

BHUTAN MEDIA FOUNDATION

STRATEGIC PLAN

2012-2016

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PREAMBLE

In the knowledge that

The right to information and freedom of expression and media, guaranteed in the Kingdom's Constitution, are fundamental to fulfilling the overarching goal of Gross National Happiness.

The media has a vital role to play in the development of a knowledge-based society through its powers to disseminate information, especially in a country disadvantaged by rugged geography, scattered communities, and low level of literacy.

The media is critical to strengthening democracy in Bhutan by providing a platform for civic participation and informed decision-making, and fostering a culture of openness, transparency and accountability.

A strong media freedom environment upholding the highest code of ethics is essential to foster the growth of a vibrant, responsive, and responsible media that plays a constructive role in the social, economic, and political life of the nation.

I. BACKGROUND

Bhutan Media Foundation was established through a Royal Charter issued by His Majesty the King on February 21, 2010 to foster the growth of a strong responsible media capable of playing an important role in the social, economic and political growth of the nation. It is mandated to support wholesome development of media so that it can carry out its roles and responsibilities in the interest of democracy. In accordance with its Charter formulated by a team of media professionals, the Foundation is expected to cover five broad areas covering fostering professional growth of the Bhutanese media; supporting free and independent media; promoting the use of national language; supporting literacy and media awareness initiatives and creating enabling environment for media development.

To enable the Foundation to carry out its role effectively, His Majesty the King has granted a seed fund of Nu. 20million. The Foundation is expected to mobilize its own resources from both national and international agencies to support media development in the country.

II. MEDIA IN BHUTAN

Media in Bhutan is a fairly young development. The concept of the media, as a player in the growth of a modern society began in the mid 1980s, with the establishment of the first Bhutanese newspaper, Kuensel and the Bhutan Broadcasting Station. In the late 1990s, ICT, electronic media and television was introduced. Today, Bhutanese media has grown considerably in all its forms.

In May, 2012 there are 12 newspapers (8 in English and 4 in Dzongkha) that includes Kuensel (1965), Bhutan Times (2006) , Bhutan Observer (2006), Bhutan Today (2008), Business Bhutan (2009), The Journalist (2009), The Bhutanese (2012), Druk Neytshuel (2010), Druk Yoedzer (2011), Bhutan Youth (2011), Gyalchi Sarshog (2012), Druk Melong (2012) and five radio stations that includes BBS Radio (1973), Kuzoo FM (2006), Radio Valley (2007), Centennial Radio (2008) and Radio Waves (2010). While, the FM services and shortwave services of the BBS reach the entire country, Kuzoo FM radio services are available nationwide and remaining radio stations services are currently available only in Thimphu. Magazines range from news magazine such as Drukpa (2009), Dharig (2012) to entertainment magazines that includes Yeewong (2008), Druk Trowa (2009), Student Digest (2011) and Bhutan Timeout (2012).

Television has only been introduced since 1999. Currently BBS TV is the only television channel that caters local news and programmes in Bhutan. The BBS launched its satellite television service in February 2006 and is now available in more than 40 Asian countries – from Turkey in the West to Indonesia in South East Asia. In order to define its content and providing a choice to its viewers BBS 2 was launched on 21 Jan, 2012. While the NCA (News & Current Affairs) channel follows on News and Current Affairs, BBS 2 has a healthy mix of educational and entertainment programmes.

Cable television services are also available in Bhutan which covers almost all the parts of Bhutan provided by the cable TV operators. While the film industry is still in its infancy, the number of Bhutanese films has been increasing with more people venturing into the industry.

In recent years, social media has gained popularity with an increasing number of Bhutanese blogging, visiting popular social networking sites like facebook and twitter for news and information, interaction, and discussion among others.

III. MEDIA AND DEMOCRACY

Media is the backbone of a democracy and has a crucial role to play in democratic Bhutan. Media not only enhances our awareness on various social, political and economical activities happening within the country and around the world but it also acts as a guardian of the public interest, a conduit between governors and governed and ensures more a accountable and responsive governance to promote democracy and development.

Bhutan's transition to democracy entails the Bhutanese media to play a responsible and vital role in promoting transition and shaping a healthy and vibrant democracy. As a young democracy, it is important for the Bhutanese media to responsibly evolve with the country's democratic processes. The media's role and responsibility in promoting the growth of a sustainable and meaningful democracy in Bhutan cannot be overstated. Democracy can take root, grow, prosper and flourish only when there is meaningful civic engagement and participation through various democratic processes and mechanisms which includes the media. People's participation in democratic processes and discussion is contingent on what, when and how media is able to access, process and package information for general consumption.

However, there are concerns with trust and credibility of the media in light of its reliance on inexperienced pool of reporters, urban centric coverage, absence of code of ethics and conduct, reliance on government and corporate agencies for revenue generation through advertisements, mushrooming of media houses and increasing trends towards commercialization amongst others.

There is a wide belief that, while carrying out its important responsibilities, the media should be reminded of their duties, responsibilities and impacts on the society if they make mistakes, write or report wrongly or provide incorrect information to the public. Accountability and a commitment to journalistic ethics are necessary for the media to nurture democracy. News consumers are of the view that Bhutanese media should be sensitive to the kind of information society needs, develop the creative potential to be able to inform the illiterate public and reach out to the most marginalized and vulnerable sections of the rural society, who are illiterate and whose voices and suggestions are often left unheard. It is also essential for the media to remain neutral, non-political, and report critically and accurately and without bias and injury to any party concerned. In addition, besides surveillance of socio-political developments, it can identify the most relevant political, social and democratic issues, offering a platform for debate and discussion, educating citizens to make informed choices, enabling them to become involved in the political process, and resist efforts of forces outside the media to subvert their independence. It should also be careful in analyzing and presenting facts based on adequate research and investigation to bring more impartial and accurate news. Media as powerful agent of change, should also work to educate the people, to help them and empower with right knowledge and be responsible for the betterment of society through its four roles, inform (with right information), enlighten (with new innovations/developments, etc.), entertain (something light and meaningful to renew and invigorate oneself), and educate (to improve life for better living). The media should sustain their socially responsible public service role by being a better watchdog and reporting objectively to those it is accountable to.

There are fears that the Bhutanese media could become consumer oriented rather social in nature, accountable, and transparent in light of the emerging trends with mushrooming media houses. As it is a powerful tool that influences the public and it is also the voice of the voiceless it is important for the media to live up to its social responsibility. The news consumers are of the view that if media is not taken care of at this nascent stage, it can destroy the very principle of democracy considering its enormous impact on the Bhutanese society. This makes it crucial to

strengthen the media to enable them to perform professionally, independently and responsibly which can be achieved with close partnership and cooperation of all the relevant agencies that will include Bhutan Media Foundation, Royal Government of Bhutan, CSOs, media organizations, development partners and citizens.

IV. CHALLENGES AND CONSTRAINTS FACED BY THE BHUTANESE MEDIA

As a young democracy with young media, Bhutanese media are faced with several challenges and constraints as follows:

1. Lack of professional capacity

Due to the lack of availability of trained and experienced media professionals, Bhutanese media is largely dependent on a pool of young reporters without adequate experience and skills. This has greatly affected the professionalism and maturity in the Bhutanese media which is further contributing to the lack of trust and credibility of the media. In addition, there are insufficient targeted training opportunities for journalism and other field besides dearth of specialized reporters to cover specific beats (e.g. political, economic, and scientific issues). Furthermore, expertise in media are lacking such as researchers, legal experts, and subject matter specialists. It is very essential to help strengthen the professional capacity of the Bhutanese media and build a critical mass of qualified and trained reporters, experienced editors, publishers and producers in the country.

2. Lack of capacity in promoting Dzongkha

There are challenges in promoting the Dzongkha (national language) given the lack of adequate professional capacity, the small readership and small pool of advertisers in Dzongkha newspapers. Besides provision of targeted trainings, efforts are required to ensure that at least the Dzongkha newspapers ultimately penetrate into the marginal society in rural areas of Bhutan. Besides extending the market opportunities, the access to media and information could educate the rural population to form sound public opinion and make correct democratic elections of their choices.

3. Lack of specialization in different areas of media

There is content stalemate, lack of creativity and innovative ideas due to lack of adequate number of people with technical background such as web designers and professionals with academic background and experience in broadcasting, marketing, circulation, distribution,

advertising and other related fields. In addition, there is also lack of training opportunities in technical field and adequate recognition and incentive. Limited technical and professional capacities affect the development of the media sector due to absence of basic skills, ethics, investigative and specialist reporting and it is challenging for media organizations to continually invest in HRD.

4. Editorial independence

Editorial independence is an integral aspect of the media which enables it to report without fear and favour. The editorial independence could be threatened by several players and situations such as an overly dependence on a singular revenue base or an ownership with vested interests.

5. Sustenance of media firms

Bhutan being a small economy, has a relatively small advertisement market and with the growing number of media firms both in English and Dzongkha editions, the small market is increasingly becoming a major concern of sustainability. As advertisements are the main source of revenue, media houses maybe inclined to serve the interests of the advertisers rather than the general public. The media organizations are currently reliant on the RGoB and corporate organizations for advertisements thus making them vulnerable to market forces

6. High printing, circulation and distribution costs

Rather than growing into professional and responsible entities, the private media seems to be shrinking due to number of challenges they are faced with. Most are faced with financial difficulties with high costs involved in printing, circulation and distribution. On every issue, there is approximately a loss of Nu. 2 to 6 which discourages them from printing large number of copies and increases their dependence on advertisements to sustain themselves.

7. Lack of access to information

In the absence of Right to Information Act and adequate system for information dissemination, media organizations have indicated challenges in accessing information from government agencies. Access to and availability of information is the basis for accurate research and reporting by the media and the media has the responsibility of informing the nation and its people on matters and issues concerning their livelihoods, welfare and other strategic concerns of national importance in a sustained manner. It would be important to facilitate their access to

information with early enactment of RTI and provision of training for media focal persons in various government agencies.

8. Urban centric coverage

Bhutanese media is largely Thimphu (urban) centric as the media outlets are all located in Thimphu. Besides, it also lacks nationwide coverage particularly rural issues as they do not have a wide network. Rather than expanding most media houses are shrinking in their regional coverage with most withdrawing their regional correspondents. It is important to encourage media organizations to expand their coverage not only in terms of catering to the rural population but reporting on rural issues from across the country with adequate support and incentives. The government advertisement policy could also largely address this issue by providing incentive for nationwide coverage as one of the criteria for advertisements.

9. Hostile relation between media organizations

The relationship between media organization is hostile owing to a number of reasons including competition for advertisements and horizontal mobility of reporters and editors. As a result there is lack of partnership and adequate coordination amongst them. It is important to encourage more networking and partnership building opportunities amongst media organizations by initiating and supporting common activities and establishment of a Press Club.

10. High turnover of media professionals

There is a high turnover of media professionals and media houses are unable to retain trained and experienced journalists, reporters and other professionals. Therefore, media houses find it difficult to build a strong fraternity of experienced, well trained reporters. This trend is largely because of the mismatch between demand and availability of trained, experienced professionals which has led to bidding wars between media organizations with each media entity trying to offer better financial packages and incentives. This has led to a lot of horizontal movement from one media agency to another which is spurred by excessive demand and acute supply, greatly affecting relationships between media organizations. It is also affecting the motivation of editors to provide opportunities to their reporters to upgrade their skills with training programmes.

11. Absence of professional media standards and associations

While few media houses have basic code of conduct and etiquette in reporting, most media houses lack professional media standards. This has resulted in a lack of media culture and

conduct (bias sets in often reporting or otherwise) and there could be possible misuse of the right and power the journalists enjoy. Further in the absence of relevant bodies such as Media Council, Journalist Association and Press Clubs there are limited opportunities for media organizations to network and work on a common platform.

12. Increasing number of media houses

In a small country with a small population there are already a large number of media outlets with several in the process of registration. While The Constitution of the Kingdom of Bhutan allows the freedom of press, radio, television and other forms of dissemination of information, including electronic, there is a wide belief that the increasing number of media houses could encourage aggressive marketing and competition for revenue generation which could jeopardize relevant, ethical and investigative reporting as media houses would be compelled to focus on sensational news stories and gossip instead. In addition, it would further threaten professionalism of media with increasing number of media organizations depending on people without proper training and skills.

Concerns are being raised on licensing so many media outlets for a small market. Many argue while economics propound that free competition leads to optimization, research indicates that this belief does not hold for the media market. To survive in the market, the media need to diversify with entertainment and advertisement content, and the commercialization notion overriding the priorities may not be a healthy trend.

While a mild degree of competition may in some cases lead to improved quality and diversity, excessive competition between commercial media has been found to have led to wasteful duplication of media content. Further, competition and economic concerns will eventually force the media to deploy attention catching strategies by emphasizing entertainment, emotional and personalized stories, violence, gossip etc. instead of focusing on ideology, ethics, fairness, relevance, and thorough investigative journalism. There are many such examples in the region with mushrooming of media outlets. It would be important to analyze and review existing policies in light of the emerging trends to encourage the healthy growth of the media.

13. Lack of media literacy

Media is a source of education for the mass, who in turn are the most important consumers of information. However, owing to lack of media literacy amongst the population, there is lack of

participation in the media as active citizens. Furthermore, news consumers do not critically analyze what they watch, hear, and read which includes identifying author, purpose and point of view, examining construction techniques and genres, examining patterns of media representation, and detecting propaganda, censorship and bias in news and public affairs programming (and the reasons for these).

While it is important to encourage targeted media programmes for the vulnerable and marginalized sections of the society, it is essential to empower the common people, particularly the non literate with community-based media literacy programmes as well as youth through targeted programmes.

14. Lack of public space

There is lack of public space for democratic discourse which media can effectively promote. There is scope for the media to be a source of information to stimulate dialogue, discussion and learning for a better society; to be an accountability mechanism for government and public sector while strengthening relationships and networks at the same time and to rise to the challenge of reaching the unreached, the most marginalized and vulnerable sections of the society, who are illiterate, whose views and suggestions are seldom taken into consideration. Therefore, besides the mainstream media like the print, broadcast-both radio and TV, other innovative communication tools and methods must be explored and experimented as part of reaching out to all cross-sections of the society.

15. Enabling legislative environment

Media should grow in an environment that facilitates its growth and development. The environment and the context should enable the media to fulfill its roles in society as it is meant to be. The legislative environment is an important condition that society must provide, create and nurture for the media's development. The Right to Information (RTI) is an important legislative instrument that would greatly support the media to function and fulfill its roles.

It is believed that the current licensing policies and draft government advertisement policies are contributing towards cross media ownership. It is an issue that needs to be reviewed to weigh its merits and demerits in light of the unprecedented diversification of media especially into non rational forms. Accreditation of journalist in the presently instituted system and criteria prevents many Bhutanese journalists from being accredited. It is important to scrutinize the growing trend

of media outlets to encourage healthy growth of the media with relevant policies, rules and regulations. Immunity for journalists would facilitate reporting without fear and favour.

Media is the lifeline of a nation and has a very important role to play in democratic Bhutan. It plays a very important role as a source of information, education and entertainment. To enable our Bhutanese media to fulfill this important role and to engender professionalism, an enabling environment will need to be created for the media to grow into professional and responsible entities. This will require formulation, enactment and amendment of relevant laws, rules and regulations in keeping with the changing environment and emerging trends besides harmonizing the existing policies. It will also require policies and systems that would reduce the influence of market forces which impose commercialization drive.

BHUTAN MEDIA FOUNDATION

V. OUR VISION

Professional media that will help build a vibrant democracy

VI. OUR MISSION

The mission of Bhutan Media Foundation is to take effective action to build an informed society and by fostering the growth of professional media that play a constructive role in the social, economic, and political life of the nation, thereby leading to vibrant democracy.

VII. PURPOSE

The purpose of the Strategic Plan for Bhutan Media Foundation is to provide effective guideline and way forward for media development in the country, through a shared approach, comprising a shared vision, a mission, and strategic goals and targets that will inspire broad-based action of all the stakeholders. It will also provide clear long and short term strategic interventions, indicators, baseline data, time frame and implementing partners.

VIII. MEMBERS AND PARTNERS

The current members include all news media organization that covers 12 newspapers viz. Bhutan Times, Bhutan Observer, Business Bhutan, Bhutan Today, Bhutan Youth, The Bhutanese, The Journalist, Kuensel in English; Druk Yoedzer, Druk Neytshuel, Gyalychi

Sarshog, Druk Melong in Dzongkha; one Television channel, BBS TV (I & II); and two news radio, BBS and Kuzoo FM.

All BICMA licensed news media agencies (newspapers and broadcast stations) in operation are eligible for membership. However, capacity building support towards the media will also include others forms of media.

IX. STRATEGIC GOALS AND KEY PRIORITY AREAS (2012 – 2016)

The Strategic Plan includes six key priority areas and 27 targets between 2012-2016 organized under six strategic goals. The goals and targets comprise both: (i) aspirations for achievement of media development; and (ii) a flexible framework for the targets and activities.

STRATEGIC GOAL 1: Fostering the professional growth of the Bhutanese media

Target 1: By 2016 there would be increased public trust and credibility of the media with enhanced capacity of a good number of currently serving media professionals in various fields covering editing, reporting, programming, interviewing, researching, analyzing, marketing, advertising, photo journalism, designing, layout and other technical fields. Target 1 will be achieved through following activities:

- a) Build a critical mass of qualified reporters, producers and experienced editors through specialized training and programmes.
- b) Strengthen professional capacity by supporting short and long-term studies and training within and outside Bhutan.
- c) Help strengthen professionalism, promote excellence in journalism and communications disciplines besides encouraging specialization and variety through targeted trainings, internships opportunities, provision of long terms trainings in the form of scholarships through open competition and also to those who report with a lot of media ethics and integrity.
- d) Enhance better understanding on varied issues among media by organizing and supporting regular workshops, seminars and conferences for the media in the country.
- e) Encourage good recruitment policy amongst media organizations to recruit good reporters who can be analytical, critical and creative and extract the same from interviewees, train and retain them.
- f) Support participation in seminars, workshops, and conferences on issues related to the media.

- g) Support exchange programmes and links with training institutions, professional associations, research centers, and media organizations within and outside Bhutan.
- h) Support in-country journalism and mass communication programs in colleges and institutes.
- i) Institute in-country scholarships for journalism studies to Bhutanese students from disadvantaged backgrounds.
- j) Encourage higher professionalism, creativity, integrity and excellence in the media by supporting annual media award for media professionals from varied background.
- k) Support the development of a code of conduct and professional media
- l) Support researches, surveys and studies related to media development in the country.
- m) Support transition from traditional print to online editions

STRATEGIC GOAL 2: Supporting free and independent media in the Kingdom

Target 2: By 2016 Informed society with free, independent, responsive and inclusive media that is playing a constructive role in the social, economic, and political life of the nation. Target 2 will be achieved with the following activities:

- a) Support establishment of Media Council, Journalists Association of Bhutan, Press Club of Bhutan that will address the challenges and issues faced by the media and will contribute towards enabling environment for media development.
- b) Encourage editorial independence by strengthening the understanding of journalistic conduct and ethics.
- c) Institute system to recognize journalistic works through Annual Media Awards.
- d) Encourage nationwide coverage and rural based reporting with establishment of bureau offices.

STRATEGIC GOAL 3: Promoting the use of national language in the media

Target 3: By 2016 use of national language promoted through the media. Target 3 will be achieved through the following activities:

- a) Use the media's nationwide reach to promote Dzongkha by enhancing the quality of language in the media.
- b) Help strengthen journalism in Dzongkha by providing a platform for Dzongkha writers with targeted trainings and building a pool of trained professionals through TOT.

STRATEGIC GOAL 4: Strengthen the sustainability of media organizations

Target 4: By 2016 increased sustenance capacity of media organizations. Target 3 will be achieved through the following activities:

- a) Address sustenance issues faced by the media by reducing their reliance on advertisements with capacity building in marketing, supporting common system of distribution and networking opportunities with international media organizations for revenue generation.
- b) Assist media agencies with information and ideas that will be drawn from international best practice and lessons learned from other countries on addressing sustainability related issues, which would help them realign their strategies and priorities.

STRATEGIC GOAL 5: Supporting literacy and media awareness initiatives

Target 5: By 2016 enhanced media literacy amongst youth and public. Target 5 will be achieved through the following activities.

- a) Carry out literacy and media education campaigns, with special emphasis on youth by working with all relevant organizations.
- b) Carry out media studies, audience surveys, researches, etc.
- c) Support initiatives which create avenues to educate people through direct contact with media professionals and provide a platform for public to engage in public discourse.

STRATEGIC GOAL 6: Create enabling environment for media development

Target 6: By 2016 growth of healthy media with enabling operating environment. Target 6 will be achieved through the following activities.

- 1) Strengthen partnership and cooperation amongst media agencies and other relevant partners by supporting and encouraging initiatives that allow media professionals from varied background to interact, address common issues, advance professional skills, and assist in the professional growth of the Bhutanese media with Annual Media Conference and other networking opportunities.
- 2) Promote strengthened partnerships between various stakeholders by supporting town hall discussion (as one of the space) for media and general public including governmental officials.
- 3) Encourage media to be a source of information to stimulate dialogue, discussion and learning for a better society by supporting public forums and discourse.
- 4) Initiate and support a meeting with major media partners to discuss strategies for promoting the media reform efforts that will result in a formulation of a Memorandum of

Agreement, signed by relevant stakeholders, whereby parties agree to undertake media related initiatives and activities that will contribute to converging strategies that will benefit the institutional, organizational, and individual capacity development within media organization, and thereby, benefit the Bhutanese society as a whole.

- 5) Contribute towards enabling environment with relevant partners through appropriate legislations that will encourage healthy growth of the media by reviewing the licensing policy, advertisement policy, cross media ownership and other related legislations and policies.

X. IMPLEMENTATION, MONITORING, REVIEW AND EVALUATION

10.1 IMPLEMENTATION

The Strategic Plan will be implemented primarily through identified activities. The cooperation from other key partners that includes RGOB, media agencies, CSOs, development partners and other stakeholders will play a crucial role in achieving the desired outputs and outcome of the Strategic Plan including the targets. The participation and cooperation of all relevant stakeholders should be promoted and facilitated at all levels of implementation. Partnerships with relevant agencies and stakeholders at all levels are required for effective implementation of the Strategic Plan. Cooperation with RGoB, CSOs and media organizations will be enhanced with close consultation, coordination and networking. Cooperation will also be enhanced with relevant international organizations to mobilize resources and technical support.

10.2 MONITORING AND REVIEW

The following are key elements to ensure effective implementation of the Strategic Plan:

- a) Monitoring the status and trends of media development
- b) Conduct regular Media Networking Committee Meeting to exchange information on activities
- c) Regular coordination meetings with RGoB, CSOs and other relevant agencies
- d) Regular assessment of the state of media, future scenarios and effectiveness of support provided: this could be provided through an enhanced role for the Media Networking Committee that will comprise of representatives of media organizations.
- e) Support research and studies on state of the media

10.3 EVALUATION

The effectiveness of the key priorities and activities targeted towards media development in the Strategic Plan will be evaluated through the following:

- 1) Conduct impact assessment of support rendered towards the media every 5 years
- 2) Review of Strategic Plan every five years based on impact assessment of media development

BHUTAN MEDIA FOUNDATION

CALENDER OF ACTIVITIES (2012 – 2016)

	OBJECTIVES/TARGET	ACTIVITIES	INDICATORS	DATA	TIME FRAME	IMPLEMENTING PARTNERS
1.	FOSTER THE PROFESSIONAL GROWTH OF THE BHUTANESE MEDIA Provision of Trainings					
		i) Build a critical mass of qualified reporters by supporting annual course on basic journalism	Number of reporters and editors adequately trained.	94 reporters	2012-2015	BMF, RGOB, CSOs and Development Partners
		ii) Build a critical mass of skilled editors through annual editors training		23 editors		
		iii) Build a critical mass of skilled photojournalists through annual training on video/photo journalism				
		iv) Strengthen technical capacity of designers, artists, cartoonist through annual training on designing, artwork and cartoon				
		v) Encourage specialization in news reporting.	Number of journalists specialized and reporting in different field	Current practice of reporting		
		vi) Enhance exposure and knowledge by supporting internship opportunities and networking opportunities.				
		vii) Enhance better understanding on varied issues among media by organizing and supporting regular workshops, seminars and conferences for the media.	Enhanced understanding on varied issues	Current level of understanding		
		viii) Promote greater exposure and knowledge of media professionals by	<ul style="list-style-type: none"> Number and type of seminars, 	<ul style="list-style-type: none"> Number of Support participation in 		

		supporting participation in seminars, workshops, and conferences on issues related to the media	workshops, conferences on issues related to the media supported. <ul style="list-style-type: none"> Enhanced level of understanding on issues related to media 	seminars, workshops, and conferences on issues related to the media <ul style="list-style-type: none"> Current level of understanding on varied issues related to media 		
		ix) Encourage good recruitment policy amongst media organizations to recruit good reporters who can be analytic, critical and creative and extract the same from interviewees, train and retain them.	<ul style="list-style-type: none"> Good recruitment policy and practice initiated 	<ul style="list-style-type: none"> Current recruitment policy and practice 		
		x) Initiate exchange programs and links with training institutions, professional associations, research centers, and media organizations within and outside Bhutan.	<ul style="list-style-type: none"> Number of exchange programs and links established 	<ul style="list-style-type: none"> Number of existing current exchange programs and links 		
		xi) Support in-country journalism and mass communication programs in colleges and institutes.	<ul style="list-style-type: none"> Number of journalism and mass communication programs supported. 	<ul style="list-style-type: none"> Number current journalism and mass communication 		
		xii) Institute in-country scholarships for journalism studies to Bhutanese students from disadvantaged backgrounds.	<ul style="list-style-type: none"> Number of scholarships for journalism studies provided 	<ul style="list-style-type: none"> Current number of scholarships for journalism studies 		
		xiii) Support researches, surveys and studies related to media development in the country.	<ul style="list-style-type: none"> Number of studies, researches supported for future planning towards media development Level of participation of the public in the media 	<ul style="list-style-type: none"> Current number of studies related to media conducted Current participation of public in the media 		

	FOSTER THE PROFESSIONAL GROWTH OF THE BHUTANESE MEDIA					
	Recognition And Incentives					
		xiv) Encourage higher professionalism, creativity, innovation in the media by supporting Annual Media Award for media professionals from varied background.	<ul style="list-style-type: none"> Annual Media Award initiated 	<ul style="list-style-type: none"> Current status of media award 		
		xv) Encourage higher media ethics and integrity with provision of long term trainings in the form of scholarships through open competition and also to those who report with media ethics and integrity.	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 		
2	SUPPORT FREE AND INDEPENDENT MEDIA IN THE KINGDOM					
		i) Encourage editorial independence with formulation of common code of conduct and journalistic ethics.	<ul style="list-style-type: none"> Level of editorial independence 	<ul style="list-style-type: none"> Current status of editorial independence 		
		ii) Promote higher journalistic ethics and credibility by strengthening the understanding of journalistic conduct and ethics.	<ul style="list-style-type: none"> Higher trust and credibility of the media Code of conduct and journalistic ethics in place with increased awareness. 	<ul style="list-style-type: none"> Level of trust and credibility of the media 		
3	PROMOTE THE USE OF NATIONAL LANGUAGE IN THE MEDIA					
		i) Use the media's nationwide reach to promote Dzongkha by enhancing the quality of language in the media.	<ul style="list-style-type: none"> Increased number of Dzongkha writers 	<ul style="list-style-type: none"> Current number of Dzongkha writers 		
		ii) Help strengthen journalism in Dzongkha by providing a platform for Dzongkha writers with targeted trainings and building a pool of trained professionals through TOT.				

4	STRENGTHEN THE SUSTAINABILITY OF MEDIA ORGANIZATIONS					
		i) Support transition from traditional print to online editions				
		ii) Address sustenance issues faced by the media by reducing their reliance on advertisements with capacity building in marketing, advertising and PR; supporting common system of distribution and networking opportunities with international media organizations for revenue generation.				
		iii) Help reduce their reliance on advertisements by supporting common system of distribution and community printing press.	Reduced reliance on advertisements	Current status		
		iv) Support networking opportunities with international media organizations for revenue generation.				
		v) Assist media agencies with information and ideas that will be drawn from international best practice and lessons learned from other countries on addressing sustainability related issues, which would probably help them realign their strategies and priorities.				
5	SUPPORT LITERACY AND MEDIA AWARENESS INITIATIVES					
		i) Carry out literacy and media education campaigns, with special emphasis on youth by working with all relevant organizations.	<ul style="list-style-type: none"> Media literacy enhanced 	<ul style="list-style-type: none"> Current status 		
		ii) Carry out media studies, audience surveys, researches.	<ul style="list-style-type: none"> Number of studies, audience surveys researches 	<ul style="list-style-type: none"> Current number of studies, audience surveys researches 		

			supported			
		iii) Support initiatives which create avenues to educate people through direct contact with media professionals and provide a platform for public to engage in public discourse which is crucial in democratic Bhutan.	<ul style="list-style-type: none"> Level of public engagement with the media 			
		iv) Encourage media to reach the unreached, the most marginalized and vulnerable sections of the society, by supporting relevant programs and initiatives that can provide a platform for these groups to share their concerns and views on varied issues.	<ul style="list-style-type: none"> Enhanced reach to the marginal and vulnerable sections of the society 			
6	CREATE ENABLING ENVIRONMENT FOR MEDIA DEVELOPMENT					
		i) Support establishment of Media Council, Journalists Association of Bhutan, Press Club of Bhutan that will address challenges and issues faced by the media and will contribute towards enabling environment for media development.	<ul style="list-style-type: none"> Media Council, JAB, Press Club established 	<ul style="list-style-type: none"> Current state of affairs 		
		ii) Strengthen partnership and cooperation amongst media agencies and other relevant partners by supporting and encouraging initiatives that allow media professionals from varied background to interact, address common issues, advance professional skills, and assist in the professional growth of the Bhutanese media with Annual Media Conference and other networking opportunities.	<ul style="list-style-type: none"> Strengthened partnerships and cooperation between media agencies and relevant partners No. of joint initiatives undertaken Annual Media Conference held Media Directory published 	<ul style="list-style-type: none"> Current state of relationship 		

		iii) Promote strengthened partnerships between various stakeholders by supporting town hall discussion (as one of the space) for media and general public including governmental officials.	<ul style="list-style-type: none"> Town hall meeting held 			
		iv) Encourage media to be a source of information to stimulate dialogue, discussion and learning for a better society by supporting public forums and discourse.	<ul style="list-style-type: none"> Number of public forums and discourse supported 			
		v) Contribute towards enabling environment with relevant partners through appropriate legislations that will encourage healthy growth of the media by existing related legislations and policies.	<ul style="list-style-type: none"> Number of legislations reviewed, enacted and amended 			
		vi) Encourage nationwide coverage and rural based reporting with establishment of bureau offices.	<ul style="list-style-type: none"> Nationwide coverage 	<ul style="list-style-type: none"> Current state of coverage 		