
COMPONENT 1: CAPACITY BUILDING OF THE CCYI BIH AND OTHER BENEFICIARIES
(FEBRUARY 2012 – JUNE 2013)

Description of the Component

The purpose of this Project is *to create conditions for better and more efficient dialogue and more functional coordination among stakeholders responsible for youth issues in BiH*. In that sense, it is of utmost importance to invest in building capacities of the CCYI BIH and other relevant beneficiaries, primarily the government officials working in different areas relevant with youth empowerment on all governmental levels in the country. The first result set within the project aims at enhancing the capacities of the CCYI BIH for efficient and effective implementation of its mandate as well as of other beneficiaries of the project.

Capacity building of institutions, with the objective to make their work more effective and improve their performance, goes further than providing training. Capacity building is a long term process and needs to involve training, mentoring and on-the-job coaching to develop the necessary skills and changes in the mind-set. Applying this approach will work towards achieving strong impact and sustainability of positive changes in strengthening the institutional framework within which an organisation operates, its structure, its internal procedures and processes, etc.

Capacity building through enhancing knowledge and practical skills of the current CCYI BIH staff, the Ministry of Civil Affairs and other relevant stakeholders, helps institution leaders learn, network and get across expertise and knowledge to their respective institutions, but also to the wider community through better design of the programmes and interventions. Enhancing skills and knowledge is also essential for setting a strong basis for the entire project cycle, and especially policy implementation and monitoring and evaluation of interventions.

Any approach to capacity building activities should begin with a proper analysis of the causes of any observed weaknesses, based on which the design for an appropriate capacity building plan will be drafted. The activities will be carefully designed and the trainings conducted will be customized to address the needs identified. With this in mind, the strategy towards this component would be to first ensure that thorough understanding of the nature of capacities and skills is clearly understood. This will ensure that appropriate and tailor-made capacity building methodology and areas of expertise are adopted, and that the outcomes of the capacity building component will be directly linked to the policies and strategies that the Commission and the Ministry want to adopt and develop, thus increasing the effectiveness and efficiency of the work to be undertaken.

ACTIVITIES

The Capacity Building component will be organised in **3 activities**, which are presented below.

Activity 1 – Needs Assessment Analysis *(February 2012 – April 2012)*

In order to design and plan the capacity building activities the Consultant will undertake the necessary steps in order to determine the needs of the CCYI as well as the other beneficiaries that will be included in the professional development programme. The specific methodology incorporates the analysis of the

current situation, as well as the desired know-how, skills and competences that the staff will need to acquire in order to ensure the sustainability of the increased institutional capacities. This procedure will begin with the description of the tasks and duties that are necessary for each job position. After these characteristics have been defined, they will be used in order to determine and prioritise the specific skills and competences that the staff must possess, in order to undertake their responsibilities and workload effectively.

Activity 2 – Development of an Educational Standards Model *(April 2012 – May 2012)*

It will be developed six training modules for the key areas that have already been identified by CCYI. These are:

1. Enhancing capacities of the CCYI for efficient implementation of its mandate;
2. Visibility and recognition of the CCYI BiH;
3. EU Integration (with special attention to youth issues);
4. Education of Government officials for work in the youth sector (BiH, entity, cantonal and local level);
5. Promotion and affirmation of youth issues in BiH;
6. Promotion of best practices at local level with focus on multi-sectoral approach towards youth issues.

Activity 3 - Delivery of Professional Development Programme in the framework of the Capacity Building Plan *(May 2012 – June 2013)*

In the framework of Activity 3 and based upon the work already undertaken for the previous activities, the Consultant will plan and deliver the professional development programme for the increase of the institutional capacities for the CCYI BiH, the Ministry of Civil Affairs and the rest of the beneficiaries involved. The Team will use three distinct approaches in for the professional development programme, which are Trainings and Seminars, Study visits and on-the-job coaching/ mentoring.

COMPONENT 2: MONITORING AND EVALUATION **(FEBRUARY 2012 – NOVEMBER 2012)**

Description of the Component

Component II will aim at developing an M&E system that will serve as a management and policy tool to the CCYI BiH and the Ministry of Civil Affairs that has a role to assist in the careful, consistent and meaningful development and tracking of interventions in the youth sector.

As such, Monitoring and evaluation system for the CCYI BiH should be a continuing function that provides the Commission and main stakeholders with early indications of progress, or any concerns or issues related to achievement of results. This specific monitoring mechanism will keep the track whether the CCYI BiH achieves the expected results and objectives as set out by the respective Commission.

Upon devising the M&E system, it is expected that the monitoring activities shall:

- help keep the CCYI BiH on course towards the achievement of its results;
- provide objective, verifiable evidence of progress towards and achievement of objectives and results;
- enable insights to be drawn and shared about what worked well or what did not work well and why that was the case;
- enable reflection on the context in which the CCYI BiH activities are being implemented and what is the impact made;
- Provide the basis for fine-tuning, reorienting and planning future development efforts and activities of the CCYI BiH.

ACTIVITIES

This Component will be organised in **3 activities**, which are presented below.

Activity 1 – A brief baseline study *(February 2012 – June 2012)*

This activity 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.

Activity 2 – Development of an M&E Platform *(June 2012 – September 2012)*

In this scope, the TA team will:

- 1) Define the concept of the system,
- 2) Conduct scanning of the legislation related to youth issues,
- 3) Define elements constituting the database,
- 4) Define the System for continuous database loading

Activity 3 - Pilot a soft component for monitoring *(October 2012 – November 2012)*

During this activity, the technical, functional and logical tests developed during the Design phase will be made. After having tested the Platform, the TA team will provide training to the staff from the CCYI BiH who is going to manage the platform, load and use it. A short manual will also be drafted and delivered to the operators for easy access of information and future maintenance.

COMPONENT 3: COMMUNITY PROGRAMMES FOR YOUTH **(AUGUST 2012 – MARCH 2013)**

Description of the Component

The implementation of this component will identify, link and relate the role of the Commission for Coordination of the Youth Issues in BiH with the coordination of all the EU Community Programmes that affect directly or indirectly the young people.

The TA team 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 Bosnia and Herzegovina in order to examine and identify their impact on the young population in the country. Afterwards, draft analysis will be made on the impact and the model of coordination that should have existed for the maximisation of the benefits to the target population. Finally, at least three models will be drafted and presented, which will aim at the best possible monitoring, coordination and evaluation of these programmes, having calculated the state of play in the country. Additionally, the advantages and disadvantages of these models will also be presented.

ACTIVITIES

This component includes **3 activities** in order to assure its effective implementation.

Activity 1 - Analysis of the existing structures *(August 2012 – December 2012)*

The TA team will examine to full extent all the actors, their synergies and overlaps, the level of communication and cooperation in order to map their activities and interconnections. By doing so, the TA team will be later in the position to draft the proposed models in a far more effective way, by taking into account the way of operation of each structure and/or actor, their objectives as well as potential.

Activity 2 - Analysis of the models of Community Programmes *(December 2012 – January 2013)*

The TA team will make a comprehensive analysis of the Community Programmes that are already in implementation in the EU and in the Region. By doing so, the most effective models for implementing Community Programmes will be highlighted, both in terms of design, but also implementation, monitoring and evaluation.

The main aims of the analysis will be to:

- benchmark the current Community Programmes in the EU and in the Region (list of most prominent Community Programmes focusing directly or indirectly on youth, activities supported, results achieved, etc);
- benchmark current Community Programmes in the country (list of Community Programmes and sectors tackled by them in the country);
- Identify potential areas to be targeted by Community Programmes in Bosnia and Herzegovina.

Activity 3 - Preparation of new models *(February 2013 – March 2013)*

Based on the outputs from the aforementioned activities, the TA team will develop and elaborate at least three possible Community Programme models including the result framework and risk analysis of each of the models in close liaison with the CCYI BIH.

COMPONENT 4: PLAN FOR FUTURE ACTIVITIES

(JANUARY 2013 – MAY 2013)

Description of the Component

The CCYI BiH is at the crossroad for becoming not only a strong reference point but also a leader of the youth policy activities on BiH level. For that reason, determining the mission, the vision and the strategy is of great importance. The TA team will make sure that through the implementation of this component, the CCYI BiH will have a concrete Strategic Plan, through which the most important tasks and activities will be defined and organised in order to promote the youth issues as best as possible.

This Strategic plan will ensure a framework for future activities to be implemented during the following three years and at the same time provide a basis for assessment of the necessary needs in resources (financial and human resources). Therefore, the plan will be a disciplined effort to produce decisions and actions that guide and shape what the CCYI BiH is, what it does, and why. So, the strategic plan for the CCYI BiH aims to determine the long-term mission, the objectives, goals, actions, and then identify the best approach for achieving them (timelines, roles and responsibilities), while the TA team will employ the guiding principles during the work on preparation of the Strategic Plan: ownership, partnership and sustainability.

ACTIVITIES

In order to approach process of strategic planning adequately and to accomplish anticipated results, the TA team will conduct the following **2 activities**.

Activity 1 - Establishment of the Strategic Planning Team *(January 2013 – February 2013)*

In order to ensure full BiH ownership of the process as well as long term sustainability of the capacities and results achieved, the whole process will be led by a Strategic Planning Team, whose members will be representatives of the CCYI BiH, with involvement of other relevant stakeholders from the youth sector upon recognised need and added value. The work of the Strategic Planning Task Force will be guided and facilitated by experts from the Project.

Activity 2 - Strategic Plan for the CCYI in BiH *(March 2013 – May 2013)*

The TA team will assist the Strategic Planning Task Force to organise the work on the strategic planning, by providing extensive support throughout the process, in terms of logistic assistance, facilitation of workshop and consultations, and assistance in preparation of the final Strategic Plan document of the CCYI BiH. The Strategic Plan will be prepared through the partnership of the main stakeholders from the central level and in consultation with other regional and local partners.

COMPONENT 5: AWARENESS RAISING AND VISIBILITY ACTIVITIES **(MARCH 2012 – JULY 2013)**

Description of the Component

The overall objective of this Component is to determine the Communication Strategy and to draft and implement a Communication and Awareness Raising Plan. The plan will have a concrete time schedule, budget forecast and suggestions of activities per target group, in order to ascertain the successful implementation of the Communication strategy. The aim of the Communication Plan will be to increase the visibility of the project, its activities, results and achievements to all beneficiaries involved directly or indirectly in the project, as well as the wider audience of BiH.

Additionally, for this Component, the TA team will develop the Communication Strategy for the CCYI BiH, in order to assist in maximising the impact of its mission and vision that are going to be defined under Component IV.

ACTIVITIES

This Component will be organised in **2 activities**, which are presented below.

Activity 1 - Development of Communication Strategy *(March 2012 – April 2012)*

In the framework of this Activity the TA team will determine the communication strategy and draft the corresponding visibility and awareness raising plan, having identified important milestones and deadlines, budget forecast and potential impact per target group. In order to accomplish that, the following steps will be undertaken:

- a) Defining Target Audiences
- b) Defining the Message
- c) Defining the communication tools

Activity 2 - Awareness raising and Visibility Events *(May 2012 – July 2013)*

A series of visibility activities are going to be delivered, in order to raise awareness for the project, its objectives and results. Specifically, the TA team will organise and deliver the following activities:

1. Six cycles of promotional activities
2. One ideas-fair
3. Two presentations of the best practices