

MEDIA PLURALISM

Project completion Report
July 2016–June 2017



TASHICHHODZONG
THIMPHU, BHUTAN

The rights to freedom of information, expression and of the media enshrined in the Constitution are fundamental to democracy. In our small nation, media can be even more effective in encouraging debate and participation, vital to building a vibrant democracy.

However, today, our media agencies are young and their exemplary commitment and desire to perform their duties are not matched by adequate resources. As it is my sacred duty to ensure the success of our young democracy, I have decided, through the exercise of my Royal Prerogative of Kidu, to strengthen media agencies so that they may carry out their duties, without fear or favour, in the interest of democracy.

It is my hope that the Bhutan Media Foundation established under this Charter, shall serve 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.

Granted on the 21st day of February, 2010 at Tashichho Dzong.



His Majesty The Druk Gyalpo



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“There is still a great deal left for us to do in the times to come. When I consider the future, I am filled with enthusiasm, because the future that I see is filled with opportunities.”

*His Majesty The King Jigme Khesar Namgyel Wangchuck's
Address to the Nation - 109th National Day, 17th December 2016*



BASIC INFORMATION

Project Name	MEDIA PLURALISM: 7F – 08868.01.02
Contract Duration	2014 January – 2017 June
Coordinating Agency	SDC and Gross National Happiness Commission
Total Budget for Entire Project (4 years)	1st year BTN 4,350,000 2nd year BTN 4,700,000 3rd year BTN 2,983,859 4th year BTN 3,630,000 Grand total BTN 15,663,859
Implementing Agency	Bhutan Media Foundation P.O. Box.1655. Thimphu, Bhutan. Tel: 331705/331709; Fax: 331702 www.bmf.bt Email: bmf@bmf.bt
Report submitted	August 2017

STRATEGIC REVIEW AND OUTLOOK FOR PAST PROJECT YEARS (2013-2017)

First Phase/Year of Project: On 24 January 2014, the first donor-assisted project ‘Media Pluralism’ for Bhutan Media Foundation was signed with SDC. Out of total BTN 4,835,500 approved grant for 5 months (24/1/2014-30/06/2014), BMF received BTN 4,350,000 on 07 March 2014 as the 1st instalments for the project. Therefore, in actuality, BMF was provided only 3 months 23 days to complete the activities which was initially planned to be carried over a period of 12 months. Despite the loss of time due to delay in signing of contract and late release of funds, BMF managed to complete more than 62% of the activities by implementing 5 (five) out of 8 (eight) activities and thus achieved the key priorities/outputs/outcomes as per the contract document and work plan. However, 3 (three) activities, 2 (two) under outcome 2 and 1 (one) under outcome 4 could not be completed due to the time factor and two of the activities were dependent on the implementation of activities by other agencies.

The first phase was a great learning experience for BMF. The activities designed during the first phase of the project not only helped build the capacity of media professionals in Bhutan, but also provided the management and the staffs of BMF with the skills and knowledge in project management, program/activity implementation, budget management and the competency to deliver target under constraint of time. As to achieve the maximum outcome, BMF included and targeted people working in various forms of media covering print, broadcast and online. The activities included workshops, trainings (onsite and offsite), and production and dissemination of radio programs on various social issues that affected the Bhutanese community.

Under outcome 2, BMF trained 46 media professionals in total, out of which 27 were male and 19 were female. Thereby women constituted a little over 41% of the beneficiary of the training program. Under outcome 3, BMF was able to support the production of 24 rural based radio programs. The programs focused on issues such as women and youth, children and social problems (youth unemployment, domestic violence, rural-urban migration, education, dignity of labour and alcoholism). These programs were aired nation wide by Kuzoo FM and the others radio stations continue to broadcast them regularly.

With regard to the financial achievement, BMF was able to spend almost 55% (BTN 23,90,775.47) out of the total BTN 4,350,000 released for the period.





Second Phase/Year of Project: Unlike the first phase project, BMF performance improved during the second phase project. SDC and BMF signed the contract on 06 August 2014. Out of total BTN 7,758,250 approved grant, BMF received BTN 4,700,000 on 01 September 2014 for the SDC Phase II Project. BMF started implementing the entire activities as detailed in the work plan.

BMF completed More than 83% of the activities by implementing 10 (ten) out of 12 (twelve) activities and thus achieved the key priorities/outputs/outcomes as per the contract document and work plan. However, 2 (two) activities, one under outcome 3 and one under outcome 4 could not be completed as their implementation was dependent of adoption of Community Radio policy by Royal Government of Bhutan and the other activity was reassigned to be carried out by the Department of Information and SDC. Further these two activities had the maximum amount of budget and therefore it impacted the achievement of BMF.

Under outcome 2, BMF trained **226** media professionals in total, out of which **121** were male and **105** were female. Thereby women constituted little over **46%** of the beneficiary of the training program.

With regard to the financial achievement, BMF was able to spend BTN 4,878,998.00 out of the approved BTN 7,758,250.00. However, only BTN 4,700,000.00 was released for the period 01 July 2014 - 30 June 2015.



Third Phase/Year of Project: For third phase of the project, SDC and BMF signed the contract on 11 August 2015. BMF completed 100% of the activities by implementing all six activities and thus achieved the key priorities/outputs/outcomes as per the contract document and work plan. Under outcome 2.1, BMF trained 197 media professionals in total, out of which 116 were male and 81 were female. Thereby women constituted little over 41% of the beneficiary of the training program.

With regard to the financial achievement, BMF was able to spend the entire amount of BTN 3,036,000.00 of approved for the period 15.08.2015 to 30.06.2016. Therefore, the financial spending/achievement with regard to the released amount was 100% (BTN 303,600.00) for the period.

2015-2016 in Review

7 Trainings/Workshops



Ready to Go on Air: Radio Presentation Workshop



What's the best design? Participants at the Graphics workshop

81 Female
116 Male

197 Participants



Vocal exercises before TV Presentation



Who are the leaders in your Newsrooms?

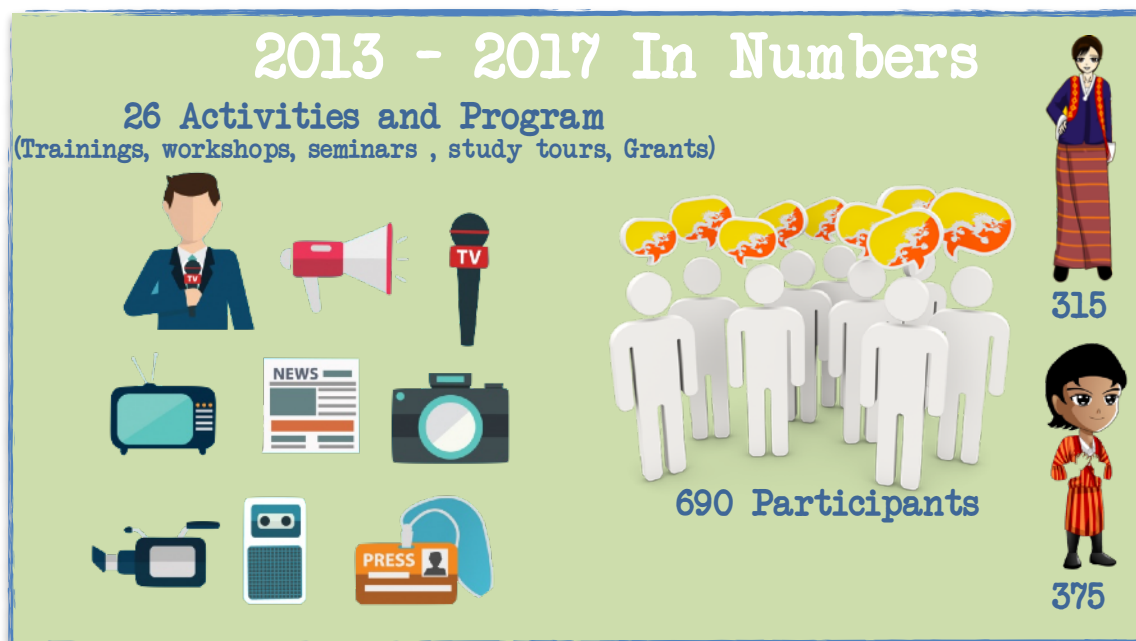


Listening and Reflecting at the Annual Journalism Conference

Nu. 2,760,00 spent
to develop journalism
and media

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Year I (2013-2014)

- Activity 1. Training on Use of New Media Interfaces for expanding readership, audience and reach
- Activity 2. Training of Trainers for building a pool of Trainers
- Activity 3. Training on radio presentation for private radio operators
- Activity 4. Provide basic training equipment to BMF for use by partners in trainings
- Activity 5. Content Grant Program to enhance rural coverage

Year II (2014-2015)

- Activity 1. Workshop on Standards and Ethics
- Activity 2. Leadership Training for Women Journalists
- Activity 3. Marketing, Circulation and Public Relations
- Activity 4. Training on Radio Presentation
- Activity 5. Workshop on Gender Sensitivity in the Media
- Activity 6. Training of Trainer/Mentoring Program
- Activity 7. Publication of Bhutanese Journalism Review
- Activity 8. Capacity Development Strategy Finalized Through Stakeholder Consultation
- Activity 9. Training Workshop on Investigative Journalism
- Activity 10. Capacity Building Program for BMF

Year III (2015-2016)

- Activity 1. Training for Designer and Graphics
- Activity 2. Workshop on Newsroom Management and Leadership
- Activity 3. TV Presentation Skills Workshop
- Activity 4. Radio Presentation Skills Workshop
- Activity 5. Mentoring Program
- Activity 6. Workshop on Standards and Ethics

Year IV (2016-2017)

- Activity 1. Investigative Journalism Training
 - Part I – Uncovering the Truth with Guest Speaker David Kaplan, Investigative Journalism Session
 - Part II - Mindful Communication and Development Reporting
 - Part III – Training on Investigative Data Journalism
- Activity 2. Mentoring Program
- Activity 3. Dzongkha Training
- Activity 4. Website and App Development
- Activity 5. Follow up Training on website and app development



GNHC/SDC PHASE IV PROJECT 2016-2017

On 25 July 2016, the Gross National Happiness Commission (GNHC) and BMF signed the contract for the extension phase 2016-2017 of the Democratic Governance programme plus. At the end of June 2017, BMF implemented all the activities as per the work plan and also spend the entire sanctioned budget of BTN 3,630,000.00.

BMF recognises that a vibrant media with professional journalists are crucial to building a vibrant democracy. The creation of vibrant media with professional journalists involves creation of knowledge, skills, attitudes, and motivation among media and journalists to enable them to work towards promoting and sustaining a democratic society. The indicators of the component-'Media Pluralism' was designed to build the quality of reporting and professional standards of Bhutanese journalists, and to strengthen the values and principles of pluralistic journalism in Bhutan thereby contributing to consolidation of democracy in Bhutan.

As desired by the DG+ project document, BMF was responsible to address the Media Pluralism component through the following two outputs:

Output 2.1. Knowledge on key journalism skills increased

Outcome 2: Quality reporting and professional standards in media enhanced

Output 4.2 Private media diversify revenue

Outcome 4: Increase financial independence of key private media

In order to achieve the above outputs and outcomes, BMF implemented activities by educating and investing in people working in or for the Bhutanese media. To achieve the maximum outcome, BMF targeted people working in various forms of media covering print, broadcast and online.

ACTIVITY UPDATE FOR 2016-2017:

Sl no	Activity	Budget	Date of Implementation
1	Investigative Journalism Training	BTN 540000.00	
	Part I – Uncovering the Truth with Guest Speaker David Kaplan, Investigative Journalism Session		28 September 2016
	Part II - Mindful Communication and Development Reporting		13-14 April 2017
	Part III – Training on Investigative Data Journalism		24-26 April 2017
2	Mentoring Program	BTN 800000.00	One year
3	Dzongkha Training	BTN 300000.00	1-4 March 2017
4	Website and App Development	BTN 1000000.00	One year
5	Follow up Training on website and app development	BTN 500000.00	23 May till 13 June 2017

ACTIVITY I. INVESTIGATIVE JOURNALISM TRAINING

Bhutanese culture places emphasis on social harmony rather than social confrontation be it in person or through explicit expression by any formal or non-formal institution in the public forum. Even though the media has grown to cover critical issues related to the government, corruption, politics and society, one seldom sees any investigative and in-depth reporting in either newspaper or in television due to deadline pressures, budgetary constraints, and access to information and also sometimes due to legal issues makes it difficult for many journalists to delve into the causes and broader meanings of news events. Even those reports, which are printed with an “investigative report” tag, are not investigative reports in true sense, since the ingredients of investigative reports are missing from those stories.



More importantly, the lack of training for journalists and the attitude of the media organisations are often blamed for this situation. Journalists are not equipped or trained to pursue an investigative report while the organisations do not give them time to pursue a story rather keep the reporters busy with day to day affairs. Further, the media houses usually do not take initiatives to train their reporters/staff using their own resources owing to their own financial shortcomings, which is one of the major development constraints for professional development in the media sector in Bhutan.

Also there is no platform for investigative journalists in the country where they can share idea, skills and knowledge and support each other in order to enhance critical inquiry and professionalism.

Therefore, it was necessary to implement a well-planned programme to uplift the capacity of the media to produce investigative reports and engage and empower the public through investigative stories and groundbreaking storytelling in order to spark action, improve government transparency and protect our democracy. Under this activity, three sub activities were implemented:

- First activity: half-day session on “Uncovering The Truth” led by our guest speaker David Kaplan
- The second activity: Investigative and data journalism workshop/training and
- Third activity: Mindful Communication and Development Reporting training

PART I - HALF DAY SESSION ON “UNCOVERING THE TRUTH”

Date	28 September 2016	Total Participants	21 (10 Male and 11 Female)
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BMF conducted a half-day session on “**Uncovering The Truth**” lead by our guest speaker David Kaplan on 28 September with 21 media professionals (Journalist) attending. The guest speaker discussed tropical investigative



journalism issues such as fairness, determination and patience, general knowledge and research skills, team work and communication skills and general ethical principles. Journalist were also introduced to the Global Investigative Journalism Network (GIJN) and it's website in order to avail the various online resources to upgrade their skills when doing investigative stories. The session ended with interactive Q and A.

David E. Kaplan is Executive Director of Global Investigative Journalism Network (GIJN), the international association of investigative reporting organizations, with 138 member groups in 62 countries. He has worked as an investigative journalist for more than 30 years, reported from two dozen countries, and won or shared more than 25 awards. He has managed nonprofit newsrooms, investigative teams, and numerous cross-border projects. During the 1980s and early '90s, at the original Center for Investigative Reporting in San Francisco, he and his colleagues developed the model of a nonprofit investigative news enterprise. He has worked in media development for 20 years and has trained more than a thousand reporters worldwide in his investigative journalism workshops.

PART II - INVESTIGATIVE DATA JOURNALISM TRAINING

Date	April 24-26	Total Participants	22 (10 Male and 12 Female)
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Bhutan Media Foundation organised 3 days training workshop on Data Journalism titled **'Data-Driven Storytelling'** (Finding stories in numbers and using numbers to tell stories) from 24 till 26 April 2017 for Journalists and Editors with little or moderate knowledge of data journalism. This workshop provided them the foundation and the essential skills and techniques of modern data-driven journalism. Combining theoretical



elements, practical exercises and useful online learning resource, this three-day workshop provided the participants with tangible data analysis skills that can be immediately applied to their journalism which will make a difference in their newsrooms and their day-to-day reporting. This training workshop was more hands on with practical

exercise with the whole objective to “talk a bit, do a bit” approach to learning.

Trainers: Syed Nazakat is the Editor-in-chief of Centre for Investigative Journalism, India. As a broadcast, print



Seeking ideas on how to generate powerful story ideas for data driven storytelling followed by Off site visit to local health center and nearby villages.



and online journalist, Nazakat has reported from over 20 countries. He covered the war in Afghanistan, political turmoil in Nepal, developmental issues in Laos and Cambodia, unrest in Thailand, the conflict in India's Kashmir region and the civil war in South Sudan. He was the first Indian journalist to report from an Al-Qaeda rehabilitation camp in Saudi Arabia and in 2013 he secured unprecedented access to the military detention facility in Guantanamo Bay, Cuba to report about prison abuse cases.

Jisha Krishnan over her 12-year sojourn in journalism, she has written for several newspapers, magazines and online portals. She started off at a travel trade publication in Mumbai, followed by a stimulating experience as a health journalist with The Week magazine, heading their monthly health and lifestyle publication called SmartLife as an editor. She then moved to handling two weekly lifestyle supplements for Deccan Herald newspaper in Bengaluru.

PART III: MINDFUL COMMUNICATION AND DEVELOPMENT REPORTING

Date	April 13-14	Total Participants	25 (12 Male and 13 Female)
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Bhutan Media Foundation conducted two days of **‘mindful communication and development reporting’** workshop. BMF has been doing a lot of work on the development of media in the country, it was equally important to think about long-term solutions and approaches to media and journalism in Bhutan. We believe that if we really want to sow the seed for a good communication culture in Bhutan we have to think of something that is close to our culture and way of life, so Workshop on Mindful Communication and Developing Reporting was designed, which served as a need for a new perspective. Workshop didn’t propose a definitive solution to the



‘Mindful journalism’ – Reflecting on ethical framework for reporting.

shortcomings in journalism; rather it was an acknowledgment that we can still adopt a mindful approach for positive change. Topics such as Mindful Communication and ‘Middle Path’ Journalism, Communication Theories and New Media Environment, Producing News Features, Mindful Development Journalism and Feature Production were discussed.

The highlight of the program was Application of the Noble Eightfold Path to ethical journalism practice. The participants/journalist took away some important reflections: Right views, Right Intent, Right Conduct, Right Living, Right Effort, Right Mindfulness, Right Concentration. It simply informs that core human moral principles from key religious teachings like the Noble Eightfold Path could form the basis of a more relevant and broadly



applicable model for the practice of ‘mindful journalism’.

This program brought together 25 reporters and few editors.

Trainer: Dr. Kalinga Seneviratne is the Head of Research at the Asian Media Information and Communication Centre (AMIC) in Singapore. He is a journalist, radio broadcaster, television documentary maker and media analyst. In 1987 he was awarded the UN Media Peace Prize for a series on the relationship between rich and poor countries, and in 1992 he won the inaugural Singapore Airlines Educational Award from the Community Broadcasting Association of Australia for his services to the community radio sector in Australia. Dr. Seneviratne has taught international and intercultural communications, journalism and radio broadcasting, both in Australia and Singapore. He holds a PhD in International Communications from Macquarie University, Sydney.

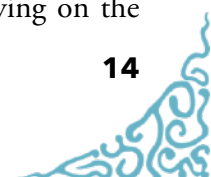
ACTIVITY II: WEBSITE AND APP DEVELOPMENT

Budget allocated	BTN 10,00,000.00	Total media houses	Print: 9 Radio: 3 Private Radio (Kuzoo FM, Radio Valley and Yiga Radio) Total: 12 media house will availed the support.
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Financial sustainability is the key to an independent, free and plural media in Bhutan. It is important that the media have the knowledge and skills for the media to diversity their revenue streams, rather than relying on the

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government advertisement. Therefore, it is important that besides building the capacity of the journalists, it is also equally important to build the capacity of the media to find alternative business models or cost reduction strategies. Therefore, the objectives of output 4.2 is to support the media to provide content over the internet and opportunity to generate funds and increase financial independency.

The emergence of the Internet has changed the media environment dramatically, and this has later brought forth challenges for the traditional news. The preferences of news have differed in these recent years, and gradually it has shown an indication of shifting towards the online news media. Media outlets around the world are adapting and adopting web and mobile based interface to circulate and disseminate their news and newspapers and also generate audience, expand reach and generate money.

Financial sustainability is dependent on the ability of the media to diversity revenue streams. Newspapers and magazines traditionally have had three revenue sources: newsstand sales, subscriptions and advertising. The online news business model relies only on advertising. However, advertising is very challenging in the Bhutanese economy.



Developer team visited media houses for Prototype presentation on websites and apps.

One possibility of assisting media is to support them in establishing and upgrading their online presence. Currently, the only media that has a web or digital presence are Kuensel, BBS, Business Bhutan and The Bhutanese. Therefore, it is also important to first support and build web or digital presence of the remaining private media, and also upgrade and update the existing ones.

The main objectives of the Website and App were:

- To grow traffic and visitors

- Adopt new methods of distribution of news and program around the world
- To try out new revenue generation

BMF sought detailed needs and proposal from the media houses followed by series of meeting with all the stakeholders. Once the proposals from private media were gathered and thoroughly viewed, BMF floated EOI to interested firms/consultants to develop website and mobile apps for print and radio. In total BMF received 5 bids. Out of which 2 got rejected due to non-fulfillment of criteria. BMF assessed the bid of 3 eligible bidders and awarded the contract to E-Druk Consultancy on 02 December 2016. BMF briefed E-Druk team on the objective of this project and clearly informed that along with developing of websites and app for print and FM radio E-Druk team will also provide management and hosting of the website and app for one year once the websites and app goes live.

MEETINGS AND FOLLOW UPS:

After the award of work, BMF along with developer team from E-Druk made numerous visits and meetings with the different media houses to discuss with the CEOs, Editors and Reporters to understand their specific individual needs and to gather information for content creation. This process ensured that requirements received were logical and consistent with the end user's needs. This process also ensured that different approaches to problem and challenges faced by them were discussed and evaluated by developers and BMF.

It was challenging for BMF to coordinate the discussions and meetings, but timely contact/communications with

Developer team engaged with stakeholders.



the developer team at E-Druk and the media houses helped BMF to build a deeper understanding of the client's concerns, expectations and goals for swift execution of the whole process.

Meeting took in so many forms - from kick off meeting to planning meeting followed by technical meeting and daily meetings for 15-20 minutes. The final kind of meeting was the demo meeting and then reflection/the retrospective meeting of the whole process and development journey, which was very important for BMF to measure our achievements and goals. It was a great learning experience as well as challenging experience for BMF.

Outcome

- Developed eight new websites for print media.
- The Bhutanese website was revamped and integrated with e-subscription of newspaper
- Developed two apps (Android and iOS) for all newspapers
- Developed two new websites for FM radio out of three except for Kuzoo FM but with minor changes and two apps (both in Android and as well as in iOS).

Websites for Print (English)



Websites for Print (Dzongkha)



2 Apps (iOS and Android) for Radio and Print



Launch of Websites and Apps for Print Media and FM Radio

The 'Websites and Apps for Print and Radio' was launched on 29 June 2017. With the launch, the Bhutanese news consumer have the choice to be anywhere and be informed and entertained anytime through their smart mobile devices. Anyone with access to Internet or mobile devices can access the different private media websites to update on the news and current affairs. Further, they have access to listen live programs aired on 3 private FM radio stations based in Thimphu through the two apps-Bhutan News and Radiola (android and iOS) for free. The

Director of Gross National Happiness Commission, Mr. Rinchen Wangdi, launched the websites and apps. Close to 50 Reporters including Editors and CEOs participated in the launch.



More details:

Apps (Androdi and iOS) for Print Media- ❖ **Bhutan Newspaper** and FM Radio- ❖ **Radiola**

Websites for both Print Media and FM Radio

Business Bhutan – www.businessbhutan.bt

Bhutan Today – www.bhutantoday.com.bt

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ACTIVITY III. FOLLOW UP TRAINING ON WEBSITE AND APP DEVELOPMENT

Budget allocated	Total participants	Total media houses
BTN 500,000.00	43 (Female: 17 and Male 26)	Total: 12 media house. Print: 9 Radio: 3 Private Radio (Kuzoo FM, Radio Valley and Yiga Radio)

This activity was carried out towards the completion of the developing websites and app for print and radio. Minimum of 10-15 media managers, advertising and marketing professionals were trained in theoretical, practical



Website and App content management training for media houses



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and technological skills to maintain and update their websites and apps. At the same time the training also provided them with skills to start online business and content creation in order to promote and sustain media business. Participant shared feedback and suggestion on their website and app with the developers and trainers.

ACTIVITY IV: MENTORING PROGRAM

Budget allocated	Total media houses	Total Mentees	Total Mentors
BTN 8,00,000	9 Print and 1 Radio	74 (47 Female and 27 Male)	10 (1 Female and 9 Male)

The success of the Training of Trainers and the Mentoring Scheme between 2014-2016 has warranted BMF to continue with the mentoring program. The year long mentoring program started in August 2016 for the print and radio. 10 mentors, one female and nine male were chosen to be part of the program and they were assigned to different media houses. The media houses were given the choice to choose the mentor depending on their specific needs and requirements. The mentors were required to provide minimum of 6 hours per week of mentorship to the mentees.

BMF held several meetings for this mentoring program. The first meeting was carried out on 16 June 2016 with media owners, CEOs, MDS and editors (Management) to brief them on mentoring program and its goals. It was



First Meeting with Mentors: Understanding Mentoring and mentorship

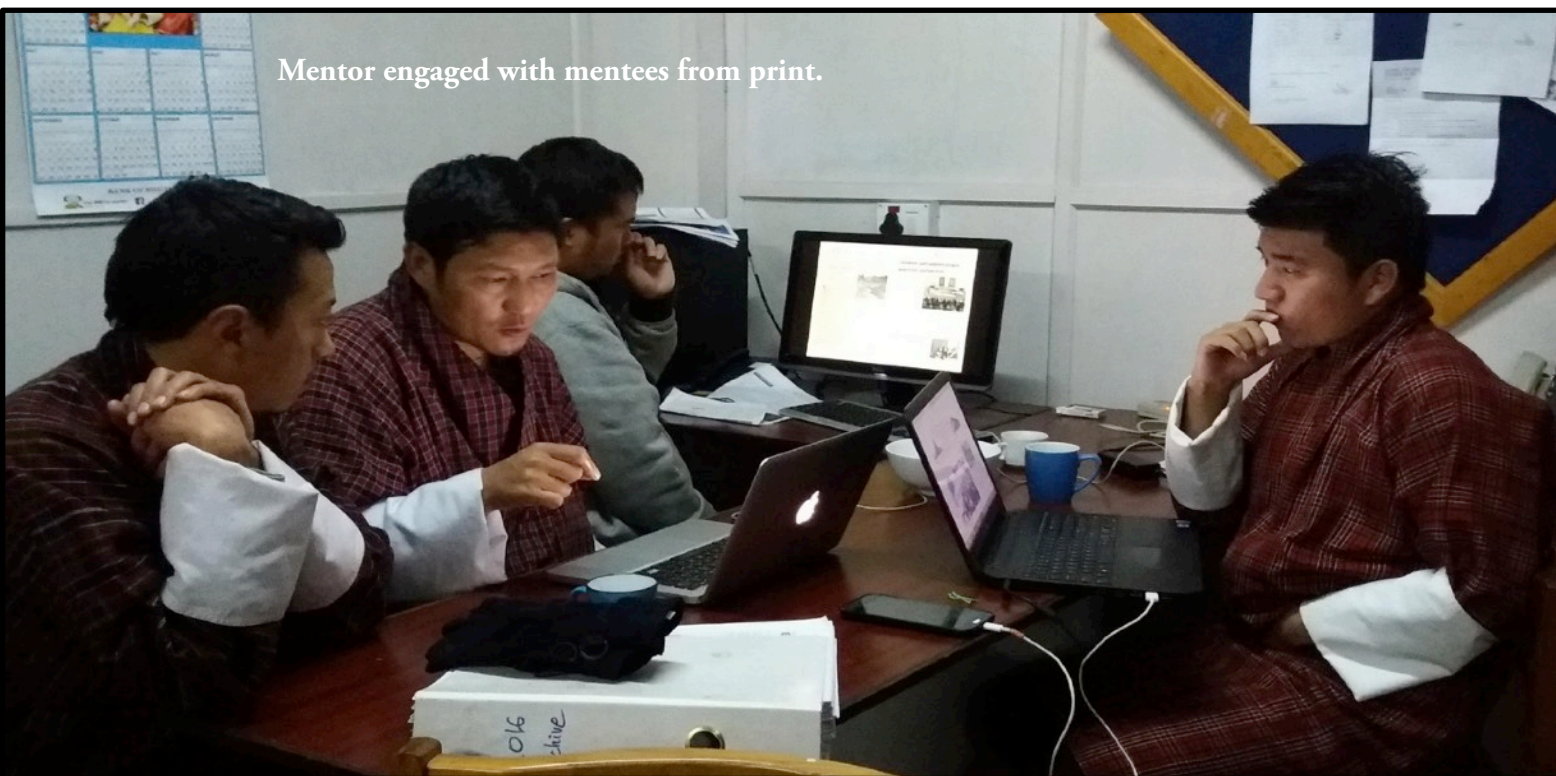


Mentor Retreat: Planning the way forward with action plan

important for BMF to equally engage media management from the start so as to get maximum cooperation and to assure maximum benefit to the media organization. It was also important for BMF to get feedback and suggestion from media so that collectively we could execute productive results/impacts. After meeting with media management, we had meeting with mentors who expressed interest to help and to be part of this program. The meeting was held on 19 June 2016. The primary purpose of this meeting was to build up mentoring relationship. Therefore, BMF was pro-active and helped to create a plan that reflects the types of goals BMF would like to achieve. Mentors offered their valuable time and commitment. BMF kept expectations realistic. Mentors visited their respective media houses to gather need assessment and made initial submissions to BMF, which included mentor's action plan as well.

Monitoring, evaluating and reviewing mentoring program

It was very essential to have a clear impact of the mentoring programs and therefore, it required multiple measurements over the life cycle of the program rather than an end of the project assessment. BMF monitored the program on quarterly basis-first quarter (August, September and October), second quarter (November, December and January 2017), third quarter (February, March and April) and finally fourth quarter (May and June). The monitoring was done through both informal and formal method. After every quarter, BMF visited all the media houses to monitor and evaluate the program. BMF assessed the mentors as well as the program itself. To evaluate the program BMF asked all the mentees to give feedback on the effectiveness of the mentoring sessions and the program. The formats for the feedback included:



Mentor engaged with mentees from print.

- A self administered questionnaire for mentees and mentors
- One on one interview with mentees and mentors
- Quarterly report to BMF by mentors only

Mentees described the program as one of the most effective program for their professional development. It provided them with the opportunity to be guided and mentored by senior journalists, who if not for this program would not have been there to help them. For mentors, it was the perfect way to not only give back to the media, but to give back to the profession. Given the limited human capacity available within the newsroom, mentors came at a crucial time, when the newsrooms were reeling from dearth of experienced and qualified editors. They

reported enhanced skills and believe that the quality of the paper has slightly improved. Harnessing the power of the changing technologies, mentees and mentors used social media platforms (Facebook, wechat, Whatsapp, viber etc) for effective communication beyond working hours. The online/virtual mentoring engagement is seen as a positive approach and a cost effective approach for meaningful mentorship.

This program has become the flagship program under the project as we could see measurable positive outcomes.



Mentor engaged with mentees from radio

Recommendation/Feedback from Mentor and Mentees:

Feedback from our mentees and mentors demonstrates that this program has been effective as well as challenging.

- Media organizations are looking for formal mentoring programs to deliver high-impact results at a fraction of the cost of traditional classroom training. They wanted BMF to carry on this mentoring program besides providing trainings
- Mentoring programs to be sustained learning processes in which journalist can learn and is applied on the job over time.
- Mentors were able to get a deeper understanding of the circumstances under which the private media operate (mentor who worked for state owned media)
- Goals have been met to an extent but perhaps not to the level that paper might have expected, this was largely because of lack of time.
- Not getting enough support from management to mentees. Despite management issues/problem, mentees continue working just because the program was equipping them with basic skills.
- Spending time with mentees is the best way to train them; besides this the cooperation of the management is indispensable.
- Almost all the mentors mentioned that this is one of the most effective impactful programs.

- Have built a strong relationship based on trust and openness. Mentors brought incredible insight, balanced perspectives and at the same time mentor has challenged mentees at all the right times and gave right push.
- For mentees, the program was viewed as an excellent step towards enabling and releasing talent, which might otherwise not find its own way.
- Long term benefits
- Effective and well received from various training offered by different media agencies.

Achievement: Total of 74 reporters/journalist (mentees) out of which 47 were female and 27 were male who has been mentored. The editorial team from 9 print media agencies (5 English and 4 Dzongkha) and 1 radio availed the mentoring program. 10 (9 Male 1 Female) veteran journalists (mentor) provided an opportunity to give back

Slno	Organization	Mentors	Number of Mentees		
Print			Female	Male	Total
1	Business Bhutan	Kesang Dema and Tashi Dorji	5	1	6
2	Bhutan Today	Ugyen Penjor	1	2	3
3	Bhutan Times	Needrup Zangpo	3	1	4
4	The Bhutanese	Phuntsho Wangdi	5	0	5
5	Kuensel	Samten Wangchuk	8	3	11
6	The Journalist	Ugyen Tenzin	6	7	13
7	Druk Neytshuel	Choki Dhendup	15	6	21
8	Gyalchi Sarshog				
9	Druk Yoedzer				
Radio					
10	Radio Valley	Kunga Tenzin Dorji	0	5	5
11	Kuzoo FM	Tshewang Dhendup	3	2	5
12	Yiga Radio		1	0	1
		Grand Total	47	27	74

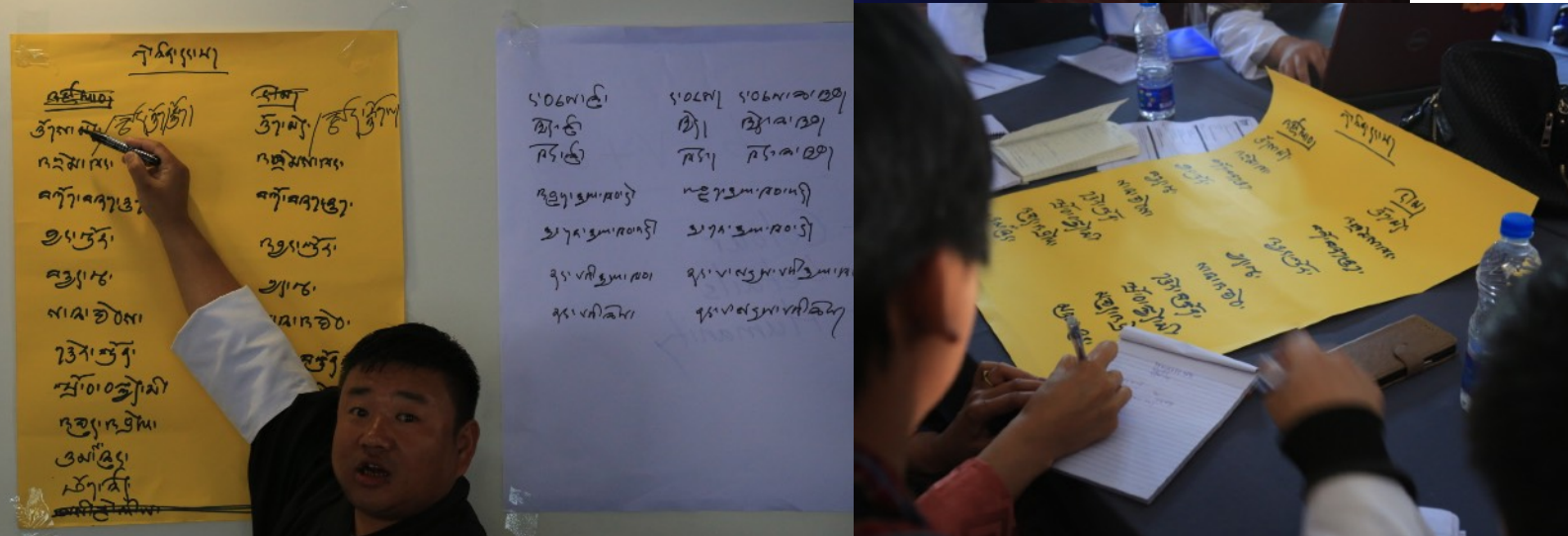
to their journalist community.

The mentoring program detailed schedule, mentoring scheme outline, list of mentees and mentors and other documents are attached as Appendix.

ACTIVITY V. DZONGKHA NEWSPAPER TRAINING

Budget allocated	Date	Total Participants
BTN 300,000.00	1 - 4 March, 2017	26 (Female 09 and Male 17)

Even though, Dzongkha is the national language of Bhutan, there are more number of English language newspapers and most Bhutanese living in the urban areas prefer to read English newspapers than Dzongkha. However, the fact is that more than 70 percent of the population live in the rural areas and the national language has far greater reach in these remote communities than any other language. Further, all the journalists that work for Dzongkha based media do not have education in journalism or media. Most learn journalism on the job.



At the same time, there an urgent need to streamline and standardise the Dzongkha spellings and quality of content among the Dzongkha Newspapers. Therefore, a comprehensive training program on news reporting, writing, editing and grammar for journalists working for Dzongkha newspapers was held from 1-4 March, at Gelephu, 2017 in collaboration with Journalist Association of Bhutan.

The comprehensive course was aimed at exposing participants, to basic journalistic principles and to build fundamental reporting and writing skills. These goals were pursued through lectures, discussions, sharing experiences and practical by the local resource persons who are bi-lingual and seasoned journalists in the country. This course also helped to build more effective media in Bhutan, especially the vernacular language press by building independent, strong and professional Dzongkha editorial teams. The discussion on standardization of Dzongkha spellings amongst the Dzongkha Newspapers was also carried out.

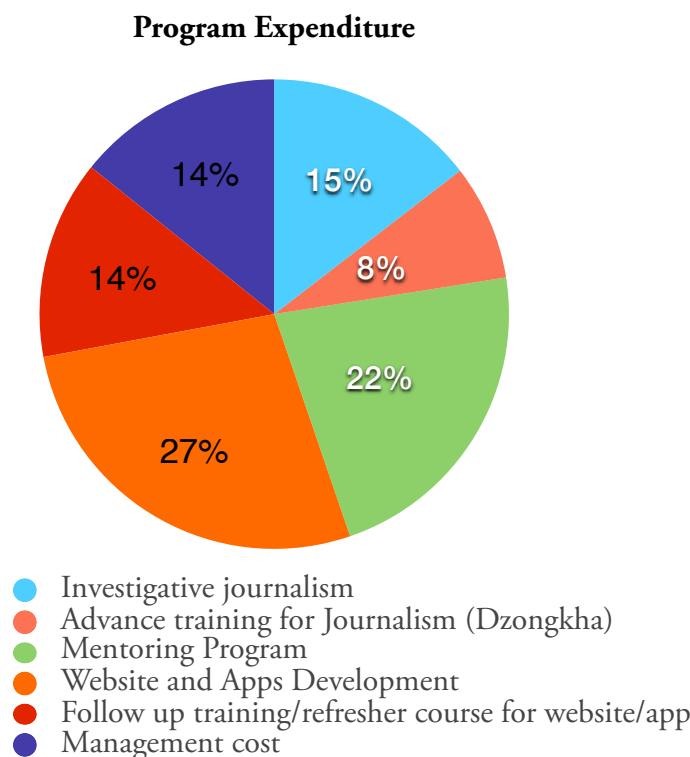
At the end of the workshop, through the feedback received, it is confirmed that 26 (Female 09 and Male 17) people working in the Dzongkha newspapers had acquired the skills and necessary knowledge to provide better content and improved news gathering in the National language newspapers.

FINANCES AND MANAGEMENT (2016-2017)

With regard to the financial achievement, BMF was able to spend BTN 3,663,513 (Three million six hundred sixty-three thousand and five hundred thirteen) out of the approved budget of BTN 3,630,000.00 for the period 01.07.2016 to 30.06.2017. Department of Public Accounts released 1st Installment of BTN 2,904,000 on 11 August 2016 and BTN 726,000 (Seven hundred twenty-six thousand) only on 21 April 2017. As most of our activities are successfully completed, hence there is no financial payment made after June 2017. Therefore, the financial spending/achievement with regard to the released amount comes to 101% (BTN 3,663,513) for the mentioned period.

Unaudited Financial Summary from 1 July 2016-30 June 2017

SOURCE OF FUND	
GNHC DG+ Project	BTN2,904,000
PROGRAM EXPENSES	
Investigative Journalism	BTN540,000
Advanced Training for journalists (Dzongkha)	BTN300,000
Mentoring Program	BTN800,000
Website & Apps Development	BTN1,000,000
Follow up Training for website/apps	BTN500,000
MANAGEMENT COST	
Core operational cost	BTN490,000
TOTAL EXPENSES	BTN3,630,000



2016 - 2017 In Numbers

5 Activities and Program

(Trainings, workshops, seminars, study tours, Grants)



110



111

CONCLUSION

In Bhutan's young democracy, the media remains a relatively weak institution compared to the other three key institutions of legislative, judiciary, and executive. Though media in Bhutan have expanded rapidly and shown signs of taking on the task of being a watchdog of society, most journalists are new and lack professional training. Much of media reporting lacks depth and investigation, and often falls short of providing the incisive analytical reporting we need to be informed citizens today. In a phase of rapid expansion, media have become concentrated in the capital, Thimphu, with urban-biased news and information.

At an operational level, the Bhutanese media is grappling with a host of issues. From finding a viable business model in a tiny market to deep concerns over professionalism and ethics. There is consensus among the media houses, media policy makers, media development partners (CSOs and NGOs), and the public at large that the most serious problem facing the news media organizations remains to be economic viability. This problem has been thoroughly discussed in almost all the recent media studies and documents. The problem has become a vicious cycle-poor economic viability has resulted in poor media quality which translates to poor market response (e.g., lesser reach and circulation) which can lead to further reduction in advertising share.

To help strengthen the media to take on its role as the "Fourth Estate, over the period of four years (2014-2017), BMF as one of the key stakeholder to deliver and achieve the programme 'Media Pluralism' under the Democratic Governance Programme (DG+), has been able to achieve 100% of the programme outcomes through workshops, trainings, grants and seminars to capacitate media to play its part in Bhutan's changing social, economic, and political environment.

However, at the end of the four years, the quest to have competent Bhutanese journalists; improve quality of journalism and build concrete policies and action agenda to make capacity building initiatives cost-effective and sustainable still continues. Investment in the development of media and journalism is a continuous process and there will never be a period of full achievement. Therefore, donors and well wishers who wish to see a vibrant and free media in Bhutan needs to continue their investment and support the development the media for emerging democratic nation like Bhutan.

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Bhutan Media Foundation

ORAL HISTORY

Tradition Interview Character Testimony Biography Psychology Publishing Anecdotal Narrative Reel Archiving Grassroots Recollection Recreation Genealogy Self Transcript Linguistics Neighborhood Discipline Broadcast Arts Journalism Ethnography Intersubjectivity Multimedia Analysis Radio Perspective Family Research Humanities Field Reflection Reminiscence Education Subjectivity Anthropology Reflexivity Political Coconstructed Documentary Listening Literature Social Compassion Art Methodology Audio Audiotaping Activism Place Public Positionality Preservation Misremembrance Interpretation Humanistic Structure Community Monologue Authority Nostalgia Sociology Advocacy Culture Analogue

Performance Vision Leadership Policies Team Integrity Knowledge Role Strength Support Governance Responsibilities Outcomes Development Partnership Training Effective Team Duties Goverance