

**Sports Coalitions in Action 2010 -2011 Bhutan
Program document
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Draft version

Partners in Bhutan

**Administrative and
Executing Agency:** Youth Development Fund - YDF
Implementing agencies: YDF, DYS, RBP, Bhutan Olympic Committee/National Sports Federations

Partners in The Netherlands

Funding Agency: The Netherlands Government, Ministry of Public Health, Welfare and Sports (Min. VWS)
Executing Agency: Bhutan + Partners
Implementing Agencies: Utrecht University School of Governance (USG), Mainline, and Doenja Services

SUMMARY

Between 2003 and 2006 a number of activities in the area of sports development and capacity building in Bhutan took place under the Sports and Education Partnership Program between Bhutan and the Netherlands. Early 2008 the ministers for Development Cooperation and Welfare/Sports opened the Sports Coalition in Action Program 2008 -2011 promoting sports as a means to support development processes in 10 countries. The total program budget is 16 million Euros.

Bhutan is one of the selected countries, because of the historic sports and development relations with the Netherlands and Bhutan's new development challenges, such as rural/urban migration and limited employment opportunities creating considerable numbers of unemployed urban youth. Besides, an unexpected increase in substance abuse, petty crime and prostitution has changed the image of youth in Bhutan.

The objective of the Sports coalitions in action Bhutan program 2010 – 2011 is to create opportunities for youngsters, girls and women in terms of inclusion, employment, emancipation and empowerment. This program aims to support young urban out of school youth in developing a meaningful life, increased self-esteem and job opportunities by means of sports and social activities.

1. INTRODUCTION

During the ninth fifth year plan (2002 – 2008) Bhutan again experienced unprecedented dynamism resulting in increase of formal and non-formal education, improved health care system, economic growth (over 9% growth per year between 2002 – 2006) and welfare to parts of the population. Bhutan's main policy of balancing the countries' economic and technical development with care for nature, human dignity, conservation of culture and intrinsic values and good governance has led Bhutan to a gradual increase of prosperity over the past centuries. Bhutan's development approach, conceived under the Gross National Happiness concept, strives for a society in which people and nature live in harmony with each other. It encompasses a *'culture of mutuality, not of competition, of inclusion, not exclusion, of compassion, not acrimony'*. The Human Development Index of Bhutan has scaled up rapidly over the last two decades from 0.3 till 0.6 in 2006.

The 10th fifth year plan (2008 – 2013) is again ambitious in its endeavours to realise the 2020 year Vision adopted in the late nineties. The 2020 Vision summarised as: a vibrant, independent and economic strong country, encompassing a strong civil society, including a dynamic private sector in tourism and industries. Socially, Vision 2020 anticipates equitable access to and delivery of qualitative social services across the country. Bhutan's culture will be alive and infused with contemporary relevance and meaning. All required and necessary governance and legal institutions will be in place by 2020. With regards to education Bhutan will have the full range of institutions for the formation of all relevant knowledge and skills in 2020. The country's national development goals and targets are in essence fully compatible and in agreement with the MDGs. Bhutan has set high national targets. Several development indicators might be achieved faster than expected.

In the meantime and despite rapid economic growth and significant development efforts, about one third of the country's people, mostly belonging to rural areas, continue to live below the poverty line. Bhutan and its leaders can neither avoid the side effects of development: urbanization, youth unemployment, growing generation gap, increased secularity and differences in income and wealth, consciousness of class, gender, regional and cultural entities, and so on. Bhutan with its small number of inhabitants (627.000 people), its limited domestic economic market, its rugged and mountainous landscape and peculiar political-geographic situation (sandwiched between India and China/Tibet) is vulnerable and requires support of the international community for development of export/import, capital investment, human resources development and policy development.

1.1 YOUTH IN BHUTAN

43 per cent of the population of Bhutan is under the age of eighteen. The enrolment rate in the education system has increased considerably over the last decade, till 76%. The Government of Bhutan anticipates a number of more than 60.000 students flocking the labour market from 2008 to 2013. First priority is to get the youngsters a job and a regular income for which a set of policies have been adopted (see box: Targets for the Employment Sector 2008 - 2013). Next to administrative functions, 'blue collar' jobs are being created for school leavers. In a society that is so rapidly changing as Bhutan, especially youth and adolescents are vulnerable to the side effects of developments that are new to Bhutan and do not fit into traditional values. The current development process in Bhutan challenges social relationships and introduces new paradigms and practices especially appealing to young people. Concerns of alcohol abuse, HIV/AIDS, substance abuse, prostitution, child labour and petty crime by children and adolescents especially in urban and semi urban regions in Bhutan are increasing. The latest feature film of Dorji Wangchuck, Nazhoen Chharo, and shows today's urban youth issues like crime, violence and drug abuse in a realistic, tough and confronting manner, the first in its kind.



STILL: NAZHOEN CHHARO

Targets for the Employment Sector 2008 - 2013

- 70% of school leavers have access to Vocational Education and Training;
- 80% of all village level skills demanded in various trades, including construction trades, are addressed
- 80% of employers find that trainees can perform their jobs they are trained in
- 100% of courses conducted in VTI's are in line with the labour market demand
- 12,500 job seekers kept engaged in some training activities;
- 400 job seekers have established their own businesses;
- 100% of private sector agencies comply with Labour and Employment Act provisions
- Incidences of occupational accidents and diseases among workers reduced
- Social welfare scheme for private employees established
- Competence of skilled workers in priority trades/occupations tested and certified

1.2 Youth in Thimphu

Most youth, educated and illiterate, dropouts and students migrate to the capital seeking various opportunities. Arrival of opportunity seekers in hundreds and thousands leads to discouraging results because it is not possible to meet the expectations of each of them. Some of them do well but many fail to realize their dreams and aspirations, and finally fall victim to crime. Lack of suitable job and adequate income for sustenance contributes to illegitimate pursuits as an alternative survival tactics. Juveniles who are constantly subjected to material deprivation and are engaged in property crimes are further exposed to moral pessimism, thereby compelling them to resort to various other crimes such as drugs and violence to console their ill-fated positions. Youth who face a situation of unemployment for prolonged periods are likely to be angry and frustrated with their inability to find productive employment. This frustration may undermine their respect for traditional social values in a society that cannot provide employment to those who desire and need jobs. Such cynicism may contribute to various forms of antisocial behaviour such as vandalism, crime, drug use, and alcoholism (Henry L. M, 1983). As described earlier, poor quality of life is one salient factor for property crime, but it cannot be the exclusive reason. Certain other elements must be driving them into consumerist habits. Such consumerist elements like fashionable clothes; foods, electronics and entertainment facilities must be a source of pressure for them though not easily accessible. It is this pressure that leads them to property crime.

Source: Youth in Bhutan: Education, Employment and Development, CBS 2004

Thimphu was a small town till 1960 when the 3rd King of Bhutan decided to permanently locate the government and parliament in the capital Thimphu. Since then the city has grown from an estimated 10,000 inhabitants to 45,000 in 2000. In less than 8 years the population doubled till today's 90,000 inhabitants, mostly young migrants from rural Bhutan. It is estimated that 70% of the Thimphu population is under eighteen. Many youngsters in Thimphu are from rural Bhutan and originate from poor and low educated families with little more perspectives than to roam around, trying not to bother their relatives. Many Thimphu based relatives do belong to low-income groups, occupying small and expensive apartments that are sometimes shared with two families. Drugs abuse in Bhutan is an urban, youth related (10 – 19 years), dominantly male students and male unemployed youngsters issue. Statistics show an increase of substance abuse in the capital where the Royal Bhutan Police (RBP) seized 90% of the users - BNCA, 2006/07. The juvenile crime rates in Thimphu are dominated by theft and drugs abuse (90%). Juvenile crime occurs mostly between 18 – 24 years and peaks at the age of 23. See for more details *Youth in Bhutan: Education, Employment and Development, CBS 2004* at www.bhutanstudies.org.bt

Although youth issues in Bhutan are on a rise, the level of crime, substance/alcohol abuse, child labour, prostitution is as yet low compared to neighbouring countries. Main effort will therefore be to limit the youth related problems and to mitigate the inevitable side effects of modernization, development, mobility and consumerism. Support to youth in Thimphu is to address, merely the young rural urban out of school migrants to be found in quarters of dominantly low income and low education households and should focus on employment and education/vocational training perspectives.

1.3 Urban youth support

The urban youth issue is being taken seriously by a number of government and civil society agencies in Thimphu:

The ministry of Home and Cultural Affairs and the *Royal Bhutan Police* launched, with the support of Save the Children UK, the Police Youth Partnership Program (PYPP) during the winter holidays involving children in police activities like patrolling and observing. Objective was to make children understand the police work and the dangers youth are exposed to. The Ministry and police also set strict rules and opening hours for bars, snooker halls and discothèques.

The *Bhutan Narcotic Control Agency (BNCA)* enforces control and keeps data with regards to substance and alcohol abuse. The agency also offers counselling for addicted

Department of Youth and Sports – DYS- (Ministry of Education) opened the *Harmony Youth Village* in Thimphu last year, offering counselling, sports facilities, computer classes, games a hostel and an auditorium. The centre hosts the Kilu Music School. BNCA offices are located at the centre. The department focuses on school children.

The Ministry of Education (DYS, Sports and games division) supports youth winter programs (sports/life skills) to overcome the three months winter holiday and operates Harmony Village a youth facility, Sports and counselling centre in Thimphu.

Youth Development Fund opened the *Nazhoen Pelri* youth development centre in 2008, just 50 metres from the DYS youth centre, offering a range of sports facilities, a theatre, music classes, a cafeteria, hostel and counselling. YDF operates a drop-in centre in Thimphu centre for drugs/alcohol addicted and will soon start its rehab centre in Gidakom some 40 KM from the capital. A Young Volunteers in Action has started youth outreach programs in rural and urban Bhutan, mobilizing young volunteers and leaders to lead community based youth programs.

Chituen Phendhey a self-help group of substance and youth addicted youth operates a meeting centre at the referral hospital and offers AA-NA support to addicts and their family members.

The Loden Foundation targets youngsters and supports them with scholar ships, libraries.

VAST organises arts workshops, camps and other activities for urban youth

RSPN organises environmental youth clubs at schools and operates youth camps in the countryside.

Most of these activities are organised from a central location away from the habitat of the youngsters who are vulnerable to all kind of anti social activities. The environment in which vulnerable youth grow up are communities that are domicile to people with low education, low income and a high number of rural – urban migrants. Since behaviour is, to a great extend, determined by the social context, support programs are to be organised at decentralised community level.

1.4 SPORTS

Bhutan is a sports nation. Archery is considered the national sport. It's history goes back deep into the middle ages. Archery is seen as part of the cultural and religious heritage of Bhutan and is embedded in a range of rituals. Next to archery many other forms of sport are being conducted varying from football, tae Kwando to golf and cricket. Bhutan counts 16 sports federations (NSFs), involving more than 100.000 (amateur) sports practitioners. The sports federations conduct programs according to international standards and participate in government sports programs and activities. Private initiatives demonstrate the dynamism in sports: new federations are being formed (latest: cricket); sport clubs with social objectives are being established. The Tae Kwando federation claims to have 17.000 members, spread over more than 300 schools nationwide. Sports are being promoted as an element of 'wholesome education'. However, the competitive school education system in Bhutan does not encourage students to spend much time outside the academic classes. Sports that require large grounds (football, archery, golf, cricket) have difficulties in finding those in the mountainous environment of Bhutan. Sports facilities are virtually absent or require renovation. Throughout the country there is a need for trainers/coaches/instructors. Almost all NSFs suffer from budget problems. Volunteers run most NSFs. NSFs do concentrate on their obligations with regards to national and international games and competitions.

Main sports institutions are the Bhutan Olympic Committee (BOC), the National Sports Federations (NSF), the District Sports Associations (DSA) and the Department of Youth and Sports (DYS) under the education ministry. Till last year the BOC and most of the NSFs acted as semi-government institutions: the government appointed Presidents/secretaries general. Senior staff was appointed via the Royal Civil Service Commission (RCSC), budgets were provided by the Government, via the Department of Youth and Sports of the Education Ministry. In 2007 a process of privatisation of BOC and NSF was started. BOC and NSF were given the mandate to promote sport through organizing promotional sports events, providing facilities, equipment and training and disseminating information and awareness on sports related issues and international developments and participating in international competitions. Under the aegis of the Ministry of Education, the Department of Youth and Sports (DYS) was set up to promote and develop school sports including sports infrastructure in schools, organizing inter-school competitions, providing physical education teachers. The development and promotion of sports is yet

to be recognized as an important development strategy that contributes to the attainment of the national development goal of Gross National Happiness. The common perception of sports in Bhutan is merely that of a hobby to be pursued when one has the time and not otherwise. The lack of sports infrastructure and inadequate technical manpower and sports equipment are some of the main constraining factors to the promotion and development of sports in the country.

Nevertheless promising sports initiatives have come up in the area of sports as a means of social (wholesome) development:

- Private individuals started the junior golf program educating caddies (mostly children from poorer families) at the golf course playing golf while promoting formal and non-formal learning. As one result two caddies won a prestigious golf tournament in Bhutan in 2008, showcasing that everybody can attain progress.
- Two private persons started football clubs for out of school youth in combination with social work and counselling
- The Youth Development Fund (YDF) initiated sports among monks in one of the monastic schools, something that is usually not done in Bhutan. YDF also promotes sports among the physically and mentally challenged. Such efforts will be continued in future to encourage youth to pursue healthy lifestyles while inculcating values such as team spirit, honesty, determination, and organization skills in them.
- The Bhutan Football Federation has started informal training for youngsters after school
- The Bhutan Archery Federation invites young children for after school training sessions by former Olympic archers

The key policy objectives for the promotion and development of sports in the country are to be attained through the following strategic initiatives in the 10th FYP 2008 - 2013:

- Adopt policy initiatives such as strengthening physical education in schools, creating sports associations/clubs, providing incentives to outstanding sports persons, participation in national, regional and international competitions;
- Build institutional mechanisms and networks within and outside the country through strengthened coordination between MoE (Department of Youth and Sports), BOC, NSFs, DSAs and interactions with external sports organizations;
- Build institutional capacities especially in the BOC, DYS and NSFs for a well managed and progressive sports in the country;
- Adopt a holistic approach in the development of sports especially related to leading healthy life-styles and cater to the young and the old, the able-bodied and the physically challenged and people from all walks of life;
- Develop physical infrastructure and proper training facilities to promote and facilitate sports activities and skills;
- Ensure that each school is provided with standard sports facilities as an integral component of its basic facilities;
- Integrate sports and physical education within the educational curriculum;
- Develop and create a critical mass of trainers and coaches to groom and nurture young talents;
- Ensure access to high quality and precision sports equipments through tax exemption and promotion of local manufacturers; and
- Mobilize government, corporate and private business funds for the development of sports in the country.



1.5 SPORTS BHUTAN – THE NETHERLANDS

Activities between Bhutan and the Netherlands in the field of sports exchange exist since 2001. In that year a delegation of the Netherlands Archery Federation (NHB) discussed the possibilities of a long-term support to the Bhutan Archery Federation. The objective for collaboration was to: *develop Olympic archery in Bhutan countrywide and to get Bhutan at the Olympic games of 2012 among the leading countries in Olympic Archery. (Report mission 13-23 April 2001)*. The program started off with sports education in the school system and the conservation of Traditional Archery in Bhutan. Courses for teachers to start Archery activities in three high schools started in 2003 and were ended a year later, due to an overloaded academic curriculum. In August 2004 a book was published on traditional and modern archery in Bhutan and

the Netherlands. In April 2004 a film on Bhutan Olympic Archery was made and broadcasted in Germany and international channels. The Royal Netherlands Football Federation shipped materials and commissioned two football coaches to Bhutan to conduct initial trainings for Bhutanese coaches and teachers and to support the Bhutan national Football team. Bhutan sports development got a boost when it hosted 'the other final' (alternative world cup football match) between the two lowest FIFA ranked football clubs in the world: Montserrat and Bhutan in 2002. The match, organized and financed by KesselsKramer, Amsterdam, became a prime time news item worldwide. The event, co-organized by Bhutan+Partners, resulted in an increase of sports clubs and stimulated many youngsters to practice sports activities. In 2005 and 2006 the Winter Youth Sports Program was financed as well as a study for the reconstruction of Yangchenphu Playground in Thimphu under the responsibility of Bhutan+Partners. Although levelling works at Yangchenphu started, the necessary funds for the full reconstruction could not be obtained.

The Sports and Education Program between Bhutan and the Netherlands effectively came to an end in 2006.

1.6 Sports coalitions in Action

The following starting points apply for 'Sports Coalitions in Action' in Bhutan:

- focus on development cooperation and sports
- focus on young boys and girls who are out of school and open to petty crime, drugs abuse, alcohol.
- focus on social and economic inclusion
- field of work needs combining of powers and cooperation, and requires: - a programmatic approach (coherent, demand-oriented and based on ownership) which is founded on a context analysis - complementary actors - coordination between application via Dutch (sport and sport & development cooperation)
- focus on sustainable results - a program that is a 'worthwhile catalyst' for development that can achieve results within four years and establish a basis for further development after four years - the program has to result in new interventions and/or an improvement in quality - commitment which links up with activities carried out by local organisations (local leadership and participation) - commitment which links up with local policy
- focus on increasing expertise (learning) and improving the quality of the field of activity
- aim of the program 'Sports Coalitions in Action' as a whole is to achieve diversity as regards implementing parties and coordinators.

November 2008, March and December 2009 series of meetings were held with government officials, sports institutions, civil society organisations and private persons.



1.7 Sports coalitions in Action program Bhutan

General starting points:

- Twinning program, based on mutuality, trust, respect
- Comprehensive, including mental, physical and spiritual aspects
- Based on real needs, self management and realistic outcomes
- Compliance with 10 FYP and Bhutan general regulations
- Sports as entry point for activities
- Sustainable

Specific starting points:

- Urban youth 16– 24 years, boys and girls equally represented
- Out of school youth, early school leavers, unemployed, addicted
- Community located and managed, participatory approach
- Involvement of social environment (relatives, peer groups, private sector)
- Involvement of local and international service providers in the area of sports and development
- Medium term (three years)
- Finance: Ministry of Public Health, Welfare and Sports in the Netherlands (VWS) and local funds/philanthropy
- Total budget available: 250.000 Euro for assessment, expertise, promotion, infrastructure, program management: 2009 – 70.000 Euro. 2010 - 2011- 180.000 Euro.

Program principles and starting points

- Pilot program
- 2010 – 2011
- Budget 180.000
- Sports as core entry point
- Youth, 16 – 24 years
- Gender equal
- Contribution to a happy society
- Community based, community involvement
- Self management
- Services at a cost base
- Sustainable



Outcomes

- Sustainable program on youth at challenge
- 60 youth (boys and girls) back to school, employment
- Relevant youth policies by end of 2011
- Effective chain of operation with stakeholders: Sports (BOC, NSF), police, rehab, drop in centre, youth centre, PYPP, youth sports programs
- Manageable and profitable facilities



In Practice

- Tea shop, little bakery inside (the cup)
- Open to youth (boys/girls)
- Managed by educated community youth worker/entrepreneur
- Courses on sports, coaching, music, life style,
- Sports facility: basketball, futsal, volleyball, tae kwondo, table tennis
- Referral to Rehab, DYS/YDF/RBP facilities and programs, entrepreneur training, vocational training centres, micro credit.
- Social community work
- Media involvement: glossy magazines, TV shows for commercial channels



Examples of activities

- Volleyball tournament with police officers
- Golf instruction with army staff
- Football with Dutch top players
- Life style introduction with top model
- Police patrolling camp
- Music jam session with rock stars
- How to become a life style business person
- Contest/carnival on sports, music, film and how to win a trip to Amsterdam.
- How to start your own top sport club
- How to become a role model



2. Program Design:

2.1 Pilot program

- Phase 1: **Project start up:** contracting, budget allocation, operations planning, analysis of assessment exercise in two communities (Chang Ji Ji and Hong Kong Market) in Thimphu.
University of Utrecht/Local organizations (YDF), Bhutan+Partners
- Phase 2: **Mitigation (First aid):** stabilization program: providing structure and discipline to participants by sports and social activities.
YDF, DYS, RBP, BOC*NSF) / expertise organizations from the Netherlands, NSFs
- Phase 3: **Rehabilitation:** increasing self-esteem, empowerment, self-respect by providing, sports, community activities, music, arts, theatre, media.
Local organizations: NSFs, media/arts clubs (TGMI, Vast, Bhutan Film Association, Loden Foundation)
- Phase 4: **Integration:** back to school, skills development, vocational training, entrepreneurship, and regular employment.
Min. of Education, Min. of Labour and human resources, RIM, private and business community, NSFs
- Phase 5: **Replication:** strategy, process and activities documented for evaluation and replication by means of reports, short documentaries and case stories.
Bhutan+Partners, YDF, Ministry of Labour and Human Resources and Ministry Education, relevant stakeholders

2.2 Capacity building:

Providing and developing expertise in the area of assessing, managing youth related social issues through sports by NSFs, universities, social organizations, private (business) sector, government institutions.

2.3 Sustainability

Program duration maximum three years in total (2009 – 2011), budget fixed. Sustainability by including stakeholders: Government, private sector/philanthropy and developing commercial, self-earning activities. Program outcomes can become a showcase for policy development and future government involvement. Youth issues do affect social environment including business community.

2.4 Dissemination/promotion

Outreach to community, cities, government and private sector by means of video clips/docs to be channelled through cable television/BBS, radio channels, theatre, music, and sports. Dissemination focuses on social environment, government and general public (prevention). Emphasizing autonomy and self-management of youth. Use of Icons/role models/best practices.

2.5 Program management structure

- Program responsibility and finance: Netherlands Ministry of Public Health, Welfare and Sports (VWS)
- Implementation and overall responsibility, executive Agency: Bhutan+Partners, the Netherlands
- Executive and administrative body Bhutan: YDF
- Implementation: Bhutan in 2 communities in Thimphu: Chang Ji Ji and Hong Kong Market
- Implementation group Bhutan: YDF, DYS, RBP, BOC*NSF
- Support group: expert organisations Bhutan and the Netherlands, business and NGO community Bhutan



Gear wheel structure

The *gear wheel* structure has been designed for this program to allow self-management operations by community leaders and self help groups in two selected areas in Thimphu. Two focus groups are the centre of the program, supported by service providers from Bhutan and the Netherlands and the Bhutan support group of institutional core stakeholders.

The Dutch coordination team and the Bhutanese counterpart (YDF) sign a MoU for logistic and administrative matters.

Budget will be based on allocation by the Netherlands ministry of Public Health, Welfare and Sports (VWS) and a log frame/ planning chart agreed upon by VWS and Bhutan + Partners. YDF and Bhutan + Partners will guarantee a transparent and accountable finance and admin system. The log frame and activity planning will be based on expected outcomes/results and form the base for mid term and final evaluation.

2.6 Program management and implementation

Main contractor, executive agency:

- *Bhutan+Partners Foundation*, overall coordination of the program is in hand of Bhutan+Partners. Bhutan+Partners is one of the few organisations in the Netherlands with a vast and longstanding network at all levels in Bhutanese society. Bhutan+Partners executed a considerable number of programs in the field of sports and culture, among which the sports and education program between 2003 – 2006. Bhutan+Partners acts as main contractor, ensuring program progress, effective program management and transparent and accountable program and finance administration. Financial control and audit will be outsourced to a renowned accountancy firm. Bhutan+Partners will provide its expertise for capacity building activities under the program. See: www.bhutanandpartners.org

Executive and administrative Agency Bhutan

- *Youth Development Centre, Nazhoen Pelri/YDF*. YDF will act as the Bhutanese executive partner and administrative agency. YDF is one of the few Non Governmental Organisations in Bhutan, led by Her Majesty Ashi Tshering Pem Wangchuck. Executed by a management board and operational staff YDF is targeting vulnerable youth in rural/urban areas and keep them included in society. YDF provides scholar ships, promotes sports, music and employment opportunities and supports young people to recover from drugs/alcohol. YDF operates the Nazhoen Pelri centre in the capital opened in 2008 and a drop-in centre for addicted youth in Thimphu. YDF recently (2009) established a rehabilitation centre for addicted in Serbitang, just at the borders the capital. YDF initiated The Young Volunteers in Action network mobilizing young volunteers and leaders in urban and rural communities. www.bhutanayouth.org and www.ydf.org.bt.

Bhutan Implementation Group

- Youth Development Fund (YDF) , see above
- *Department of Youth and Sports (DYS), under the Education Ministry* is a member of the Bhutan implementation group. DYS has been formed in 2003 promoting sport activities for school children. DYS operates the *Harmony Village* in Thimphu where, similar to the *YDF Nazhoen Pelri* centre various facilities and services (sports, counselling) are being brought to youngsters from Bhutan. DYS also develops policies with regards to youth, youth issues and sports for the Royal Government of Bhutan. www.education.gov.bt/DYS/dys.htm
- *Royal Bhutan Police: The RBP has undertaken Police-Youth Partnership Program (PYPP)* since 2008. The programme carried out among students and school drop. The programme involves the youth in various activities to make them aware of crime and criminal activities, educate them on various safety measures and makes them sensitive to the law, they also assisted the manpower-short RBP in patrolling the capital. The programme is described as a win-win situation; both students and police officers agreed that PYPP is a successful programme in which also the families and the general public will be involved in 2010.
- *Bhutan Olympic Committee/National Sports Federations (BOC*NSF)* is a member of the support group agencies in Bhutan, linking sports federations to the program. Bhutan Football Federation expresses interest to contribute by encouraging youngsters to use their facilities under professional supervision. It is anticipated that other federations, like Tae Kwando, Volleyball, Basketball, Tennis, Weightlifting and Golf will join the program . BOC*NSF will be the supporting partner for the sports and youth activities under this program.

Support Group:**Bhutan**

- *Service organisations from Bhutan: the Ministry of Labour and Human Resources, business and ngo community Bhutan*

The Netherlands

- *Utrecht University School of Governance (USG)* has extensive knowledge in the areas of: context and institutional analysis, implementation of monitoring and evaluation and expert knowledge of the influx of sports in society and health development. USBO will provide researchers, professors, and master and bachelor students during the orientation, monitoring and evaluation phases in the program. www.uu.nl/NL/faculteiten/rebo/organisatie/departementen/departementbestuursenorganisatiewetenschap/
- *Mainline*. Founded in 1990 as an outreach work organization for AIDS prevention in Amsterdam, Mainline has grown through the years into a professional harm reduction organization with a national and international reach. It also keeps an eye out for new health problems and pays close attention to new drugs, using techniques and target groups. Mainline's knowledge is used in information material, training courses, (policy) advising and research. Mainline also operates in a number of Projects in Asia and Eastern Europe. Mainline provides expertise in harm reduction while using drugs/alcohol and conducts trainings in the field of organizational support and harm reduction. www.mainline.nl
- *Doenja Services*. Doenja Services works with children, youth and adults in two areas in Utrecht city. They help whoever needs help in solving small or bigger problems and they support children and youth in their school carrier. The programmes are all set up to provide service and assistance to the different groups in the areas. The professionals involved are experts in education, sports, youth guidance and participation. Doenja has a wide variety of activities including sports programmes for out of school youth. www.doenjadienstverlening.nl

2.7 Time schedule 2010 - 2011

	1 st semester 2010	2 nd semester 2010	1 st semester 2011	2 nd semester 2011
Phase 1 orientation				
Phase 2 mitigation				
Phase 3 rehabilitation				
Phase 4 Integration				
Phase 5 replication				

3. Activities 2010 - 2011 (ref. Log frame 2010 – 2011, annexe 2)

3.1 Project goals

- Individual development and empowerment. Integrate 60% of the participants in long-term social activities / jobs.
- Community development / empowerment. In both Chan Ji Ji and Hong Kong Market facilities are established and programs are designed that contribute to social cohesion and an increase of job and education opportunities.
- Create working methods and models for future sustainable programs aiming for integration of early school leavers in mainstream society

3.2 Input

- Resources
- Sport facilities (Multi Purpose)
- Renovation of sport facilities
- Sports equipment
- 2 Community centers
- Organizational structure
- Cooperation between partners
- Community ownership and participation, including family support
- Professionals
- 60 out of school unemployed youth
- Collaboration with experts of BNCA, RBP, Rehab Centre (YDF), drop in centers (DYS)

3.3 Output

- Working methods
- Trained staff at centers and stakeholders
- Adapted and social sport programs
- 2 sustainable community facilities
- 60 trained and guided participants
- New policies on youth unemployment, youth addiction, youth perspectives
- New tools to monitor and evaluate youth sports and integration activities

3.4 Outcome

- Sustainable support program for youth at challenge
- Integration of 60 out of school youth into mainstream society, schools and jobs
- Effective chain of operation and collaboration between stakeholders
- Sustainable facility centers and staff as demonstration and role models for success, creativity and integration
- Relevant policies by end of 2011

3.5 Activities

- Establishment of two community facilities
- Introduction and development of community based support systems
- Training community workers
- Training sport workers
- Design/implement sport programs
- Design programs for art, music, media
- Participation of business community, government and civil society agencies
- Implement M&E system
- Advocate for new policies and structural budget lines for continuation of (parts of) the program after 2011.

3.6 Participants

1. Out of school youth and early school leavers from 16 – 24 years, boys and girls living at Chang JiJi and Hong Kong market
2. Youth visiting drop in centers
3. (Ex) clients rehab centre

4. Project implementation

4.1 Sport programs

Sport and recreational programs will be designed according to the specific goals of the activity.

1. Programs aimed at competence building or empowerment will be designed by professionals and scheduled as a weekly program.
2. The sports specific programs will be challenging and aimed at improving skills and participation in competitions and tournaments. The sport federations can support these programs.

YDF

In general youth will have the possibility to participate in several programs. YDF could develop programs at grassroots level and based on the needs and wishes of the youth. A diverse program can contribute to the increase of the number of participants that visit the centre and take part. Different approaches at YDF can be structured as:

- a. Free use of facilities at the centre, open and accessible to all youth, building relationships with visitors to grasp the needs and wishes of the youngsters.
- b. Programs and courses focused on a specific target group and based on their needs (e.g. the running basketball program for kids from 12-15 years). Objective of these programs is sports training, competition and competence /skills training. Interested and talented youngsters could be trained as sports trainer/coach and community trainer.
- c. Programs for early school leavers, unemployed, addicted and (ex) clients of the rehabilitation centre and the drop-in centres. During recovery at the rehab the clients can visit the centre and use the facilities, especially during school hours when there are a few visitors at the centre. During post care a weekly training for the (ex) clients can be offered to meet, exercise and work on their *personal* goals.
- d. Organization of sport events and tournaments.

The facilities (community centre, tea shop, sport facility) in Chan Ji Ji and Hongkong Market.

The facilities will be accessible for the community living around the centre. The centres will be a safe haven for people to meet and where youth community workers build relationships with the kids and youngsters. Coffee, tea, snacks, sweets, cakes are being sold and there is a possibility to use the facilities like play station, pool, TV, indoors games, etc. Sports equipment is available which can be borrowed and the playground can be used to practise sports. The centres are professionally run by community / social workers, supported by volunteers that have the ability to regain work experience. The professionals have counselling skills and are able to help and assist visitors. Besides the centre as a general approach, special programs are organized to reach out to the youth. Specific programs are designed together with visitors of the centre. There are daily sport activities at the playground and participants have the possibility to join the programs at YDF as well. Besides sports there are other activities like music, arts, media, etc. The centres at Hong Kong and Chang Ji Ji should have access to a nearby small playground. This should be multipurpose, safe and accessible. Multipurpose, means: applicable to basketball, volleyball, Tae Kwando.

Chan Ji Ji.

In Chan Ji Ji there is an old and small facility near the DYS Youth Information Centre, which is to be renovated and extended for proper use. This would be an interesting option if done in collaboration with DYS regarding programs and facilities. The (DYS) Youth Information Centre could be renovated and equipped with attractive furniture and facilities. DYS could focus on the school youth and YDF in the framework of the sports in coalition 2010 – 2011 program on early school leavers. The Chang Ji Ji youth population could also be linked up the nearby Bhutan Football Federation facilities.

Other option could be a playground and community centre at the central square in Chan Ji Ji. This is a place where youth hang around and play sports and games, ideally located. Near the square there are several shops. Besides these two options there are some other sport grounds that can be used; the football pitch of the Bhutanese Football Federation, and the football and basketball court of the school located next to the BFF field.

Hongkong Market

In Hongkong Market the main focus should be to establish a community centre. There is no adequate sports ground available; therefore it is advisable to invest in a centre and its facilities, like indoor games, music equipment, TV room, etc. This centre could be the entry point from which activities are organized, in the centre itself as well at Nazhoen Pelri (YDF). Cooperation with the Drop In centre is recommended. The YDF facilities for sports and recreation are available, especially for youngsters around Hong Kong Market.

Mobile sports and activities could be interesting as an investment for the program. Equipped with sports materials and some mobile facilities; like balls, games, nets, goals, mobile fence, etc. The Mobile Sports can be used at several locations near or in Hongkong

Market. It can also contribute and be useful for the organization of events. In that way there is a possibility to organize activities at several locations where youth gather, and reach out for “new” youth and attract them.

Trained staff

Sport trainers: recruiting and training sports trainers with a specific knowledge and experience in sports, focussed on training and coaching. Trainers could be recruited or trained in cooperation with the National Sports Federations.

Sports and recreational trainers; recruit and train trainers that are competent to organize activities at grassroots level, participation is more important than impressive programs. These trainers design programs that contribute to individual development of the youngsters.

Community and Social workers; recruit and train community and social workers that can design and organize general programs in a community centre and also have some counselling experience. The key person in the centre and the spider in the web is a person identifying key issues and has access to experts in different field within her/his network, for example the counsellors from the rehab centre.

Outreach workers; recruit and train outreach workers that go out on the streets to meet youngsters in their own environment and build a relationship with them. Outreach workers especially focus on groups and individuals that will not easily visit the community centre.

Staff can be employed or function as volunteers as component of the integration process.

4.2 Community social programs

The participants at the centres (30 each) will represent a sample of the age group, gender, education, social background, ambitions, employment, and juvenile criminal track record of the two Thimphu communities. For that reason an assessment in the two communities was completed in December 2009 – January 2010.

The participants will be involved in the program under the “nothing for granted” motto. Participants will be offered training in sports and (if applicable) media, music, theatre, film. They will also be guided back to school or into employment (regular job or self employment). In exchange they will assist as volunteers at the centres and the communities: they will for example run programs at the centres, serve clients, bake cookies/cakes, clean, guard (trained by RBP) or assist elderly, shopkeepers, schools in their activities.

Participation is based on a performance contract with YDF.

4.3 Business programs

For those participants that will not return to school (including vocational training centres) and aim for self employment (running a business), business support programs and business coaching will be offered in collaboration with BCCI and the ministry of Labour and Human Resources.

All activities will interact and create synergy. Starting points are the core issues under the “sports in coalition Bhutan 2010 – 2011” project, which is to integrate early school leavers into mainstream society in Bhutan and to develop working models for future effective and sustainable youth programs.

Examples:

1. The facilities (centers) will be run as a drugs/alcohol and tobacco free zone for youngsters offering coffee, snacks and entertainment at a price that will after 2011 cover the exploitation of the centers. Developing the brand (working title: *the Cup*), the business plan, experimenting with the right mixture of consumables and entertainment will be part of the rehabilitation/integration and replication phase
2. Role sport models from the Netherlands will be invited to Bhutan to raise awareness and conduct clinics. Program participants may win a match with the Dutch sports persons by earning points/awards in community work, educational achievements or being a program supporter.
3. The “*be your own champion*” principle underlines that nothing will be given for granted or for free. Participants will be encouraged being or becoming proud personalities, able to steer their future and exploiting their talents
4. Etho Metho TV channel is available to produce and broadcast TV programs and documentaries on its 24/7 TV channel.

5. Budget

Budget is defined based upon detailed activities. Allocated VWS budget for the 2010 - 2011 program: is 180.000 euro. Total budget is 188.680 euro. Co finance of 8.680 euro will be found from a possible balance of the 2009 program of Bhutan+Partners resources. See Annexe 1.

6. Risk Analysis

- Urban youth at challenge is difficult to reach. However Bhutan's social cohesion is still fairly strong. It is important to reach out to the youngsters in their specific environment and to include peer groups and family members. Assessment in the two communities among the youth took place in December 2009 and January 2010. The results of this exercise will contribute to effective and rational planning of the project activities
- Bhutan, being a small country, is developing fast in terms of economy, urbanisation, diplomatic relations and branding itself as a country that started the Gross National Happiness concept. The limited number of civil servants, especially the senior staff, is committed to execute a great variety of tasks. The work pressure, that also affects senior staff at the NGO's and corporations, may influence time needed for reflection and effective inter stakeholder collaboration. Time will be given under the project to discuss and rethink the ambitions in relation to realistic targets. A monitoring systems developed by USBO will follow the activities with the youth at challenge as well as the working processes and the collaboration among stakeholders
- Expertise on the areas of working in the project is limited in Bhutan. Building up knowledge requires time, while the project is bound to end by December 2011. A great effort will be put into knowledge transfer by specialised institutes working with youth at risk in the Netherlands.
- Music, film, theatre seems to be more popular than sports at this moment in Bhutan. Possibly because sports players are not that personalised or identified with success as actors and musicians are. The project will invite famous sports players form the Netherlands that will serve as role models for youth and their fellow sportspersons in Bhutan

7. Monitoring and Evaluation

- Formal reporting is done quarterly, based on implementation and depletion plan according to fixed formats (annexe 3)
- Informal exchange and progress is communicated through mail and telephone
- Annual reports will be drafted and submitted
- Annual financial audit will be executed by registered audit/accountancy firm
- Progress and program adaptation is done during annual visit to Bhutan
- Progress and developments are being monitored through the USBO monitoring system
- Evaluation of program results/impact will be executed by USBO by November 201

Annexes:

1. *Budget sports coalitions in action 2010 – 2011*
2. *Log frame 2010 - 2011*
3. *Partner contract YDF*
4. *USBO monitoring system*

