October 2012 – 27. June 2013. 13 different training spots were used as 3 training spots had to be replaced because of lack of participants.

Usually a training block (2 day training programme) was held max. 5 times per month / per module. In this way each module could be accomplished within 2 months. The decision to leave some space between the blocks during the implementation of second and third module helped the trainers to be more organized, ergo better prepared before conducting a training block at each location.

With an average of 600-650 online applications received per module (around 1/3 were male, 2/3 female) the total of 304 (around 1/2 were male/female) individuals have participated in the training courses. Out of these 304 persons the number of individuals who successfully (and fully) attended all 3 trainings modules was 82, while the other 222 individuals attended either only one or max. two modules. Participants were selected according to 1) affiliation with a local NGO, a municipal institution or previous experiences related to youth sector, 2) the level of experience in project development and implementation and 3) gender.

Due to the experience gained from the first module (no-show of selected participants at some locations or short notice cancelations) the project decided to select and invite around 250 participants for the second and third module. But again little less than 200 participants showed up and fully

attended the trainings. A good number of those who stayed away from the training blocks did not inform the project about their decision in advance, which caused several technical and logistical difficulties to be solved by the staff and the trainer team on the spot. During the third module it turned out that high peak in exams for students and final exams in high schools could have been one of the major reasons for not attending the trainings.

The majority of the participants were in their early 20s, mostly university students or university graduates (especially in Trebinje, Banja Luka and Tuzla). Only during the third module the group of municipal representatives was little larger which also slightly pushed up the average age of the participants. However, with around 80% the vast majority of participants were NGO members or independent individuals while the rest represented municipal institutions.

The STEs prepared the training schedule and presentations in cooperation with the EUNYP project staff. The STEs assigned for conducting all 3 training modules were: Ms. Emina Pasic and Mr. Ilija Trninic, though at three training spots at the first module Ms. Alma Omeragic replaced Mr. Ilija Trninic

All participants received a certification acknowledging their attendance and contribution to the training course.

Mr. Behrooz Motamed-Afshari, SSTE in charge of capacity building attended together with the Office Manager Ms. Maja Cvorovic, one of the training blocks during each module, once in Tuzla and twice in Banja Luka for evaluation purposes.

Methodology and Content

Methodology

The training modules were designed in accordance with the methodology that was agreed ahead with the project key expert. They were carried out based on the precondition that in each group some of the participants (preferably 50%) have basic experience in working with projects, in fundraising and know little about the local issues and priorities in the field of youth in their local environment, if not even at the entity or state level. The selection of the participants was hence done in a way to ensure a balance where information can be shared and exchanged in a non-formal way and cooperative learning can take place. However, since such balance could not always be guaranteed the trainings were structured in a flexible way and adjustable to each group of participants.

During each training module various methods and tools were used to actively involve the participants in the learning process and encourage them to share and discuss their point of views and information in small and large groups. Therefore next to the thematic benefit which each training block was offering, the participants had the chance to improve a set of important social competences and skills such as communication, interaction, negotiation, intercultural or conflict transformation skills.

Each module was designed as a combination of presentations, lecturing approach and practical group exercises, aiming to equip the participants with sufficient theoretical knowledge and practical tools for its implementation. Working groups were performing under careful guidance of the trainers and presentations of working groups were discussed in plenary sessions.

Due to the fact that always several new participants attended the modules 2 and/or 3, the trainings included an introductory phase in order to review and wrap-up the previous module(s) with all participants.

Content

Each module tried as much as possible to link the theme and topic of the training course to actual needs and experience of the participants and to their local realities with a specific attention to youth situation but also to the purpose and scope of EUNYP project. So, while during the first module (October - November 2012) participants had the opportunity to learn about and work on the identification and later systematic development of project ideas addressing young people's needs and problems, during the second module (February – March 2013) specific attention was given to adequate youth related fundraising techniques and available funding both within BiH as well as at

international level. This training module also elaborated on some elements of a youth relevant project proposal the allocation of sufficient amount of time for development of LFA as a mandatory step in the project preparation phase.

During the third and final module (May – June 2013) the focus was given to understanding local youth strategies, interpreting current state of play when it comes to youth strategies in Bosnia and Herzegovina and at EU level and finally elaborating tools and mechanisms of local planning in order to actively contribute to the development of youth strategy on the local and higher levels. As a result of the third module participants were invited to design their own message for youth in BIH, for the CCYI as well as to the public and citizens in general. These messages were captured on video in the form of around 150 short and concrete statements, comments and questions. The raw material will be used for the preparation of an entry video message during the upcoming Youth strategy fair. The project team has been in charge of scenario, filming and editing of the video.

Observations

General

Groups of participants were quite heterogeneous, composed of individuals with different backgrounds and levels of familiarity with the topic but also different expectations from the training programme. The main challenge for the trainers was hence to deliver a relevant level of training programme that would be beneficial for all of them, without losing on quality of the programme. Although this worked out at most of the places, at few locations the trainers faced some difficulty to keep the balance in groups with very different experience and background.

During the entire training component a strong lack of information about actual needs of the local community was observed as well as lack of focus concerning specific community problems that could be addressed. Strong interest was shown e.g. in the areas of Voluntary activities and Youth employment. Other themes and areas included among other minority groups, environmental protection, health, human trafficking and active participation on different levels.

While identifying project ideas, especially those groups/themes are prioritised which are usually preferred by donors (Roma, Drugs, HIV, Health, Rural), while when it comes to developing youth strategies, the participants mainly focused on their own needs (youth centers, NGO support, sports etc.).

The general impression was that vast majority of the participants sincerely believed, during the first two modules and especially during the third module that they are not in a position to do much, that they are a neglected part of the society and that – whatever they do – there is nothing that can be changed!!

It was also noticeable that their level of understanding and ability to differentiate between local, entity and state level is rather poor. As a result they were often confused with different mandates, responsibilities and budgeting at different levels.

The level of information and experience between the regions varied strongly while in some locations one could observe very high skilled participants in some other especially the level of experience in project implementation (practice) is very low. There is a considerable and alarming lack of information and knowledge about institutional solutions, youth policies and availability of donor programmes both in terms of financing and in terms of possibility to take part in the existing initiatives.

Module 1

The scope of project ideas the participants generated was highly varied out of which some had no or no direct link to youth policy relevant issues. The focus on working with young graduated was strongly dominating, e.g. in the areas of Voluntary activities and Youth employment. Themes and areas included among other minority groups, environmental protection, health, human trafficking and active participation on different levels. One could notice certain lack of information about actual needs in the local community as well as lack of focus onto specific community problems that could be addressed.

For several participants the first module was considered as a big “push” in applying for future projects or to establish a new youth association. This brought out a set of new questions for the trainers which they had to deal with during the modules 2 and 3 next to their task in delivering the actual training module. Probably a stronger focus on long term coaching between the modules could have helped these participants to find more adequate answers to their questions.

Module 2

Bearing in mind that some of the participants are active in the NGO sector for quite some time, it was surprising to observe that their knowledge about funding opportunities or fundraising techniques was quite limited. Most of them are familiar only with the main or most visible donors in the country. In addition, most of them had no sufficient information about available funds at different levels, apart from those available on the level of local communities (municipal funds).

There is a lack of belief that funds may be accessed in a transparent and open manner at all levels in BiH but also at international level.

Module 3

The trainers noticed that, unlike with the previous two modules, especially the younger group did not show particular interest in developing youth strategies. Only a very limited number of active youth were interested to learn more about tools and techniques in e.g. participating in decision making at local level.

Contrary to the above mentioned general feeling of non-involvement, the statements made during the video session were highly courageous, strong and motivated. It helped a little bit to develop a sense of ability to take part in the social processes that had been discussed over the entire training programme.

Evaluation

All in all trainings were rated as excellent and participants indicated in the questionnaires, no matter from which location and which module, in a very “bloomy” language, that both the performance of the trainers as well as the chosen methodology were highly satisfactory and appreciated.

The content of the trainings aiming at further improving the status of youth in BiH through strengthening the skills of participants was predominantly rated as very relevant and almost 100% of the participants note that they can make best use of what they learned in the training.

The organisation of the trainings was rated as highly satisfactory.

From the managerial point of view, there was no major or serious disruption to operational tasks during the implementation of all three modules.

Recommendations

Timing

The time between the modules was for some of the participants considered as too long. On the other hand, since there were no serious home works or activities planned between the modules, participants had probably difficulties to adjust to the learning atmosphere and remember the content and details from the previous modules. Maybe it would have been better to offer the content divided into two modules, each around 3 days with the possibility to actively cooperate during the 2 modules.

For some of the modules, especially modules 2 and 3, more time could have been useful to go deeper into the topic.

Participants

The fact that over 82 of all participants have attended all three modules is highly satisfactory. This shows a strong interest and sense of responsibility from the very beginning. Now after completing the third module this group can be considered as a core group with a high level of knowledge and skills. It

is strongly recommended to involve this group stronger in future decision making processes and “use” their competences in the frame of further developing youth strategy(ies) at all levels in BiH. Why not even developing a coalition with some of them for the creation and future support of the CCYI?

Continuity

The continuity of the module 3 and hence the outcomes (recommendations) of this training shall be used as important input for the preparation of activities envisaged under component 4. Furthermore specific attention shall be given to the group of 82! (as explained under “participants”)

Role and visibility of CCYI

CCYI could have been more active in playing its role as a representative body and the actual owner of EUNYP project during the implementation of the 3 modules e.g. by being more visible. It is recommended to use the remaining time of the project and “any opportunity” to increase and improve its visibility.