

Review of the Sports Coalition Bhutan

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1. Introduction

Youth issues in Bhutan are on a rise and the level of crime, substance/alcohol abuse, child labour and prostitution is becoming a problem in some neighborhoods in urban areas. The main goal of the SCIA project is to limit youth related problems and to mitigate the inevitable side effects of modernization, development, mobility and consumerism in two problem neighborhoods in Thimphu.

The SCIA project and especially the Chang jiji centre have become a valuable project that is unique to Bhutan and the various agencies in Bhutan that are dealing with sports and youth. It is not only unique but also a new and good experience for various involved individuals that, in their daily work, deal with youth problems that Bhutan is trying to overcome.

At this moment it is visible for everybody who visits Chang Jiji, the youth centre or one of the activities, that the project coordinator, together with the project staff, bhutan+partners and the supporting partners YDF and DYS have made the project into a success. Looking at the various indicators, they have almost all been met.

This document reports about the results of the project and on the challenges that the project has overcome. For learning purposes the evaluator evaluates difficulties and analyses the choices that have been made. Overall the evaluator is positive about the results and all the efforts that have been put into the SCIA program.

1.2 The project

The sport coalitions in action program Bhutan, 2009 - 2011 was developed in partnerships with local partners in Bhutan. A budget of 239,954 euro was granted to the program. The overall goal of the project is:

To increase the active contribution of urban youth in Thimphu, to a healthy and prosperous development of Bhutan and their local communities

The project supports young urban out of school youth in Thimphu. Sport is used to learn skills such as discipline, confidence, leadership, and teamwork and to teach principles such as tolerance, cooperation and respect. The program creates opportunities for young people in terms of inclusion, employment, emancipation and empowerment. Equal chances are given to male and female participants in the program.

It was foreseen that this target-group was best to be found in two places and thus it was planned that two youth centre's were created: Chang Jiji neighborhood and around the area of ' Hong Kong Market'. It proved impossible to find a place around the Hong Kong market that could be used as a youth centre.

[Purpose & objective of this MTR report](#)

The purpose of this MTR is to analyze the project to the extent of outputs and outcomes. What has been achieved and what has not been achieved in relation to the project goals and indicators that have been formulated.

Indeed Chang Jiji, and its youth need to overcome its challenges. The neighborhood, and thus the project site is particularly interesting for lessons learned for planning future development activities and anticipate to possible future problems in other urban areas of Bhutan. Towns in Bhutan, such as Wangdi and Jakar have been become modernized urban areas and other areas around Thimphu are under rapid development. More urban developments will surely follow. As we are dealing with Chang Jiji's problems, Bhutan's rural communities are starting to live in these areas and similar issues, will surely arise. It has proven valuable to record how Bhutanese organizations such as YDF and DYS are struggling with problems and how this project, halfway through, has proven to be successful.

Context analysis

The current development process in Bhutan challenges social relationships and introduces new paradigms and practices, which are especially appealing to young people. 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. Concerns of alcohol abuse, HIV/AIDS, substance abuse, prostitution, child labor and petty crime by children and adolescents especially in urban and semi urban regions in Bhutan are increasing. The feature film of Dorji Wangchuck, *Nazhoen Chharo*, shows today's urban youth issues like crime, violence and drug abuse in a realistic, tough and confronting, the first in its kind. Gangs, gang fights and domestic violence are growing problems in Bhutan.

Almost half of the population of Bhutan is younger than eighteen. This means that Bhutan is dealing with an increase in population that is immense and that its newly constructed urban areas are largely filled with young people. This is why the Bhutanese government has made the development of its education system one of the priorities of its Gross National Happiness (GNH) policy. The Government of Bhutan anticipates that a number of more than 60.000 students will be flocking the labor market between 2008 and 2013.

Besides the huge number of 'educated' youths in need for a job, there are also difficulties with youngsters that were not able to make it to college. Especially for these young people, any policy to give them a chance to make a living is currently absent. The private sector in Bhutan is very small and innovative entrepreneurship is largely absent. The government or agencies that are subcontracted by the government create most jobs. Certain jobs, such as working in construction, are seen as inferior and are not taken up by Bhutanese. In Thimphu, youth causing problems are almost always labeled 'drop outs'.

Many of the uneducated youngsters in Thimphu and especially Chang Jiji, are from rural Bhutan and originate from poor and low educated families with little perspectives. To kill time they roam around town, meet with friends and do stuff they like to do. Some of them have formed 'gangs' that started feuds with other gangs, the police or the community. While they are not able to make a living for themselves or be successful in their study, their relatives have to work and support the family. Most of the young people say they are trying not to bother these relatives and therefore hang out on the streets.

Although unemployment rates among youth are absent, some simple observations in Thimphu's daily life make it very clear that especially young people have trouble finding jobs. Especially in poor neighborhoods, where people are finding their way in a 'modern urban infrastructure' that is new to them, people are experiencing changing social conditions, where it is no longer possible for extended families to live together, or where the traditional roles of working and taking care of each other, are changing. Chang Jiji is Thimphu's first 'modern' sub-urban neighborhood. While other neighborhoods in Thimphu and in the country have expanded naturally, Chang Jiji, was build out of nothing.

1.2 Methodology used for planning, monitoring and evaluating

Planning upon monitoring and evaluation was done very thoroughly. During the planning phase, the University of Utrecht was hired to plan, monitor and evaluate the project. Because it proved to be more valuable to have a PM&E manager on site, I was hired in November 2010.

During a visit to the Netherlands, to study the way the project should go ahead and to plan upon the project, project-staff was trained in the practice of M&E by staff from the University of Utrecht. Together with them a 'participative' tailor-made plan was made, to monitor and evaluate the project.

The idea was to deploy monitoring and evaluation activities in this project to learn and to report to donors. At first, the project was planned according to a progress activity plan with two phases. Phase one mostly consisted of activities that where

about the 'project startup' and phase two was about mitigation. According to each activity within these phases, indicators were formulated.

Activity plan Sports coalitions in Action Bhutan+partners 2010 -2011	Indicators
Phase 1: project start up. Partner contracts drafted and signed for the implementation of the Bhutan Sports coalitions in action program. Preparations conducted for a sound and successful implementation of the project	Assessment reports available and used for the start up phase of the program. Program started with MoU, contracts and budget allocation
Activity 1 Program started	MOU, Contracts and working documents drafted, discussed and approved by stakeholders
Activity 2 Assessment formats applied	Formats applied and analyzed data in two identified quarters in Thimphu
Activity 3 Assessment report discussed and approved, planned and ready for implementation	Assessment report available. Operations in two communities planned and organized, Facilities selected and Staff selected.
Phase 2: Mitigation. Equipment of facilities, selection of participants and activities. Stabilization of situation of participants by means of sports and guidance.	Mitigation: (first aid) means to stabilize the participants' situation. Two centres will be equipped and staffed and will focus on maximum 30 persons with in the target group. Their individual situation will be assessed. A first aid support plan, including sports activities, will be drawn up.
Activity: 1 Establishment of centers in two selected communities in Thimphu: location, furnishing, staffing	Two informal local centers Selected, hired and furnished Local staff selected,
Activity 2 Training of staff (volunteers), NSFs, Awareness and involvement of local leaders on sports as a tool for development, harm reduction and community work	Staff trained and operational. Community and community leaders informed and involved
Activity 3 Identification/selection of participants. Drafting and implementation of individual first aid plan	Participants selected and active in program. Participants design first aid plan and receive coaching while implementing. Sports are integral and dominant element in activities and furnished.

This MTR reflects on the initial indicators and provide information on the status of these indicators according to information I have gathered during the evaluator's involvement of the project. But besides this planning phase framework, there was a necessity of a more hand-on approach to M&E of the 'impact' of the project. To a lesser extent the M&E had been targeted to create knowledge for comparable projects in Bhutan (with the same theme or target group) or to create knowledge about the cooperation and practices in a particular local context for the project staff and future youth workers in Bhutan itself.

Log frame

During the startup of the project, it proved to be quite difficult to conduct the baseline study. It also proved to be very difficult for the project staff to monitor and learn about the project according to the framework that was made in the initiation phase. Furthermore, monitoring and evaluating was not only necessary for 'learning' and 'accountability'. During the startup phase, it also became clear that youth work and implementing planned activities could not be directly copied from youth practices from the Netherlands, as the context was quite different. M&E was therefore also very necessary to provide the project with some specific Bhutanese lessons learned that would help the partners to deal with the future projects in other parts of the country. A report of 'best practices' in Bhutan will be developed at the end of the project. The project proves to be a valuable lesson for dealing with youth issues in Bhutan.

In the beginning, the framework lacked clear goals. It consisted of activities but these planned activities had no targets. It was not clear to the project staff that each activity was necessary to achieve the overall goal, and that when a certain activity was postponed, other activities would also be affected. Indicators were not formulated according to the Specific, Measurable, Achievable, Realistic and Time bound (SMART) principle and they did not help the staff to see the progress in relation to the project goal.

This is why I proposed to make a simple logical framework and give the project staff some simple, hands-on tools to monitor their activities, outputs, outcomes and eventual impact and to document the success and difficulties of activities and plans. This also enabled the project staff to anticipate on possible failures and improve new activities. To make the logical framework I have translated the M&E design of the planners Frank van Eekeren into clear goals. This logical framework contains the planned chain of events measured according to SMART indicators. Furthermore, means of verification have been included and important assumptions have been identified.

	Objectives	Result Indicators	Means of verification	Assumptions
Overall Goal/impact	To limit the youth related problems in Chang Jiji area and to mitigate the inevitable side effects of modernization, development, mobility and consumerism on Thimphu's urban Youth. Participants with drugs/alcohol problems are enrolled in some form of rehabilitations program	At least 20/30 participants enrolled in a job or in an educational trajectory (1) by January 2012 At least 50 participants have improved their social capital (due to processes of bonding bridging and self esteem (2) The project is seen as a successful pilot by the end of the project in 2012 (3) Street life in Chang Jiji is less effected by Gang problems and drug abuse	Qualitative evaluation report February 2012 by methods of interviews/focused groups discussion of mentors and coaches and participant observation by the evaluator****	Community workers have identified sufficient youngsters with problems willing to participate** Youngsters have successfully finished their rehabilitation program (Quality rehab)
Specific Goals	Participants have plans for the future Participants acknowledge that they have a drugs/alcohol problem	By September 2011 50 participants have actual plans to start with an education or apply for Jobs Activities prove to be a means of accumulating social capital because participants improve their self esteem and are able to partake in processes of bonding and bridging from February 2011 onwards (4)	Quantitative mid term review(MTR) by February 2011 Interviews with Community workers Written reports by mentors	Youngsters can successfully finish their rehabilitation (Quality rehab) Social workers are able to help youngsters with their plans

	Objectives	Result Indicators	Means of verification	Assumptions
Purpose/Outcome	<p>Participants feel at home and there is a bond of trust between the youth workers and the participants</p> <p>The activities are organized successfully and</p>	<p>The Quality (5) of activities that have been organized each month has improved significantly by December 2011</p> <p>Facility for the youth is in place by December 2010, by December 2011 the target group is taking ownership over the facility</p> <p>Every three months, first in march, the evaluator and the sports coordinators make a social map of the problem youth resulting in the outcome of a social map at the end of the project</p>	<p>Interviews with Community workers by evaluator</p> <p>Written reports by Community workers</p>	<p>Community workers are empathetic towards youth problems</p> <p>Actual definition of drug problems is clear towards mentors</p>
Activity/output	<p>A considerable number of sports activities such as basketball tournament and other (sports) activities</p>	<p>The number of activities that have been organized</p> <p>By May 2011 sports mentors have identified a number of 50 participants (6)</p> <p>The number of people that have taken part in the sports activities on a regular basis (7)</p> <p>From January 2011 till December 2012 social data will be gathered (8)</p>	<p>Attendance lists</p>	<p>Community workers are able to keep up information on the attendance of their activities</p>

(1) The youth workers together with the participants decide upon a course or a number of courses that can help them to take part in society

(2) M&E advisor will observe at least one activity each month and he will write a monthly qualitative report on progression together with Som.

(3) The project or just the youth centre is ready to be taken over by a new donor organization and/or Bhutanese government agency at the end of the project period

(4) Sports coordinators will write a reflection report after activities in which they write down ' signs' s of bonding and bridging. M&E coordinator will observe at least one activity each month and he will write a monthly progress report. This report also describes the process, progress and project in terms of how techniques and good practices helped the project get people participating and take ownership over the project

(5) Improved Quality meaning: Now the activities are organized in a participative manner, the activities are marketed properly, the number of participants is rising and the participants are generally positive about the activity itself. Quality also means that participants contribute and volunteer to social activities that improve the quality of living in the environment of Chang Jiji.

(6) That have some problems and have regular contact with the youth workers

(7) In the sports activities that are provided within the program from September 2010 to September 2011

(8) ...such as: where do the youngsters and gangs gather. What are the gangs names and numbers, who is in the juvenile prison, from what kind of families do the young people come from, for the social map has been gathered (Sonam & Tenzin)

2. Starting up the SCIA project: a difficult task

This review analyses the project according to two M&E frameworks. During the formulation of the framework, no plan for data collection was in place. Therefore, together with the Karma Lam, Mark Blankwater and Tashi Namgye I looked at each indicator in the initial M&E framework and tried to find the necessary data collection tools. Indicators of the logical framework will be analyzed in chapter three to provide more information on the actual impact of the project.

2.1 Phase 1

Activity 1: Starting up.

Indicator: *MOU, Contracts and working documents drafted, discussed and approved by stakeholders.* February 2010

Project staff was contracted at the beginning of the project in 2010. A youth worker, a project administrator and a youth centre manager were hired. Besides the project coordinators from YDF and a project responsible from DYS, the project staff in Bhutan consisted of five people. DYS should have been closely working with YDF but was mainly present in the initiation phase. Later, DYS gave responsibilities to a new project coordinator that had not participated in the initiation phase and trainings in the Netherlands and was thus not familiar at all with the project. Neither DYS nor YDF anticipated on a trajectory and timeframe to make this new staff familiar with the project.

The Bhutanese project staff are aware of the MoU between DYS, YDF and Bhutan+partners. It was formulated and signed in the beginning of 2010, - A revised MoU was signed beginning 2011.- This was at a moment when the project had to overcome various issues. One of them was that DYS and YDF had difficulties in understanding each other, also because of the shift in staff I.

At the startup phase all stakeholders were involved in the planning of the project and they approved of all activities.

Activity 2: Assessment formats applied, report delivered

Indicator: *Formats applied and analyzed data in two identified quarters in Thimphu including data on education, perspectives, youth issues and sports requirements.* February 2010

When Henk de Jong was in Bhutan in January 2010, he hired 6 former addicted youth to conduct a survey in the two designated area's 'Hong Kong Market' and 'Chang Jiji'. Unfortunately, the findings of the survey were insufficient and therefore not published.

Another research of Meinou Steemers gives a qualitative account on the situation in Chang Jiji. It is a narrative about the situation in Chang Jiji and the way Blankwater and the project staff tried to deal with the target group during June and July 2010. The document gives information about the target group of which project staff and stakeholders were mostly aware. According to the project staff the report could not be used as a baseline document, which would have been helpful at that stage.

In this phase of the program, the bureaucratic challenges made it difficult to start-up the youth centers. To organize the activities for this region from the YDF centre itself did not work. It is not a place where the troubled youth seem to feel at ease.

Activity 3 : Identification/selection of participants. Drafting and implementation of individual 'first aid' plan.

Indicator: *Participants selected and active in the program. Participants design a first aid plan and receive coaching while implementing sports are integral and dominant element in activities.* March 2010

Because of the difficulties in starting up of the youth centers, this indicator was not relevant at the start of the project. In the present phase of the project, the analysis of this information is well analyzed with the help of the logical framework designed as a 'hands on tool' for project staff

2.2 Phase 2

Activity 1 : Establishment of centers in two selected communities in Thimphu: location, furnishing staffing

Indicator: *Two informal local centers selected, hired and furnished and local staff selected.* June 2010

Eight months after the initial plan, the Chang Jiji youth centre was opened officially. The Centre has a coffee bar, computers with Internet, a library, games, and space to organize social activities such as watching movies and Yoga lessons. Because it was difficult to get the land and approval for the centre, the actual realization of this centre was slowed down. For the same reason the plan to open a youth centre around the area of Hong Kong market was abandoned entirely. Other reasons are that Hong Kong market is a prime location in the city centre for which the project has not enough budget to buy or rent a place. . Chang Jiji is in general more suitable because it is a place where people actually live.

Activity 2: Training of staff, NSF's Awareness and involvement of local leaders on sports as a tool for development, harm reduction and community work

Indicator: *Staff trained and operational. Community and community leaders informed and involved* July 2010

The youth workers that were hired by YDF and trained by Blankwater in 2010 were not functioning as per their job description/TOR nor did they meet the project planning. According to the plan, they should have been able to work with the youth and organize activities for the youth after a visit from Blankwater, an experienced youth worker from the Netherlands, by June and July 2010.

The active way of learning that Blankwater brought to the center was quite different from the way of learning that Bhutanese youth workers were accustomed to. Therefore and because the project was facing many challenges at the end of 2010, the youth worker and project administrator were replaced. The project coordinator had difficulties in understanding and in implementing the project principles. Besides the project he had his regular job at YDF. He was not able to adapt the project management techniques and set up a proper M&E system for management that he felt comfortable working with. Because his work did not comply with the plan, he had to explain and report to B + P often which resulted in a period of micromanagement of the project from the Netherlands.

Soon after the initial youth worker and administrators left, it was decided that Blankwater would visit Bhutan again to train new youth workers. This time an elaborate plan was made to train two or four new project staff and thus prepare them for the job. During December 2010 and January/February 2011 the project coordinator from YDF, Karma Lam, recruited staff that were able and talented to conduct youth work. For a non-Bhutanese this seems to be a very easy issue to deal with, but according to project staff in Bhutan it is very difficult to find good and also dedicated (youth) workers in Bhutan. Finally, from February 2011 two new project staff were contracted. Although these staff were very inexperienced, the staff were enthusiastic and dedicated.

In the beginning of March 2011, Blankwater returned to Bhutan to conduct staff training for three months. His training methods were hands-on and 'on-the-job', which meant that the staff actively participated in the learning process.

One of the difficulties in the project startup was that stakeholders and community leaders were not actively participating in the project, except for the Royal Bhutan Police and DYS,. At stakeholder meetings other stakeholders were only present during meetings with Henk de Jong.

A new strategy, introduced by Mark Blankwater, was to include the stakeholders in a more direct way than the usual 'stakeholder meeting'. The team now meets with representatives of stakeholders individually. The Ministry of Labour tries to visit the youth centre regularly and representatives of the team meet with other stakeholders. Stakeholders are now invited for happenings and activities that can be important or of interest to them.

Activity 3: Identification and selection of individual *first aid* plan

Indicator: *Participants selected and active in program. Participants design first aid plan and receive coaching while implemented Sports are integral and dominant element in activities*

Again the analysis of this information is better analyzed with the logical framework that was designed as a 'hands on tool' for project staff itself. I refer to the next chapter for information on 'identification and selection' of participants.

3. Operating a youth centre in Chang Jiji: examples for youth work in Modern Bhutan

3.1 Output: Starting-up a youth centre in Bhutan

It proved to be challenging to start up youth centres in Bhutan. The first obstacle to start a youth centre was the fact that it was difficult to find an actual place at the chosen locations. Real estate prices in Thimphu have been rising very fast. There was not room for a youth centre in the original urban plans. And it was difficult to explain the idea to the government agencies that needed to give their approval. This resulted into the decision to abandon the idea of creating a youth centre in the area of Hong Kong Market.

In Chang Jiji it was easier to find a suitable place; the DYS Youth centre. The idea was to involve the target group in renovating the youth centre. The youth were asked to help paint the youth centre. The youth helped for a couple of hours and with the centre finished halfway, the youth workers had to finish the work themselves. Due to the difficulty to find furniture, equipment, supplies and services such as Internet, the startup of the centre was delayed with a few months.

In a country like Bhutan it is not always easy to get everything required, including services that you want to offer to the target group. It was for instance quite a challenge to get a cable, telephone and Internet connection at the centre. It took a lot of time to get the service from the providers and have technicians come over and make the infrastructure. After that, service from the DYS network manager was needed to get all computers connected. But service providers in Bhutan do not work according to a clear schedule and it took the project staff a lot of effort to get everything arranged. Furthermore, there was no clear time schedule when to get all the supplies for the youth centre. Only when the youth workers tried to organize some activities, it became clear they were not well equipped and they started to get the supplies from India.

In June and July 2010, Blankwater trained youth workers how to implement processes of 'bonding and bridging' by organizing sports activities and to improve the social capital of problem youths. At that time, the youth workers had no clear picture of the things they were about to learn. After their learning trajectory with Mark Blankwater, in June 2010 they were not able to organize activities and start up a relation with the target group. Together with the delayed start up the youth centre at the planned date, and being posted at YDF premises instead of Chang JiJi centre, they could not sufficiently connect to the target group.

In December 2010 Henk the Jong visited Bhutan. Together with Karma Lam and the most important stakeholders they came up with a revised action plan. Clear roles and responsibilities were defined. With the lessons from the previous difficulties and obstacles, a clear ToR for the new youth workers was written. The project coordinator, Karma Lam, had a very clear timetable for action and deadlines for starting up the Youth Centre. The project coordinator also got a personal trainer to improve his management and coordination skills and to the evaluator's judgment this has helped considerably; The project staff is happier and more positive about the coordinator and the coordinator is better able to deal with the difficulties that the project faces.

In 2010, most of the activities that were organized were not as successful as planned and hoped for. The youth workers were not able to bond with the target group. Only with the help of Mark Blankwater in June 2010, the youth workers were able to organize a successful Basketball tournament, which is been reported upon in the baseline study of Meinou Steemers. Besides that, the youth workers organized some activities that drew the attention of the younger children in the neighborhood but not the target group. Other activities failed because they were not sufficiently planned or organized. It was

not clear to the target group what the purpose or idea behind the activities was. Timing of activities was ad-hoc, there was no schedule and the target group was not notified in advance on upcoming activities.

From March 2011, the youth workers started their learning trajectory with Mark Blankwater. They learned how to organize activities and to start a relationship of trust, with members of the target group. Blankwater had a good idea of the things that the youth workers needed to learn and made a clear learning trajectory for his training. It also helped that the new youth workers had stronger motivation and they were very eager to learn. It was also much easier for Blankwater to train the youth workers at their actual work place at Chang JiJi.

September 2011, it has become clear that the staff have turned the youth centre into a place that is highly appreciated by the neighborhood and the youths themselves. They are also in the process of professionalizing their work. An example is the evaluator's observation at the two weekly meetings with the staff. From the evaluator's notes:

A secretary and a note taker are appointed. Minutes are made in which agreements and progress on the organization of Sports Activities are documented.

The next paragraphs on the output & outcomes will show about their newly acquired ability to successfully plan, organize and document activities for the youth and the elaborate client program they have started to follow and accompany clients.

3.2 Output & Outcome: Activities

This paragraph gives insight in the indicators to measure the output of the project: the sport's activities. The evaluator related these activities to the actual indicators in the conclusion.

The number of activities that have taken place from February 2011 onwards is significant. The quality has also been good judging from the participation numbers and happiness of the participants and clients. All Chang JiJi youth visit the centre regularly. A group of about 40 boys and 20 girls visit the centre regularly, that is to say, they have participated in three or more activities. Twenty of these 'regulars' are also clients of the project. The youth workers say that when clients are in a job they tend to visit the centre less often because they are busy. Other clients who are not in a job are more difficult to reach. This will be elaborated upon later in the paragraph 3.3.

After the training period the number of activities has slightly been declining but the youth workers maintained the quality of the activities. This is because they focus more on the actual clients. One of the youth workers, Sonam has documented special and regular activities on the 'wikispace' monitoring and evaluation website.

Normally I would add this rough data as an appendix in the report but the M&E page is open to all:

<http://sportscoalitionbhutan.wikispaces.com/>.

An example of Sonam's reporting is the youth centre's basketball teams participating in a tournament:

Thinley Dorji is 23 years. He studied up to class IX and it has been five years since he has been out of school. He discontinued his education because he had a fight with his teachers. Therefore he didn't get a transfer certificate to go to another school. As he is very much interested in cooking he wants to be a chef. Currently he is working in a shop in Thimphu. He participated in basketball tournament, Street football tournament, Run for Fun and attended youth forum and Ministry of Labour session on career counseling. This helped him to get into a job. He is a frequent visitor of the youth centre and volunteers for the organizations of activities.

Two girls teams and two boys teams from Chang Ji Ji Youth Centre participated in the 3-basketball tournament. The tournament is organized by the Bhutan Basketball Federation and will be held from 10-25 of May 2011 at the Clock tower Square.

The first match was played on 14th May between Chang Jiji Youth IV (girls) Vs Shecos Girls and Shecos Girls won the match. The second match was played on the same day between Chang Jiji Youth 1 (Boys) Vs Pacers and Chang Jiji Youth Boys won the match. The third match was played between Chang Jiji Youth II (Boys) Vs Blue formers and Blue formers won the match. On 15th May both the Chang Jiji Youth III (Girls) and Chang Jiji Youth IV (Girls) played against each other and Chang Jiji Youth III (Girls) won the match. On 16th May Chang Jiji Youth III (Girls) played against Raven and Raven won the match. On 17th May both Chang Jiji boys played and both of the team lost the match. Chang Jiji Youth I played against Private school and Private school won the game. Chang Jiji Youth II played against Local Z and Local Z won the match. On 19th May, Chang Jiji Youth (Girls) played against Raven and Raven won the match.

Kinzang Chopel , aged 23 years studied till class XII and couldn't study further due to personal problems. He got employed as a sports instructor after undergoing sports training organized by Department of Youth and Sports. He is presently located in a school as a sport instructor.

Another example of an activity reported upon was:

Futsal tournament at chang jiji youth centre: Saturday, 17th September: the youth workers with support from SCIA project organized a futsal tournament at chang jiji square. There were 14 teams registered. The match started at 1.00pm and ended at 6.00pm. There were around 50 youth witnessing the match excluding the participants. At the end of the day prizes were distributed to the winners and runners up. The youths were very much happy for having been organized such a one day futsal tournament at chang jiji community.

These are the kind of special activities that take place every two or three weeks. These cases are only examples of the evaluator's observation that, as soon as there is a social event in Thimphu, the Chang Jiji team acts and makes a bridge for the Chang Jiji youth to join in and bond with the rest of Thimphu. Other examples reported upon are: a dancing contest on international youth day, yoga class, participation in a running event, opening in the evening hours, street football tournament and a basketball tournament at the Chang Jiji centre itself. From May 2011 onwards, Sonam and Tenzin have continued to report about these activities on the M&E wiki. For now they are planning a dancing contest to celebrate the royal marriage of the King and the future Queen, on the fourteenth October 2011.

Karma Yuden is 19 years and studied until class X (ten of twelve). She has an interest in Reading and writing and weaving traditional clothes. She had to drop out of school in 2010 due to financial problems. She dreams to continue her education and get back to school for further studies. She attended yoga classes, career counseling session and applied for various vacant posts in private organization. This has helped her getting a Job as a sales girl for three months. Currently she is working as a caregiver under Ministry of Education.

For the following months, an intensive program is still in place to keep the centre running. Throughout the week there are various DYS activities such as an Arts & Crafts, a reading class and a monthly youth forum. SCIA activities are a movie evening and yoga classes. Besides that the youth centre organizes participation in all kinds of general activities such as runs and tournaments for the Chang Jiji youths. The centre is open for youths to hang out and play games, read and Internet. For a reference of the planning of activities see annex I: planning 2011 SCIA Youth centre.

3.3 Outcome and Impact: processes of bonding, bridging and social networking

In their three months of training the youth workers were able to organize sufficient sports activities to build up a relationship of trust with the now 50 members of the target group. Otherwise a huge number of youth have been benefiting from all kinds of activities. Inquire upon the youth centre learned that the inhabitants and youth of Chang Jiji, are very pleased with the youth centre. This is also important for the youths with problems, who should be able to 'bond' with others. As they see the youth centre as something that they have helped achieve, their self-esteem has risen. It is also important because younger children who are not yet in trouble, can be observed from an age in which they are tempted by things that can get them in trouble, such as drug abuse. This will help to limit the amount of new youth that get into trouble.

From May 2011 onwards the youth workers organize weekly client meetings. Particular attention to girls is also given through a weekly meeting with RENEW, Bhutan's royal women's association. For those in search of jobs, there is a monthly meeting with the ministry of labour who are able to assist the youth in finding jobs and/or internships. Most of these meetings go according to plan. The youth workers have made a documentation of the problems of the youth and together with them they plan upon a trajectory of improvement. The team has put their stories about getting a job online. It seems that this, together with the sports activities and social gatherings of the youth centre, is the incentive for most people to find a place in society and stay out of trouble. The evaluator has given some examples in the text boxes of these paragraphs of the youth that are 'clients' within the project. I have used some of the nine short stories that the youth workers wrote on their website and that exemplify how thirty participants are now in a job, education or training. At the end of the project there will be thirty stories of which ten have been worked out in life histories.

Sonam Youden is 18 years and studied until class X (of twelve). She is out of school since 2006. Her parents couldn't afford to send her for further studies. Sonam's goals in life are to fulfill her parents expectations and desires. At the Youth centre she attends yoga classes. These were the moments for the youth workers to advise her and give counseling. With the help of the youth workers she applied for various posts in government and private organizations. For now Sonam got job as care giver under Ministry of Education and very happy with this job.

The youth centre and Chang JiJi community benefit from the youth participating in the program. When activities are being organised, it almost never seems difficult to find volunteers that want to help out. Some youth reluctant to help out still do their bid in cleaning, painting and or serving as a coach or referee during sports activities. Not only the workers in the team themselves but also the group around it are becoming close and start enjoying each other's company. They help each other out. Social work like cleaning is done in the community.

The youth workers have found out that there are about twenty participants that are more difficult to reach through the usual sports activities. They are not frequent visitors of the activities and seem to be reluctant to get counseling from the youth workers. The youth workers are now trying to get into a more personal relationship with this group. They want to organize other activities that are more in line with their interests. Most of the jobs that are available via the youth centre are in civil service positions. The youth workers would like to offer the youths some alternatives but the problem is that private companies can choose to employ higher educated people.

From January 2011 till December 2012 social data will be gathered (8)

One incident with the ministry shows that the relationship between the youth and the agencies that are asked to help the youth in solving their problems, is weak and the youth workers should operate as brokers who help the youth understand the possibilities but also the barriers in the Bhutanese society:

¹ The names are a pseudonym
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After a successful meeting at the Chang Jiji youth centre between a representative of the ministry of labour and a group of youth in search of a Job, twelve youths were promised a job or internship. To actually make the hiring of these youth official, a visit to the ministry was arranged. The youth workers accompanied the youth and they all went in official dress to sign the deal. Hopes were very high. But when they met with other representatives of the ministry, it became clear that there were only two people who actually got an internship. Both the youths and the youth workers were disappointed. It took Mark Blankwater some time to convince the youth workers that this was also part of the job. It took the youth workers some time to explain and convince the youth to continue to search for a job and trust the ministry of labour.

This specific case shows that a relationship of trust with the youth can be broken very easily by factors that are beyond their influence. The youth workers should be aware that, in their quest of solving the problems of young people, they operate as brokers between the agencies and the youths themselves.

3.4. Partners, stakeholders, the neighborhood and the Youth Centre

From these last paragraphs, it seems that the youth centre and youth workers are facing little problems. However, there are some important problems that threaten the successful continuation and transfer of the project to a possible Bhutanese partner. This mainly relates to Chang Jiji's youth centre to successfully relate and interact with its main partners YDF and DYS. The relationship between YDF has improved considerably over the last four months. But it still remains unclear what DYS's future involvement is in the centre. Besides this, the project has had considerable delays and the youth workers are still learning. The project needs more time.

Relevant stakeholders have shown interests but no real involvement in the project. Stakeholder meetings are unsuccessful in terms of attendance. In the past, this was mainly due to bad planning but it seems that stakeholders also find it difficult to relate to the project. The youth workers and Karma Lam could also interact on a more personal level with representatives of different stakeholders. This would mean that they keep people informed without organizing official meetings that require more time and planning.

According to the youth workers, the neighborhood is less prone to violent gangs and drug abuse. When observing the neighborhood and the places that are deemed troublesome, it does seem that the situation has improved. In the final evaluation this subject will get more attention.

4. Conclusion

4.1 Planning

In chapter one it becomes clear that bhutan+partners, YDF and DYS and the University of Utrecht have made a lot of efforts in planning the project carefully. However the initial planning has not worked out in practice. The planning was done in a participative way and project staff was trained in the basics of M&E, but useful results of baseline research were absent. The framework that was designed did not sufficiently take into account simple risks such as 'bureaucratic barriers' and 'lack in capacity'. Indeed the assumption that everything would go according to plan influenced the project in a negative way, as there were no counter measures for possible risks identified.

Anticipation on this 'lack in capacity' and bureaucratic challenges, could have been dealt with easier if an appropriate risk analysis and an organizational assessment of the most important partners was done before the start of the project. Looking at this information combined with the initial indicators, the project now has 5 months delay. The evaluator is however quite confident that the staff of Chang Jiji centre is now professionally trained and the centre is fully operational and trying to make up time. The other centre will not be opened. When analyzing the reason for the delay and the cancelation of opening the second people in the project need to ask them selves how they could, in the future, better plan and anticipate on such a difficulties.

4.2 Output

The outputs of a project are direct results of activities. The outputs in this project are in the sphere of capacity development and the successful organization of sports activities. In the logical framework three 'output indicators' have been formulated.

1. *Facility for the youth is in place by December 2010, by December 2011 the target group is taking ownership over the facility*

Although staff was contracted and elaborate work plans were discussed with all the stakeholders on higher level the project staff was not able to draft a memorandum of understanding in the first phase of the project. Essential issues that should have been clear to all project staff, such as roles and responsibilities, where unclear in the beginning. It seems that the capacity of both partners (YDF and DYS), in terms of implementing plans on grass-root level, where overestimated. One centre has been established successfully.

With the help of Blankwater, staff is anticipating on the issues with out-reach towards the stakeholders. But interest of stakeholders and partners has remained a problem throughout the project. This will be a challenge for the final phase of this project to be able to continue the youth centre.

2. *The number of activities that have been organized*

In paragraph 3.2 it is described that the number of activities that have been organized is up to good numbers. These consist of participation in bigger events as well as small weekly events. It is clear that the centre is alive and that the youth workers are able to keep it alive with the planning and organization of special and weekly events.

3. *The number of people that have taken part in the sports activities on a regular basis*

60 youth regularly participate in activities .. Twenty of these participants are also clients of the project. These are twelve boys and eight girls. Other participants are now too busy because they are in a job. Twenty clients are more difficult to reach. The youth workers are trying to find solutions for these youths.

4.3 Outcome and impact

It is a very positive incentive for the project that the youth centre in Chang Jiji is doing so well but is the project actually achieving it's main goals? This paragraph deals with the indicators that measure the outcome and impact of the project. It shows that the youth centre is not only successful in organizing activities but also in reaching the youth, the actual target group. The logical framework has nine outcome and impact indicators.

1. At least 20/30 participants enrolled in a job or in an educational trajectory (1) by January 2012

In September 2011 thirty participants are in a job or education. The youth workers have played an important role in the individual processes of the youths getting employed.

2. At least 50 participants have improved their social capital, due to processes of bonding bridging and self esteem

Knowing the exact number of this indicator is very difficult. The evaluator's observations as described in paragraph 3.2 and 3.3 are that processes of bonding and bridging are definitely taking place. Taking into account the number of successful clients and looking at the number of 'regular' participants in the youth centre's activities I conclude that the youth centre has actually achieved to have 50 participants taking part in processes of bonding and bridging thereby improving their social capital.

3. The project is seen as a successful pilot by the end of the project in 2012

This indicator will be difficult to achieve and should be the major focus of Henk's visit in February 2012. The innovative approach and working methods are difficult to explain to the public. However, street life in Chang Jiji is less effected by gang problems and drug abuse . According to the youth workers the neighborhood has improved considerably. A survey and interviews with locals will beheld to collect the main data about this impact indicator in the final evaluation.

4. By September 2011 50 participants have actual plans to start with an education or apply for jobs

This number has not yet been achieved. At the moment the youth workers are strategizing to get a better and closer relation with the 20 clients that are more difficult to help. There is also an idea of opening a business to create jobs and a possibility for training and experience.

5. Activities prove to be a means of accumulating social capital because participants improve their self esteem and are able to partake in processes of bonding and bridging from February 2011 onwards

Until now this has been the case for most participants and clients. But the fact that the youth workers are struggling with a large group off client also means that they have to adjust their strategy with some clients because they have different interests and do not seem to be keen on being helped. At the moment the youth workers are in the process of finding the right strategy for this group, or the individuals within the group. Advice and action would help them to do this successfully.

6. The Quality (5) of activities that have been organized each month has improved significantly by December 2011

Results show that the quality has not declined. It has been difficult to keep up with the quality of Blankwaters organizational capacity. But overall, the youth workers have maintained a good quality. On individual level, youth workers should try to keep on learning by performing their different tasks and evaluating their work

4.3 Final Words and Recommendations

Bhutan had not dealt with so many new people living together in a newly created urban environment before. This means that Bhutanese public agencies don't have the experience with governing such large new urban areas. Their knowledge about the difficulties and problems that come with it were largely absent. In a society that is rapidly changing as in 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 circumstances in Chang Jiji have led to Bhutans' first experience of urban youngsters causing problems.

The project has proven to be a valuable lesson for the three partner organizations; bhutan+partners, YDF and DYS but also for other public Bhutanese agencies. The interesting part not only lies within the way the youth centre operates. Important lessons can be drawn from the way the various partners have started up the youth centre. Especially the first year and towards the end of 2010, things were not going according to plan and most people seemed skeptical about a successful continuation in 2011. It is good to know what has gone wrong in the planning and startup phase of the project and how the partner organizations in the project, and stakeholders of the project, can do things differently in the future. It is also a good idea to take into account the descriptions in this review that show the ingredients and chemistry between the youth workers. These are the ingredients that have given the project the kick-start to the voyage of their current capacity level.

The partners should not only do their best to preserve Chang Jiji as an example for sustainable and successful youth work. Management levels of the partner organisations should all dig into the experience to find out how they can start-up youth work in other problem areas in the country and learn from the Chang Jiji experience.

The centre itself can now go on with very little input. And although small improvements in capacity can always be made, the youth workers do not need more additional training in youth work. What is mostly necessary to keep this project going is training for trainers. It is certain that after a while, the youth workers want to do new and different things. They will go their own way and when this happens, the capacity and knowledge about how to run the youth centre, will be lost. As an observer of the development of the centre, I am quite certain that the youth workers are able and capable of transmitting the basic knowledge of their work to others. They are also capable of running the organization by themselves without any direct management from the partners.