

General Organization for Youth & Sports  
New vision for a new generation

**United Nations Development Programme**  
**Country: Bahrain**  
**Project Document**

**Project Title:** Support and Capacity Development for the Review and Implementation of the national Youth Strategy and Action Plan 2010-2014

**Expected CP Outcome(s):** Institutional framework improved to ensure that women and youth are able to exercise their rights.  
*(Those linked to the project and extracted from the CP)*

**Expected Output(s):** Enhanced Youth Participation in political and economic development  
*(Those that will result from the project)*

**Executing Entity:** NIM

**Implementing Agencies:** General Organisation for Youth and Sports (GOYS)

**Brief Description**

The aim of this project is to conduct an in depth analysis of the National Youth Strategy and Action Plan 2005-2009 as it has reached the end of the first cycle and develop the Action Plan 2010-2014 as well as capacity building to further advance implementation in the upcoming phase.

The project will be aligned with the National Economic Strategy (Vision 2030) for Bahrain which is one of the key aspirations is an efficient and effective Government tools in developing high-quality policies for better accountability of different public sector.

On the other hand, the project aims to increase the capacities of GOYS, national stakeholders and NGOs to better comprehend and implement the NYS in the upcoming phase through introducing staff of different bodies to the Adolescent and Youth Development Participation concepts and notions, an essential element that enhances and improves work in youth development.

This initiative clearly links with Outcome 1 of the UNDP Country Programme Document (CPD) 2008-2011: Enhanced transparency and accountability of public institutions.

<b>Programme Period:</b>	2008 – 2011
<b>Key Result Area:</b>	Democratic Governance; fostering inclusive participation
<b>Atlas Award ID:</b>	00058300
<b>Start date:</b>	October 2009
<b>End Date</b>	October 2010
<b>PAC Meeting Date</b>	14 September 2009

Total resources required	320,000 USD
Total allocated resources:	320,000 USD
• Other:	
o UNDP	160,000 USD
o GOYS	160,000 USD

Agreed by (Implementing Agency): H.E. Shaikh Fawaz bin Mohamed Al Khalifa, President of the General Organisation for Youth & Sports

Agreed by (UNDP): Mr Sayed Aqa, UNDP Resident Representative

5 SEP 2009

15 SEP 2009

## I. SITUATION ANALYSIS

### Background

In August 2003, the General Organization of Youth and Sports, on behalf of the Government of the Kingdom of Bahrain, and the United Nations Development Program signed an agreement: 'to develop a National Youth Strategy (NYS) to be implemented through an Action Plan focusing on capacity building in different national institutions.' The agreement resulted in a comprehensive national youth strategy 2005-2009 that encompassed ten priority areas.

Although, responding to national priorities identified some years ago, the Strategy highlighted many priorities that still remain on top of the national agendas. Sustainable growth and job creation are among the national priorities, as is the creation of a market for knowledge-based jobs for educated young job-seekers. The national youth strategy can help in transforming charity-based social programmes into development-oriented ones.

The Economic Vision 2030 for Bahrain which has recently been developed and is the key document to which all Government Institutions and Organisations are aligning their strategies, highlights an 'efficient and effective Government' as a tool to develop high-quality policies for better accountability. It is essential that in reviewing the National Youth Strategy for the upcoming phase the Economic Vision 2030 is reviewed and that the new Action Plans encompass the current thinking regarding youth needs and aspirations. The Economic Vision highlights the importance of Youth in the aspirations for the Economy and Society in the following areas: 'the growing economy will create jobs to employ Bahrainis entering the job market'; 'supporting and developing talented youths throughout the course of their education'; 'we need to develop an education system that provides every citizen with educational opportunities appropriate to their individual needs, aspirations and abilities... education and training need to be relevant to the requirements of Bahrain'.

The NYS and Action Plan now require a full review and assessment in order to create the next phase of the implementation as well as to update the goals and objectives for the upcoming five years 2010-2014.

According to the initial assessment conducted the NYS and action plan was challenged by three main factors that hindered the implementation:

1. A proper structure to manage the implementation in GOYS: although a proposed structure and unit were clearly stated in the NYS and action plan, these were not established.
2. Capacities and mechanisms (follow up, Monitoring & Evaluation): due to lack of experience, in addition to the absence of a detailed action plan with allocated budgets and no clear line of coordination and communication, the responsible implementing parties found it difficult to follow up and monitor activities.
3. Lack of Communication: this caused a number of misperceptions; many stakeholders thought that the NYS was merely a GOYS strategy, there was confusion on which stakeholder was implementing which project and there was a lack of clear accountability and transparency.

Implementation of any national strategy depends largely on the capacity of government institutions and on coordination with other ministries. Translating strategies into practical action plans requires skills and competencies which may need to be addressed in relation to the NYS in order to enhance organizational capacities to implement it and to mainstream the strategy and action plan for the upcoming phase 2010-2014.

## II. STRATEGY

UNDP provides individual and institutional capacity development where needed, positioning national institutions to be in the leadership role. This project strives to achieve national development goals that embody the Millennium Development Goals (MDGs) at a national level. This project will build on education focussed on the economy and also includes elements of youth health, but the main focus as concerning the MDGs is on promoting gender equality and empowering women. The Country Programme Action Plan highlights the challenges of Bahrain's effort to expand job opportunities to cater for its growing young population, which is likely to double in the next 30 years. The overall focus of this project is the empowerment of the youth of Bahrain in the following areas: politically, economically, educationally, culturally and in the area of health; working with national providers and stakeholders for youth.

At the present time, and as the National Youth Strategy 2004 – 2009 has completed its first cycle; the 'National Youth Strategy Full Review' project emerges as an essential assignment to enhance the outcomes of the upcoming phase 2010 – 2014.

The project foresees to achieve its objectives through three strategic directions:

- **Output 1: Enhancing the national youth strategy revision process;** this output will focus on utilizing research and analysis of the current situation of Youth in Bahrain, the NYS and Action Plan 2005-2009 and enhance the capacities of senior officials for better understanding of strategy analysis, resulting in the production of Action Plan 2010-2014.
- **Output 2: Strengthening the Capacities of Government organizations, and youth societies to ensure the implementation of NYS, and to enhance their responsiveness to youth development and participation in Bahrain;** this output foresees capacity building as an essential instrument to better understanding of youth development which will allow further infiltration of the NYS priorities and its interventions in the national agendas and work plans.
- **Output 3: Enhancing the transparency and accountability of the NYS towards stakeholders and young people in particular in Bahrain;** this output will focus on developing a communication plan that can play a major role in awareness and promotion of the National Youth Strategy as a complimenting tool to other national strategies, especially the Economic Vision 2030, encompassing the work of all of the various youth-related ministries, departments of the Government and non-governmental youth organizations and their activities and at the same time revitalize the political commitment and willingness; portray transparency of the process; and ensure accountability.

The project feeds into UNDP's core mandate and Country Programme Document outcomes that seek to improve institutional frameworks to ensure that women and youth are able to exercise their rights, participatory planning mechanisms and participatory governance to strengthen and improve transparency and participation of different stakeholders at the programming and policy level.

However, the suggested interventions will also play a major role in mainstreaming the NYS in the national agendas and activities and ensure sustainable efforts. Mainstreaming will be an indirect positive impact as a result of the interventions on one hand and the operationalization of the NYS on the other hand, enhancing sustainability politically, financially and managerially:

**Political sustainability:** the inclusion of different parties and organizations, the comprehensiveness of the formulation process and finally the endorsement by the highest authority in the Kingdom of Bahrain, His Majesty the King was a clear indicator of the political commitment behind the NYS. Maintaining the momentum that serves the NYS is a key issue, despite the many demands of stakeholders to fully implement the Action Plan 2005-2009. The wide and essential spectrum of interventions within the Action Plan to enhance youth status will always find serious echo in the political arena.

**Financial sustainability:** integration of the national youth strategies into the national agendas and different organizations and line ministries action plans will ensure financial sustainability. On the

other hand, enhancing the role of the private sector will play a key role in supporting the Strategy financially. Moreover, as the Strategy represents a structured framework of action for youth priorities; it will attract many interested donors in the field.

**Managerial sustainability:** the management structures present national management with a systemized, cohesive and concrete internal and external flow of information that can ensure a prolonged continuum of the NYS vision.

The estimated project budget is 320,000 USD, it will be equally shared between UNDP and the General Organisation for Youth and Sports (GOYS).

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> Institutional framework improved to ensure that women and youth are able to exercise their rights.</p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b> <b>Baseline:</b> National Youth Strategy adopted but not operationalized. <b>Targets:</b> National Youth Strategy updated and implemented.</p> <p><b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> Democratic Governance, fostering inclusive participation, improving national capacities to respond to development challenges in a coordinated, participatory manner</p> <p><b>Partnership Strategy</b> General Organisation for Youth &amp; Sports (GOYS); NGOs; the Supreme Council for Youth &amp; Sports; line Ministries</p> <p><b>Project title and ID (ATLAS Award ID):</b></p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1</b> Enhancing the national youth strategy revision process.</p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>National Youth Strategy not updated.</li> <li>Inadequate research on youth development since 2005.</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Officials and Boards of youth societies trained.</li> <li>Trainees satisfied.</li> <li>A comprehensive comparative analysis study available.</li> <li>A study published of what Stakeholders in the youth arena are undertaking and achieving.</li> <li>A revised national Youth</li> </ul>	<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>Training on youth strategy analysis for senior officials and youth societies conducted.</li> <li>A revised National youth strategy produced.</li> <li>A practical and applicable implementation structure for the National Youth Strategy and Action Plan proposed.</li> <li>Detailed action plans with main stakeholders developed.</li> </ul>	<p><b>1. Analysis of National Youth Strategy and project document situation</b></p> <ul style="list-style-type: none"> <li>Conduct workshop for stakeholders to discuss the NYS review and pave the way for the upcoming phase.</li> <li>Review of Bahrain National Economic Strategy (Vision 2030) and NYS</li> <li>Identify gaps between NYS and other national strategies</li> <li>Conduct a national workshop to review and analyse the linkages and gaps of the Bahrain National Economic Strategy (vision 2030) and the NYS.</li> <li>Analyse the latest national youth statistics and literature</li> <li>Identify what Stakeholders are undertaking which activities in youth development, map youth projects and programmes and link to the NYS action plan.</li> <li>Review proposed structures in the National Youth Strategy and Action Plan document.</li> <li>Conduct a National Stakeholder meeting to</li> </ul>	<p>UNDP/GOYS</p>	<p>47,112</p>

<p>strategy endorsed.</p> <ul style="list-style-type: none"> <li>National Youth Strategy Office in place</li> <li>Agreements and memo of understandings between GOYS and main stakeholders signed.</li> </ul>		<p>share findings and priorities.</p> <ul style="list-style-type: none"> <li>Conduct series of workshops with main stakeholders to develop NYS detailed action plans 2010-2014.</li> <li>Final draft of NYS Action Plans 2010-2014 produced and shared with stakeholders</li> <li>Present findings and final draft to the Supreme Council for Youth &amp; Sports</li> <li>Sign bilateral agreements/memos of understandings between NYS department in GOYS and main stakeholders.</li> <li>Discuss and agree with main stakeholder the accountability issue and body that will be responsible.</li> </ul> <p><b>2. Increasing capacities to mainstream NYS priorities in national agendas</b></p> <ul style="list-style-type: none"> <li>Two workshops conducted for senior officials/middle managers on analysis of youth strategies.</li> <li>One workshop conducted for the youth parliamentary committee on analysis of youth strategies.</li> <li>Two workshops conducted to boards of youth societies on youth programming and strategy analysis.</li> </ul>	<p>NYS Office</p> <p>NYS Office</p> <p>NYS Office</p> <p>NYS Office</p> <p>NYS Office</p>	<p>67,745</p>
<p><b>Output 2</b></p> <p>Strengthening the Capacities of Government organizations, and youth societies to ensure the implementation of NYS, and to enhance their response to youth development and participation in Bahrain.</p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>Middle managers of all stakeholders are not satisfied with level of coordination between GOYS and their respective organizations regarding the NYS</li> </ul>	<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>Develop and implement a Training Plan.</li> <li>Middle managers in GOYS and other stakeholders utilising the NYS and implementing the Action Plan 2010-2014.</li> <li>Two TOT training courses completed.</li> <li>NYS Department established at GOYS.</li> <li>Five training courses on youth development conducted at the</li> </ul>	<p><b>1. Enhanced the performance of officials, youth workers and youth activists</b></p> <ul style="list-style-type: none"> <li>Assess needs and assets of youth development and participation</li> <li>Develop a Training plan on youth development and participation.</li> <li>Develop a training manual on youth development for use by stakeholders</li> <li>Middle managers, youth workers and youth activists in government and youth organizations training of trainers on youth development and participation.</li> <li>Five training workshops (at the governorate level) on youth development and</li> </ul>	<p>NYS Office</p> <p>NYS Office</p>	<p>113,575</p>

<p>implementation.</p> <ul style="list-style-type: none"> <li>Youth development sector is fragmented and unorganised.</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Assets and needs assessments report produced.</li> <li>Youth workers and activists trained.</li> <li>A pool of trainers established.</li> <li>Training manual on youth development developed.</li> <li>Trainers' performance improved.</li> <li>NYS Department established.</li> <li>Understanding of the NYS Department mandate and functions understood by different stakeholders.</li> <li>Work plans of ministries and youth organizations mainstreamed NYS interventions in their annual plans.</li> </ul>	<p>governorate level.</p>	<p>participation</p> <ul style="list-style-type: none"> <li>Establish a network for youth trainers and activists.</li> <li>Develop an Accreditation system for Youth trainers</li> </ul> <p><b>2. Enhanced management, implementation and coordination of the NYS</b></p> <ul style="list-style-type: none"> <li>Assess capacities and needs of NYS Office staff</li> <li>Define NYS Office mandate, structure, functions and relationships</li> <li>Select and appoint staff to establish a NYS Office in GOYS</li> <li>Deliver on the job training to NYS Office regarding the implementation and coordination of the NYS.</li> <li>Conduct workshops on coordination and mainstreaming NYS interventions into government and non-government organizations plans.</li> <li>Develop a network of focal persons in different line ministries and stakeholders for the NYS implementation and follow up.</li> <li>Inauguration of the NYS Office</li> </ul>	<p>15,000</p> <p>NYS Office NYS Office</p>
<p><b>Output 3</b> Enhancing the transparency and accountability of the NYS towards stakeholders and young people in Bahrain</p> <p><b>Baseline:</b> Communication plan not available. Misconception about the importance, role, mechanisms of the NYS</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Communication needs and analysis study conducted.</li> </ul>	<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>Stakeholders identified and communication needs determined.</li> <li>All main stakeholders participating in the communication plan planning workshop.</li> <li>Communication plan reached all identified stakeholders.</li> <li>Joint functions to promote for the NYS implemented among all partners and in collaboration with the NYS Department.</li> </ul>	<p><b>1. Developed communication plan</b></p> <ul style="list-style-type: none"> <li>Develop TORs for developing the communication plan.</li> <li>Analyse the communication plans scope and needs.</li> <li>Conduct a workshop to develop the NYS communication plan with all relevant stakeholders.</li> <li>Launch the NYS communication plan at a national level.</li> </ul>	<p>35,100</p> <p>UNDP/GOYS NYS Office NYS Office NYS Office</p>

<ul style="list-style-type: none"> <li>• Communication plan adopted by NYS Department and all stakeholders, with focal people within stakeholders encompassing the communication plan into their organisation communication plans.</li> <li>• Conduct a survey (appoint a media specialist) to analyse the success of the media received regarding the NYS</li> </ul>			Project Support Audit Evaluation GMS 3% TOTAL	19,200 3,000 10,000 9,268 320,000
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#### IV. ANNUAL WORK PLAN

Year: 2010

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<b>Output 1</b> Enhancing the national youth strategy revision process.  <b>Baseline:</b> <ul style="list-style-type: none"> <li>National Youth Strategy not updated.</li> <li>Inadequate research on youth development since 2005.</li> </ul> <b>Indicators:</b> <ul style="list-style-type: none"> <li>Officials and Boards of youth societies trained.</li> <li>Trainees satisfied.</li> <li>A comprehensive comparative analysis study available.</li> <li>A study published of what Stakeholders in the youth arena are undertaking and achieving.</li> <li>A revised national Youth strategy endorsed.</li> <li>National Youth Strategy Office in place</li> <li>Agreements and memo of understandings between</li> </ul>	<b>1. Analysis of National Youth Strategy and project document situation</b> <ul style="list-style-type: none"> <li>Conduct workshop for stakeholders to discuss the NYS review and pave the way for the upcoming phase.</li> <li>Review of Bahrain National Economic Strategy (Vision 2030) and NYS</li> <li>Identify gaps between NYS and other national strategies</li> <li>Conduct a national workshop to review and analyse the linkages and gaps of the Bahrain National Economic Strategy (vision 2030) and the NYS.</li> <li>Analyse the latest national youth statistics and literature</li> <li>Identify what Stakeholders are undertaking which activities in youth development, map youth projects and programmes and link to the NYS action plan.</li> <li>Review proposed structures in the National</li> </ul>	X	X					

<p>GOYS and main stakeholders signed</p> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>• Training on youth strategy analysis to senior officials and youth societies conducted.</li> <li>• A revised National youth strategy produced.</li> <li>• A practical and applicable implementation structure for the National Youth Strategy and Action Plan proposed.</li> </ul> <p>Detailed action plans with main stakeholders developed.</p> <p>CP Outcome: Institutional framework improved to ensure that women and youth are able to exercise their rights.</p>	<p>Youth Strategy and Action Plan document.</p> <ul style="list-style-type: none"> <li>• Conduct a National Stakeholder meeting to share findings and priorities.</li> <li>• Conduct series of workshops with main stakeholders to develop NYS detailed action plans 2010-2014.</li> <li>• Final draft of NYS Action Plans 2010-2014 produced and shared with stakeholders</li> <li>• Present findings and final draft to the Supreme Council for Youth &amp; Sports</li> <li>• Sign bilateral agreements/memos of understandings between NYS department in GOYS and main stakeholders.</li> <li>• Discuss and agree with main stakeholder the accountability issue and body that will be responsible.</li> </ul> <p><b>2. Increasing capacities to mainstream NYS priorities in national agendas</b></p> <ul style="list-style-type: none"> <li>• Two workshops conducted for senior officials/middle managers on analysis of youth strategies.</li> <li>• One workshop conducted for the youth parliamentary committee on analysis of youth strategies.</li> <li>• Two workshops conducted to boards of youth societies</li> </ul>																		
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	on youth programming and strategy analysis.																																	
<p><b>Output 2</b> Strengthening the Capacities of Government organizations, and youth societies to ensure the implementation of NYS, and to enhance their response to youth development and participation in Bahrain.</p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>Middle managers of all stakeholders are not satisfied with level of coordination between GOYS and their respective organizations regarding the NYS implementation.</li> <li>Youth development sector is fragmented and unorganised.</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Assets and needs report produced.</li> <li>Youth workers and activists trained.</li> <li>A pool of trainers established.</li> <li>Training manual on youth development developed.</li> <li>Trainers' performance improved.</li> <li>NYS Department</li> </ul>	<p><b>1. Enhanced the performance of officials, youth workers and youth activists</b></p> <ul style="list-style-type: none"> <li>Assess needs and assets of youth development and participation</li> <li>Develop a Training plan on youth development and participation.</li> <li>Develop a training manual on youth development for use by stakeholders</li> <li>Middle managers, youth workers and youth activists in government and youth organizations training of trainers on youth development and participation.</li> <li>Five training workshops (at the governorate level) on youth development and participation</li> <li>Establish a network for youth trainers and activists.</li> <li>Develop an Accreditation system for Youth trainers</li> </ul>																																	
	<p><b>2. Enhanced management, implementation and coordination of the NYS</b></p> <ul style="list-style-type: none"> <li>Assess capacities and needs of NYS Office staff</li> <li>Define NYS Office mandate, structure,</li> </ul>																																	

<p>established.</p> <ul style="list-style-type: none"> <li>Understanding of the NYS Department mandate and functions understood by different stakeholders.</li> </ul> <p>Work plans of ministries and youth mainstreamed NYS interventions in their annual plans</p> <p>CP Outcome: Institutional framework improved to ensure that women and youth are able to exercise their rights.</p>	<p>functions and relationships</p> <ul style="list-style-type: none"> <li>Select and appoint staff to establish a NYS Office in GOYS</li> <li>Deliver on the job training to NYS Office regarding the implementation and coordination of the NYS.</li> <li>Conduct workshops on coordination and mainstreaming NYS interventions into government and non-government organizations plans.</li> <li>Develop a network of focal persons in different line ministries and stakeholders for the NYS implementation and follow up.</li> <li>Inauguration of the NYS Office</li> </ul>							
<p><b>Output 3</b></p> <p>Enhancing the transparency and accountability of the NYS towards stakeholders and young people in Bahrain</p> <p><b>Baseline:</b></p> <p>Communication plan not available.</p> <p>Misconception about the importance, role, mechanisms of the NYS</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Communication needs and analysis study conducted.</li> </ul>	<p><b>1. Developed communication plan</b></p> <ul style="list-style-type: none"> <li>Develop TORs for developing the communication plan.</li> <li>Analyse the communication plans scope and needs.</li> <li>Conduct a workshop to develop the NYS communication plan with all relevant stakeholders.</li> <li>Launch the NYS communication plan at a national level.</li> </ul>						<p>X</p>	<p>X</p>

<ul style="list-style-type: none"> <li>Communication plan adopted by NYS Department and all stakeholders, with focal people within stakeholders encompassing the communication plan into their organisation communication plans.</li> </ul>								<p>Conduct a survey (appoint a media specialist) to analyse the success of the media received regarding the NYS</p> <p>CP Outcome: Institutional framework improved to ensure that women and youth are able to exercise their rights</p> <p><b>TOTAL</b></p>
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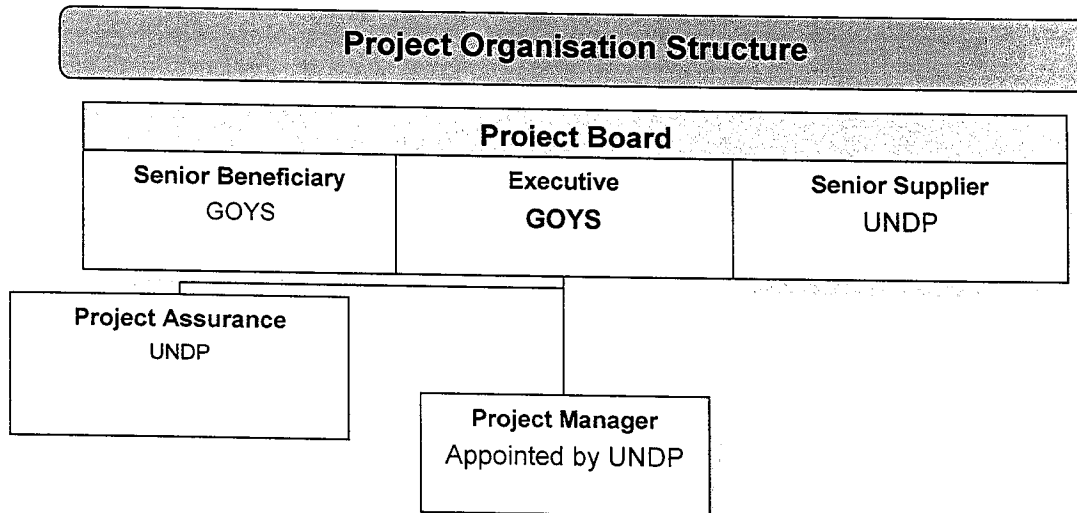
## V. MANAGEMENT ARRANGEMENTS

The Project approach will be used for achieving the required outputs. The project has three outputs: enhancing the evidence-based national youth strategy revision process; strengthening the capacities of Government organisations and youth societies to ensure the implementation of NYS and to enhance their responsive to youth development and participation in Bahrain; enhancing the transparency and accountability of the NYS towards stakeholders and young people in particular in Bahrain.

The project will be nationally implemented by GOYS. The project will establish a Project board composed of a representative of the Supreme Council for Youth, as representative from the General Organisation for Youth and Sports, selected Stakeholders and a representative of the UNDP to oversee the implementation of the project. Different stakeholders may be invited to the Project board meetings as deemed necessary. The Project Board will oversee the implementation and monitor the progress of the output.

The Project will recruit a Project Manager (PM). The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board and is responsible for the day-to-day management and decision making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of cost and time. A detailed ToR for the Project Manager is available in the Annex.

The organisation structure of the project is presented in the following chart - TBC



UNDP will assign the role of Project assurance. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. The role also provides support in reporting on the contribution of the project outputs to the relevant UNDP Country Office outcomes.

Some of the activities will be implemented with potential participation and or support of other relevant UN specialised agencies or regional entities. A General Management Support fee at 3% of the total project cost will be transferred to UNDP for the support in management of the project.

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## VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

## Quality Management for Project Activity Results

<b>OUTPUT 1:</b> Enhancing the evidence- based national youth strategy revision process		
<b>Activity Result 1 (Atlas Activity ID)</b>	Reviewed National Youth Strategy	Start Date: TBC End Date: TBC
<b>Purpose</b>	Re-identify the national priorities to further develop an action plan for the upcoming phase	
<b>Description</b>	Analysis of the NYS situation and priorities in relevance to other national strategies and priorities	
<b>Quality Criteria</b>	<b>Quality Method (means of verification)</b>	<b>Date of Assessment</b>
Reviewed Strategy of the Economic vision 2030	Project Annual Report highlighting project accomplishments	
Identified gaps between NYS and other relevant national strategies		
Published study on what Stakeholders in the youth arena are undertaking and achieving		

*TBC: To be confirmed*

<b>OUTPUT 1:</b> Enhancing the evidence- based national youth strategy revision process		
<b>Activity Result 2 (Atlas Activity ID)</b>	Increased capacities to mainstream NYS priorities in national agendas	Start Date: TBC End Date: TBC
<b>Purpose</b>	Capacities enhanced to mainstream NYS priorities in national agendas	
<b>Description</b>	Facilitated workshops focussing on building management capacity	
<b>Quality Criteria</b>	<b>Quality Method (means of verification)</b>	<b>Date of Assessment</b>
Facilitated workshops on strategy analysis	Workshop evaluation Input and feedback on communication plan	
Facilitated workshops youth programming	Workshop evaluation Project progress reports	



<b>OUTPUT 2:</b> Strengthening the Capacities of Government organizations, and youth societies to ensure the implementation of NYS, and to enhance their responsive to youth development and participation in Bahrain		
<b>Activity Result 2 (Atlas Activity ID)</b>	Enhance the performance of official, youth workers etc...	Start Date: TBC End Date: TBC
<b>Purpose</b>	Enhance capacities through different tools in youth development	
<b>Description</b>	Facilitated workshops focussing on capacity building	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Pool of trainers established	Evidence of active trainers network Project Annual Report highlighting project accomplishments	
Training manual on youth development developed.	National reports in youth development	

<b>OUTPUT 2:</b> Strengthening the Capacities of Government organizations, and youth societies to ensure the implementation of NYS, and to enhance their responsive to youth development and participation in Bahrain		
<b>Activity Result 2 (Atlas Activity ID)</b>	Enhanced management, implementation and coordination of the NYS	Start Date: TBC End Date: TBC
<b>Purpose</b>	Better coordination of the NYS and action plan	
<b>Description</b>	Established NYS Department in GOYS.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Stakeholders aware of the NYS Department and its functions	Project Annual Report highlighting project accomplishments	

<b>OUTPUT 3:</b> Enhancing the transparency and accountability of the NYS towards stakeholders and young people in particular in Bahrain		
<b>Activity Result 1 (Atlas Activity ID)</b>	Developed Communication Plan	Start Date: TBC End Date: TBC
<b>Purpose</b>	Enhance the private and public knowledge of the NYS and its purpose.	
<b>Description</b>	Analysis of the communication plan needs	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Communication needs and analysis identified	NYS Department Annual Report	TBC
Communication plan adopted	Record of all communications and publicity	

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## VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Bahrain and UNDP, signed on 3 August 1978.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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## **VIII. ANNEXES**

- 1. Key Strategic Milestones to be met to ensure full implementation**
- 2. Risk Log**
- 3. Cost Sharing Agreement**
- 4. Standard Letter of Agreement**
- 5. Terms of Reference for Project Manager**