

Media Baseline Study

June 2012



BHUTAN MEDIA FOUNDATION

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Abbreviation

BBS	Bhutan Broadcasting Service
BCMD	Bhutan Center for Media and Democracy
BICM	Bhutan Information, Communication and Media
BICMA	Bhutan Infocomm and Media Authority
BIPS	Bhutan Information and Communications Technology Policy and Strategies
DoIM	Department of Information and Media
GNH	Gross National Happiness
HR	Human Resources
ICT	Information and Communications Technology
IT	Information and technology
MDA	Media Development Assessment
MIS	Media Impact Study
ML	Media Literacy
MOF	Ministry of Finance
MOIC	Ministry of Information and Communication
MoLHR	Ministry of Labour and Human Resources
MPAB	Motion Picture Association of Bhutan
NFE	Non-Formal Education
NGO	Non-Governmental Organization
RGoB	Royal Government of Bhutan
UNDP	United Nations Development Programme

EXECUTIVE SUMMARY

Established under the Royal Charter issued by His Majesty the King on 21 February, 2010, Bhutan Media Foundation (BMF) is entrusted with the responsibility 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.

While media in Bhutan is grappling with political social transformations in the society and the fact that media are relatively young in Bhutan, is faced with challenges to function sustainably. Moreover, Bhutanese media have very a crucial role to play in creating conditions to pursue Bhutan's developmental goal of Gross National Happiness (GNH).

Support and strengthening media industry will only come through if there are information adequate to gauge the needs and challenges of the industry. This study was therefore commissioned by BMF to assess the current situation of media and to generate baseline data which will serve as starting points for any future planning by related agencies for media development. The purpose of the study is to provide an information base against which to monitor and assess media support activities' progress and effectiveness during implementation and after the activity is completed. It is thus intended to help related agencies that render support towards media development set measureable targets based on the data generated by this media baseline study.

The study involved a series of consultations with various media stakeholders, in-depth interviews, focus group discussions (FGD), surveys and desk research.

The following are the key findings of the study and recommendations for way forward:

1. Lack of professionalism

Professionalism is the biggest issues of all. There's serious dearth of media professionals in the industry. The turnover rate for media people switching jobs and organizations is high. Lack of adequate trainings and skills not only for journalists but also for other media professionals have created challenges with profes-

sionalism.

2. Lack of public trust

Public's trust in media has drastically declined over the years. Media coverage is seen as inaccurate and lacks in-depth analysis. Media consumers also think that some media are carrying partisan views and getting politicized.

3. Lack of adequate technology and infrastructure

Most media organizations are not equipped with adequate technology and infrastructure to function to their full potential. Integrating media technologies to innovate and create alternative platforms for gathering, processing and distribution of media contents is challenging. Media organizations still lack technical know-how to understand the full potential of using evolving media technologies to improve their productivity.

4. Lack of enabling environment for media development

Media regulation is inadequate. The regulatory authority is grappling with evolving media scenario of media convergence. While the Media Act 2006 is being amended, regulatory authority are still struggling to develop regulations for all forms of media in the country.

5. Mushrooming of media houses

The study found that media industry in Bhutan is in a "shaky and unstable situation". The government's media license liberalization policy has invited so many media organizations into the market which are vying for the same share of revenue from the government advertising. New entrants are basically enticed by the lucrative advertising revenues than are motivated by responsibility to inform and educate the people.

6. Urban centric coverage

The study also found that media coverage is mostly urban centric and lacks inclusion of views of all sections of the society. Although media like radio has wider reach and audience, yet the contents it delivered didn't necessarily reflect the overall views of the

society. Most the media contents reflected the issues and views of urban areas.

In line with the above findings the study proposes the following recommendations:

- Strengthen and promote journalism profession as a career choice and preferred job in the job market.
- Support the media organizations in professional management of human resources and to retain the experienced and trained media professionals.
- Provide trainings to media people in journalism and other media related professions as in circulation, marketing, graphics and designs, vernacular journalism, media management, new media, etc.
- Facilitate media literacy projects in order to build critical ability in people to criticize and appreciate media contents and how they function in a democratic society.
- Encourage citizen journalism by supporting bloggers and online publishers.
- Support mainstream news media organizations to embrace the new media technology to gather and distribute their contents.
- Facilitate the ICT infrastructure sharing with media organizations, statutory agencies and ICT service providers to develop integrated media technology.
- Consolidate the regulatory practice of self-regulation and co-regulation working in partnership with regulatory authority and media organizations.
- Support media organizations to explore alternative means of earning to improve their sustainability and pursue true journalism.
- Encourage by providing incentives to media organizations to expand their coverage on rural issues to balance their contents.
- Render support to encourage sending correspondents to far flung areas of the country by providing incentives and facilities.

CHAPTER ONE

INTRODUCTION

1.1 Background

Media is integral to the democratic society. Its role extends beyond its traditional duty to inform, educate and entertain. It must foster the conditions whereby people can make informed decisions based on factual reporting and providing relevant contents.

However, the fact that media in Bhutan is at its nascent stage makes it challenging to ascertain its role in the society's new sociopolitical scenario. The introduction of private media in the recent years grapples with the problem of inexperience and pseudo-professional capacity. Such a hurdle within the media industry itself asks for greater inputs towards developing media in the country.

The advancement of technology also makes young media vulnerable to perform adequately and professionally. Media audiences now have hundreds of sources to access information. In such a juncture, media industry must constantly update their infrastructure to deliver the contents in a reasonable and effective manner.

The efforts towards media development must ensure the growth of responsible media. We live in a society that depends on information and communication to keep moving in the right direction. The contents of the media must serve the purpose of fostering positive national conscience than influence the audience with irrelevant contents. On the contrary, the business of media can blur the objective and responsibility of media in the society.

1.2 Objective and purpose

This study was therefore commissioned by BMF to assess the current situation of media and to generate baseline data which will serve as starting points for any future planning by related agencies in support towards the media. The purpose of the study is to provide an information base against which to monitor and assess an activity's progress and effectiveness during implementation and after the activity is completed. It is thus intended to help related agencies that render support towards media development set measurable targets based on the data generated by this media baseline study.

To meet the above objectives, this study carried out wide consultation with media stakeholder, in-depth interviews, focus group discussions (FGD), surveys and desk research. The following are few key areas that the study focused on:

1. How has Bhutanese media industry developed in the past five years?
2. What are the priority areas of media development to receive timely intervention and support?
3. What kind of support and intervention are likely to make significant impact on Bhutanese media industry for its long term growth?

1.3 Research parameters and methodology

The study covered the entire media industry of the country including print, broadcast, visual, ICT and social media. For ease of conducting research and data collection media was divided into mainstream news media and new media (Internet, online news media and film industry).

Since the study aims to find out the baseline data on the media situation in Bhutan, following are some of the areas of information gathered:

- Compile and collate information on all the media organizations in the country along with the organogram and other details.
- Develop a brief profile of all the mainstream news media agencies in the country including number of employees in various fields.
- Research and collate detail information on the media situation in the country covering resources, capacity, performance, content of the electronic and print media.
- Analyze whether the media is providing sufficiently diverse and balanced information to the public.
- Assess whether media is performing its role in democratic Bhutan effectively. Also identify challenges faced by the media in its performance.
- Collate information on relevant national legislation and regulations related to media and Bhutan's national and international obligations and commitments.
- Analyze gender issues in the media
- Compile sex disaggregated data.

1.4 Sources of information

There are not many information on media in Bhutan available. Few past studies have tried to assess some aspects of media situation and development. Information and statistics related to media keeps changing which makes it difficult to set the exact baseline data. However, this study is the first of its kind to gather baseline data on media in Bhutan.

The study has engaged as many possible ways to collate information and data on media in Bhutan. Secondary sources of information have helped to sought new information and data required. Various information gathering tools were used in the research process to feed in the necessary information required. Following are some of the major research tools used:

a) Background/Desk research

This stage of study reviewed all relevant documents, legislations, previous research papers, memos, newspaper and magazine articles, books, audio-visual materials, personal communications, and publications which provided valuable information and data. The documents referred are listed in the 'references' of the study.

b) In-depth interviews and focus group discussions (FGDs)

The second stage of the baseline study employed various data collection methodologies to collect new data and information required. Intensive in-depth interviews were conducted with key respondents who provided useful insights to gauge the current situation of the media and issues related to media. Focus group discussions were also held with various stakeholders that resulted in compilation of hosts of issues and problems related to media in the country.

c) Baseline survey

Media baseline survey which covered mainly the mainstream news media – newspapers, television, and radios - was carried out through three sets of questionnaire. It covered separate questionnaire for media CEOs and managers (see Annexure 1); for media editors (see Annexure 2) and

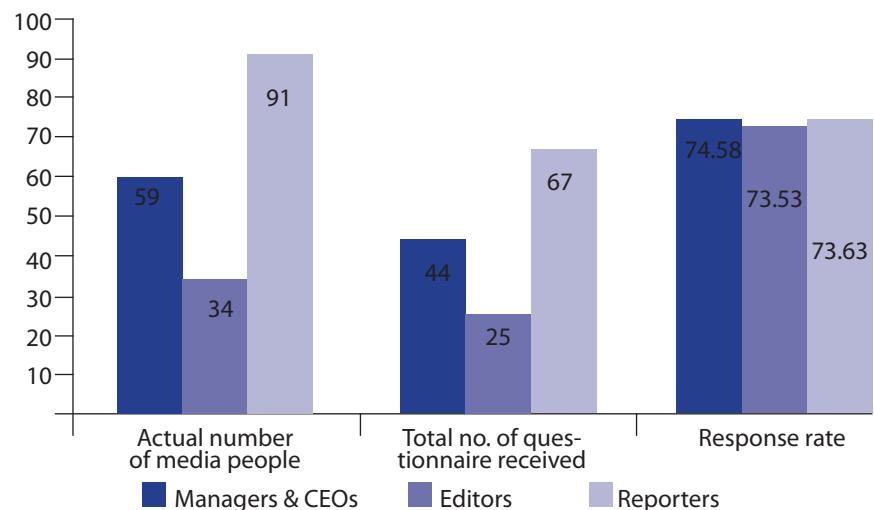
for journalists (see Annexure 3). The survey was administered to a sample of 184 media people. The media baseline survey generated good response rate from all the target respondents which is given in Figure 1.

1.4 Limitations

The media baseline survey used census method of survey to include all people in media industry since

the total number of people was not very large to be sampled. However, not all media people participated in the survey. Some were very busy with their work schedules which make them unavailable during the survey administration. Some were away from their desks making it impossible to contact them. Despite these drawbacks, the survey saw fair number of media people responding to the survey questionnaires. This resulted in generation of a good representative sample of the media people and hence a good response rate.

FIGURE 1
Survey administration and Response rate



Source: Media Baseline Study, Bhutan Media Foundation, 2012

CHAPTER TWO

SITUATION ANALYSIS OF THE MEDIA IN BHUTAN

2.1 Media scenario

Ever since the introduction of television and Internet in Bhutan in 1999, Bhutanese people have witnessed the proliferation of various media forms. The introduction of private newspapers and growth of radio stations since 2006 have drastically influenced the nature of media contents and media consumption behaviours of our audiences.

The television sets in most of the Bhutanese homes has transformed their lives by broadening their horizons beyond one's immediate surroundings. Telecommunications, especially, the mobile phones have had great impact on the traditional oral communication.

Today, apart from the diverse distribution of news and information by the traditional mass media, Bhutanese are experiencing dynamic online engagement that has virtually changed their lives. Most of the educated population are connecting themselves to the online world by participating in social forums and social networking sites.

While television, newspapers, cinemas and Internet services are largely confined to the urban areas, radio is the only effective communication medium in the rural areas.

2.2 Print media

Print media has made a good foray into the media market in Bhutan. Today, there are 12 newspapers that includes Kuensel (1965), Bhutan Times (2006), Bhutan Observer (2006), Bhutan Today (2008), Business Bhutan (2009), The Journalist (2009), The Bhutanese (2012), Druk Neyshuel (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), Dhariq (2012) to entertainment magazines that includes Yeewong (2008), Druk Trowa (2009), Student Digest (2011) and Bhutan Timeout (2012).

While the print media industry has recorded rapid growth of newspapers, its reach and readership is far less than other forms of media like radio and television. The country's geographical topography and poor infrastructural network system make it difficult for print media organization to circulate their newspapers widely.

In the absence of printing facility of their own small newspaper companies have reported that newspaper printing is costly and a financial liability.

The newspaper readership is confined to urban areas with only few readers in rural areas.

Newspaper access is also affected by the delays in distribution, except for Kuensel, and which has prints in the east and is delivered on the same day. Other papers take three days to reach all the districts.

Newspaper organizations have reported drastic decrease in their readership over the past years. Howev-

er, there the number of newspapers circulated is hard to ascertain in the absence of any circulation audit.

Almost all newspapers focus more on urban issues compared to rural issues. All English language newspapers publish a Dzongkha edition circulated as an insert while few publish exclusively in Dzongkha. Publishing Dzongkha newspaper has been a financial burden as felt by most of the newspaper organizations. However, they do it as a social obligation and as a license requirement to promote the national language.

2.2.1 Profiles of newspapers

Kuensel

Kuensel (which loosely means clarity) was founded in 1965 as an internal government bulletin. In 1974 a press machine was bought from India and installed in Thimphu. Soon the Dzongkha version of the bulletin followed suit printed from especially designed Dzongkha letter blocks.

In 1986 it was reformatted and published weekly as Bhutan's only newspaper by the Ministry of Communications' Department of Information. Kuensel had a total circulation in 1988 of 12,500 and was published in Dzongkha, Nepali, and English.

In 1992, a royal edict de-linked Kuensel from the government and made it an autonomous corporation to allow for the professional growth of the media. It stopped receiving government subsidy in 1998. Today, the newspaper is sustained by commercial printing and advertisement revenues.

The newspaper changed its number of pages several times to its present day standard 12-page daily newspaper except on Sundays.

Kuensel Online became the first online newspaper in Bhutan on April 18 2001. It has provided an Internet forum which has attracted more than 100,000 members and has given Bhutanese people the opportunity to discuss important topics that have shaped Bhutanese society.

Besides its central printing facility based in Thimphu, Kuensel has set another printing press in eastern Bhutan in 2005 to ensure real time delivery and availability of the newspaper.

Kuensel was incorporated as Kuensel Corporation Limited in 2006 after divesting shares to the general public. However, the government maintains 51 percent of shares in the company making it the highest shareholder.

The corporation has an editorial team headed by a chief editor, a dzongkha language editor, a news editor, a managing editor, a chief reporter and bureau correspondents in Trashigang, Phuentsholing, Zhemgang and Bumthang and apart from its reporters in Thimphu.

The paper is distributed throughout the country by a string of sales agents appointed in all the dzongkhags, dungkhags and towns, while subscribers overseas are fed through mail service/e-mail. Subscribers also get a PDF version of the paper.

Kuensel covers on all areas of news which of the interest to the general public.

Bhutan Times

The Bhutan Times is the first private newspaper and only the second in the country after Kuensel. Its first edition, with 32 pages, hit the newsstands on April 30, 2006.

The weekly paper came out on Sundays until December 2007 when the management decided to become a bi-weekly paper. Bhutan Times came out on Wednesdays and Sundays for a period before reverting back to only being published on Sundays.

The paper carries blend of local and international news targets both serious and light readers, with main focus on rural development.

One of the greatest strengths of the paper was its investigative journalism. More and more readers bought Bhutan Times for its in-depth reporting and analytical news stories which our readers never saw before.

The paper scooped corruption stories one after another and critiqued the most controversial issues in the country.

Bhutan Times Limited has become a full-fledged public limited company with the promoters holding about 66 percent of the shares and the balance shares owned by the general public. The share holding pattern comprises people from all walks of life including farmers, civil servants, corporate employees, businessmen and media professionals. The actual formation and operation of the Bhutan Times Limited company was effective from 1 January 2007.

However, the corporate success of the company was short lived when Bhutan Times suffered major financial crisis towards the mid of 2009. This resulted in resignation and layoff of employees which had a significant impact on the company.

Today, Bhutan Times is run by a handful of staff which includes reporters, editors, accounts personnel, graphic designers, circulation, marketing and administrative personnel.

Bhutan Observer

Bhutan Observer was launched as the first private bilingual newspaper on June 2, 2006, in Thimphu. The paper followed the fourth Druk Gyalpo Jigme Singye Wangchuck's vision to ensure a smooth transition to democracy and advance it thereafter.

In 2008, when the first parliamentary elections took place, Bhutan Observer rose up to the daunting challenges of a new system and order of life. Thereafter, it has striven to raise the level of engagement of Bhutanese citizens in the new democratic process.

Initially started as a paper determined to cover the rural stories, today Bhutan Observer carries various news and information on various topics affecting the people of Bhutan.

The paper has dedicated youth providing local youth stories to hinder our youths' exposure to the foreign media that has largely affected their lifestyles and behaviors. The paper refrains from publishing inappropriate contents (crass commercial adverts or pictures of scantily-clad celebrities and explicit graphics) deemed as detrimental to the young readers.

Bhutan Observer is a private limited company governed by the Companies Act of the Kingdom of Bhutan. Run by an able team of 35 people working in the editorial, commercial, administrative and managerial departments, it is one of the leading newspapers in Bhutan. The editorial department has won several national journalism awards for the best editorial, best Dzongkha issue, best editorial cartoon, and the most valuable story on Gross National Happiness.

Bhutan Observer's Dzongkha edition, Druk Nelug, is widely circulated and enjoys a dedicated readership across all sections of society.

Bhutan Today

Bhutan Today was launched on 30 October, 2008 as the Kingdom's first national daily. It was launched coinciding with the coronation of His Majesty the fifth Druk Gyalpo and the Centenary Celebrations of monarchy.

The paper began with eight pages daily manned by 14 people in editorial team. A year after the paper increased its total pages to 12 adding about seven pages of news and information in English language and rest of the four pages dedicated to Dzongkha issue.

In the beginning of 2011, the newspaper had 29 editorial staff members, including sixteen outreach correspondents covering almost all the districts of the country to provide the widest possible coverage on all issues confronting the nation and understanding the need to focus on more home news.

With the need to offer new look to its readers, Bhutan Today was revamped and redesigned the newspaper once in November 2009 and for the second time in October 2010 after much research. The research revealed the particular mindset and reading habit of Bhutanese - their need for reading space.

Each and every page has been given a separate brand identity, such as Home, Speaking Out, Leisure, Neighbour, Sports, Buddhism Series and so forth. Such rebranding has helped to segment its readers and deliver the contents as per their needs.

Research expertise of Bhutan Today is also reflected in retaining the page carrying lyrics and horoscope and other relaxing features. However, these miscellaneous topics were grouped under the category of 'Leisure', where one relaxes.

The newspaper saw colossal change and expansion in its distribution and circulation. Selling almost 4,000 copies per edition, Bhutan Today reaches to almost all the dzongkhags. One such change is the establishment of Response Division in the company which receives feedbacks that have a bearing on the editorial decisions.

Bhutan Today has mandated itself to write the "first rough draft of the history of modern Bhutan".

The company boasts of having experienced marketing team, without professional background, who has been active in understanding business in Bhutan and getting the revenue needed to keep the paper running. However, it does not stand out from the ailing situation of media houses in Bhutan.

Bhutan Today is not limited to just newspaper printing, circulation and generating advertisement revenue. It has now acquired considerable experience in other forms of communication, like visual (flex advertisement), audio-visual, and other forms of communication.

Business Bhutan

Business Bhutan was started as the country's first financial newspaper in September 26, 2009. The paper's motive was to stand out from all other existing newspapers (Kuensel, Bhutan Today, Bhutan Times and Bhutan Observer) which basically carried the same content – general news and information.

While the country was already opening its economy like never before with a renewed interest in FDI, an ambitious debate to join the WTO and many PPP projects in the pipeline, the paper made a right entry into the media market.

Although set up as financial paper emphasizing on business stories, the weekly paper also has an overarching interest in political coverage. The paper mainly targets the business community and policy makers in the country.

However, given the niche market of the paper, it also provides contents that are relevant to other sections of the society. This is evident from the paper's eight page insert which has nothing to do with business news (and as such it is under the tagline 'none of business'). The insert pages also have leisure contents together with quirky news from all over the world, blogs, movie reviews, horoscope, creative writing articles, and a full color center-spread of local pictures under a theme. A center-page dedicated to students tagged under 'school bhutan' has to be discontinued because it required too much resources, time and energy.

The paper circulates 4,000 copies per edition which reaches all the Dzongkhags. A free copy of the newspaper if sent to all Gups and Dzongdas in the country.

The organization is manned by 28 employees with not all people professionally trained. The company expressed that it is a daunting task to get trained editors and marketing executives.

This paper is a private limited company owned by two women entrepreneurs. The two proprietors have given complete autonomy to the CEO to run the company and within the hierarchy of the company structure, the editorial team functions independently of its management.

Shortage of trained professional is the organization has been a serious challenge for the company to function effectively. One of the challenges the paper faces is printing its newspaper. The paper pointed out that the lack of a vibrant printing industry has resulted in most of the newspapers being printed at printing press of the largest and the oldest newspaper in the country.

Given the acute and small advertisement market in Bhutan with the government being the largest advertiser, the paper shares the same ailing issues like other papers in the country. This has resulted, according to the paper, undercutting in advertisement rates.

The paper is reputed for exposing several high profile news stories. One of its news stories exposed the government's plan to increase indirect taxes on several commodities. As a result, the Opposition Party took the ruling Government to the court which became the first constitutional case in the country. The Government lost the case.

Another story exposed the Bhutan lottery scam following which the Government decided to stop indulging in the lottery business forever. The paper has also scooped the Gyelpozhing land case which spurred the public opinion.

The Journalist

The Journalist was established in 2009 by the group of reporters and an editor who famously mass-resigned from their former organization Bhutan Times. The paper became the sixth newspaper in Bhutan.

The team named the newspaper The Journalist with the commitment to pursue accurate and good journalism.

The like-minded reporters brought along their reporting skills which quickly reflected in the coverage of the newspaper. The paper ran investigative stories and in-depth analysis on many issues. The paper wore a distinct look which was selling well in the market. The first edition of paper carried a lead story on corruption.

The 24-page newspaper, costing Nu 10, is published every Sunday with a wide range of investigative, political and business stories. The paper has four pages of a Dzongkha edition. But so dire is the paper's financial position that reporters claim to have produced the first issue using borrowed laptops, computers and cameras.

The team believed to deliver matured and intelligent contents to the readers so that people would look for The Journalist when they want to know about certain issues in all its completeness. The team was supported by the Bhutan Media Services with 15% share to its name.

With past experience in media management and business, the company started recruiting people in various department headed by the partners. The company also hired an expatriate to help strategize its marketing plans and generate returns on investment.

However, their partnership didn't last long. The team was beginning to experience differences in their individual capacities to equally contribute to the productivity of the company. This affected their business holdings which had equal number of shares for all the partners. Today, the partners have disbanded and sold the company.

Druk Neytshuel

Druk Neytsheul is the first independent Dzongkha newspaper launched on August 29, 2010. The entry of the 24-page independent Dzongkha newspaper, the first paper not to have an equivalent English edition, came at a time when existing English newspapers have voiced several times that they are not able to sustain the Dzongkha edition of their newspapers.

Defying the prevailing notion of Dzongkha paper not selling well in the market, the paper carried various contents targeted to all sections of society. For example there's a page designed for kindergartens with the first four alphabets of the Dzongkha language and four pictures it spells out. Similarly, the paper has dedicated space for entertainment, history, environment, business, culture and religion, and school syllabi.

The company started with 21 employees with five reporters and an editor started the daunting task of bringing out the newspaper that will help students learn simple and daily Dzongkha.

The contents catered to students by carrying school syllabus related articles, Dzongkha learning tips for beginners, and information on religion.

The weekly paper is circulated to schools, local government offices, Dzongkhag administrators, government offices, schools, farmers and urban readers. The company has Dzongkhag agents to distribute the papers to the people in different communities.

The company faces two challenges: Getting Dzongkha journalists and poor Dzongkha readership. Lack of technology to support Dzongkha newspaper production is also a grave issue. And the reporters are finding it hard to apply Dzongkha in technical news reporting.

However, the company has already drawn its future plans. It plans to open up bureau office and increase the Dzongkha newspaper readership through research and experience.

Today, there are 24 employees with seven people in editorial department. Others are in management, marketing, graphics, and administration and circulation departments.

Druk Yoezer

Druk Yoezer, a Dzongkha weekly, hit the newsstands on February 19, 2011, making it the country's eighth newspaper and the second weekly in the national language.

The 16-page newspaper was started by an editorial team of two reporters and an editor. Although the paper carried the news stories like any other English dailies and weeklies it emphasized on promoting the national language Dzongkha and developing the vernacular journalism. The focus is on grammar, spellings and sentence structures of Dzongkha language.

The paper started printing news stories which were basically the translated version of the English news. However, in the due course of time the paper began gathering its own news.

Today, there are total of 15 staff with editorial department manned by five people. The first edition was distributed free of cost with 2,500 copies printed for the maiden issue. The paper is published weekly on Sundays.

The Bhutanese

The Bhutanese was launched on the 21 February, 2012. The paper's focus is on bold and investigative stories that expose wrong doings and improve accountability. With the objective to improve systems through good, brave, intelligent and responsible journalism, it covers Bhutanese political, economic and social environment. It is a bi-weekly paper published every Wednesday and Saturday.

Bhutan Youth

Bhutan Youth is also a nation-wide newspaper with its weekly 24-page Sunday edition. In fact it was the first youth newspaper in the country. It was established informally in December 2010 and formally in March 2010. However it could launch its ever first edition only on 7th May 2011 with a slogan “understanding Growth”.

The reason behind its establishment is that they find there is need to create a higher sense of purpose in practicing civic sense. They would like to build a sense of belonging among youth. The paper has four departments, namely, the editorial department, finance department, administration department and the advertisement department.

Their newspaper will always strive to educate, inform, and entertain the people. Most importantly they want to endeavor for excellence and credibility. They are developing a necessary platform whereby youth can learn about the growth of the people, society and the nation as a whole. It shall also provide a platform for the youth to be a part of nation building and exercise the right of expression with a much more objectivity and accuracy.

The newspaper contents include news, opinions, letters, advertisement, editorial, leisure and entertainment, prose, poems and other literary works. These contents are in fact categorised into sections like youth, parents, teachers, local teachers and others. The content of the paper is in both English (max) and Dzongkha (min).

Those involved in planning the newspaper will have to transform all the already indentified priorities into the newspaper content. They expect this process could be most challenging one. Investing in a press is another issue as they have outsourced the printing to one of the private printing firms-Bhutan Today.

The head office of the paper is located in Thimphu. Bureau offices will be set up in other parts of the country as per the needs of the paper. As the only Youth Newspaper in the country, this paper shall be a one-stop Guide and dictionary for young readers. In order to reach nationwide they are going to outsource the paper distribution to licensed courier services like Tamu courier or the White Pigeon courier services. Ever since its commencement it has indeed remain effective and dynamic medium for news, opinion and advertisement. As such it has one way or other contributed to the growth of media in Bhutan.

Gyalchi Sarshog

Gyalchi Sarshog was launched on 12 November, 2011. The newspaper is founded on the findings that much of the media contents are not disseminated in Dzongkha language. The paper aims to, therefore, draw on providing Dzongkha language contents on regional and international news and information. This is done by simplifying the contents in Dzongkha language which is reader-friendly and understandable.

The paper aims largely to the Dzongkha readers like in dratsangs, shedras, gomchens, school students and non-formal education students and instructors.

The newspaper is also targeted to younger readers who seem to neglect learning Dzongkha. In order to do that the paper covers host of youth related issues and subjects to attract young readers.

Besides providing news and articles related to culture, religion, astrology, entertainment, economy and sports, the paper also strives to promote the concept of GNH through Dzongkha literature.

Within the short from its launch, the paper has reached thousands of readers across the country. Apart from its hardcopy, the paper is also made available in PDF formats.

It is a weekly paper published every Saturday.

Druk Melong

Druk Melong was launched on 20 May, 2012. It covers politics, international news, law and crime, straight talk, national news, health, education, youth, entertainment and news from Dzongkhags and Gewogs. It is a weekly paper published every

2.2.2 Profiles of Magazines

Dharig

DHARIG boasts itself as the first ever magazine on information, communication and technology (ICT). “Dharig” meaning information and knowledge, aims to cater to all IT players in the country, thus, framing its slogan as ‘Making IT Happen’.

The magazine carries mixed contents including feature stories, reviews, previews, tech tips, interviews etc. It will have a global appeal, however, catering to the local needs and relevance.

Dharig will start with an initial print run of 3,500 copies which will reach every ICT officers, every school, and every district in the country. Further, a free PDF version of the magazine will be distributed to around 5,000 prominent IT players in India and other neighboring countries. The magazine will also be available in bookshops across the country for general readers.

The advertisers in the magazine will enjoy free version of their advertisements on the magazine’s website: www.itbhutan.com. The website will act as a one-stop shop for all the ICT happenings apart from being the right place to meet the IT players in Bhutan.

Yeewong

YEEWONG is Bhutan's first and only women's magazine. The magazine celebrates every aspect of womanhood that makes women special and unique with a special focus on the women of Bhutan. YEEWONG is one of Bhutan's first few publications to have a glamourous touch to its covers and pages without compromising with its substance and value of the magazine.

Conceptualized in 2008, the first issue of Yeewong was released in September 2009. Since then the magazine has been working on compiling issues that are not only entertaining but also educational and informative for women. Although Yeewong is a women's magazine, over the years, the magazine has developed a range of features such as YEEGETAWAY, YEE BUZZ, YEE READING and YEE PARENTING, that is suitable to a wide range of audiences.

The magazine circulates a total of 5,000 copies to agents in Thimphu, Phuentsholing, Paro, Bumthang, Wangdiphodrang, Trongsa, Kanglung, Gelephu and will be starting subscriptions from June 2012. The magazine is published three times a year with periods of February-May, June-September, and October-January.

The company at the moment has only two staff. The magazine contents are works of freelance writers and photographers. However, the company is planning to employ hire fulltime writers and photographers once the business becomes sustainable.

Bhutan Timeout

Bhutan Timeout was launched on 11 April, 2012. It is a quarterly publication that covers travel, hospitality and entertainment news.

Drukpa

Drukpa was launched on 17 December, 2009. With specific theme for each issue, it covers wide range of areas and issues. It is a monthly news magazine.

Druk Trowa

Druk Trowa is the first film & entertainment magazine in the country. It was launched in November, 2009. It covers mainly news and information related to film industry. It is a quarterly magazine.

Student Digest

Student Digest was launched in October, 2010. It is an educational magazine wherein, it primarily focuses on educational trend and innovations. It is a quarterly publication that is distributed to schools across the country.

2.3 Broadcast media agencies

Despite the liberalization of media licensing, there has not been upsurge of broadcast media in the country especially television. This can be attributed to many reasons. First, of course is the lack of infrastructure and technical know-how. Lack of experienced and trained personnel follows as one of the hurdles to establishing broadcast stations.

Bhutan Broadcasting Service Corporation's television (BBSCTV) is the only television channel in Bhutan. BBS launched its second channel to its existing channel making it two national channels (BBS1 and 2). BBS TV is the most watched in Bhutan and reportedly urban residents are said to have greater access to BBS TV than rural residents.

National TV viewing is gradually growing in numbers. This is apparent from the overwhelming viewers of the reality TV shows (mostly singing competitions) indicated by number of audience votes. Such phenomenon has critical bearing on reviving the traditional and cultural features of singing and dancing.

In absence of other local TV channels, Bhutanese are exposed to scores of other foreign channels distrib-

uted by cables networks around the country. However, BICMA has received four applicants applying for TV license. The applicants are Druksel Television, Ugetsu Communications, Rabsel Media Services, and Singay and Lhaki Group. At the time of this study, it is found that applications are in the process of being reviewed for approval.

Radio broadcasting saw number of private radio stations hitting the airwaves. Today there are seven radio stations in the country.

The growth of private radios has had significant impact of the radio listeners amongst the Bhutanese. Radio is the most accessible and consumed media in Bhutan. In terms of the age groups, the largest user of radio-BBS and Kuzoo – are between 25-44 years. Studies have shown that the majority of radio listeners are farmers who live in small towns.

The reach of the private radios are, however, limited to some regions in western Bhutan. The focus group discussion with radio managers revealed that private radios do not have adequate infrastructure and resources to expand their radio transmissions to other parts of the country. However, private radio managers suggested if there could be possibility of sharing radio infrastructure with those radio stations having established infrastructure. They also suggested if government could formulate an infrastructure sharing policy.

BBSTV

BBS TV was launched on 2 June 1999 coinciding with the Silver Jubilee celebrations of the coronation of His Majesty the Fourth King. It started with a daily one hour broadcast in Dzongkha and English in Thimphu.

Live TV service was made available for Phuentsholing and Paro in 2004 and 2005 respectively. Described as the most important event in the history of electronic media in Bhutan, the BBS launched its nationwide television service on satellite in February 2006. With the nationwide expansion on satellite, BBS TV will be available not only in Bhutan but also in the region. The signal can be received in more than 40 other Asian countries – from Turkey in the West to Indonesia in South East Asia.

In the beginning of 2012, BBS launched a new TV channel. The new channel known as 'BBS 2' airs current programmes and entertainment shows.

BBS TV broadcasts for five hours daily from 6 to 11pm, with 30 minutes of news and announcements at each hour in Dzongkha (6 to 9 pm), and English (9 to 11 pm). Various programmes and documentaries in both languages are telecast during the five hours of TV broadcast every evening. The same is rebroadcast the next morning from 6 to 11 am. Three additional hours of entertainment programmes and live music request shows are broadcast on weekend afternoons from 3 to 6 pm. Such weekend programs have attracted overwhelming viewership and have been gaining momentum amongst the people.

2.3.1 Profile of the radio stations

BBS Radio

Bhutan Broadcasting Service radio was initially started as Radio NYAB. It was started by a group of young volunteers, known as the National Youth Association of Bhutan (NYAB) in November 1973. The station was operational only on Sundays with 30 minutes of news and music. The NYAB club office was transformed to radio studio on weekends. The 400-watt transmitter was rented from the local telegraph office.

In 1979, the Royal Government recognizing the importance of the radio for development communication, incorporated the station under the Ministry of Communications.

In 1986 with the commissioning of a 10KW short-wave transmitter and a small broadcast studio, Radio NYAB was renamed as Bhutan Broadcasting Service (BBS). Daily broadcasting was introduced with three hours of programming.

In March 1991, BBS acquired its permanent seat in Chubachu, Thimphu, and a 50KW short-wave transmitter.

In June 2000, BBS introduced FM radio service for western Bhutan with the inauguration of the main FM station at Dochula and one relay station at Takti in the south. The FM service was extended to central Bhutan in January 2001 and the rest of the country in 2005.

In August 2007, a 100KW short-wave transmitter with digital radio mondale (DRM) capability was commissioned. With this, the Bhutanese population is able to listen to very high quality reception through short wave radio. It will also allow BBS to choose between classical amplitude modulation (AM) analogue channel or DRM operation, which will make it possible to broadcast around the globe with crystal clear reception in near FM quality.

BBS radio broadcasts for 24 hours daily in 4 languages (Dzongkha, Sharchop, Lhotsamkha and English).

Centennial Radio FM 101

The station was launched on February 21, 2008 coinciding with the birthday of His Majesty the Fifth King. It went on air in the first week of March that year. It became the fourth radio station in Bhutan.

With three radio stations already in place catering to youth and rural areas, Centennial Radio wanted to come up with something a little more serious, and target an urban audience over 25 years old with programmes centred on news, current affairs, music and entertainment.

Established at a cost of Nu 3 million, the radio station started with 13 regular employees and 15 part-timers. It also had a news team and with the two private newspapers sharing their news with Centennial radio.

Currently, the station broadcast music, and call-in programs. The Centennial radio wants to differentiate itself from other radio stations by carrying radio contents focused on oral traditions include folktales, local myths and legends, songs, tsangmo and loezey, riddles etc.

The centennial radio signal is available only in Thimphu at FM 101 frequency. However, the station plans to reach the whole country in future.

The station is privately owned.

Radio Valley

First private FM radio station in Bhutan, launched on the 12th of April 2007. It was the third radio station to be licensed, following the opening up of the airwaves in the electronic media to private radios in Bhutan.

The FM 99.9 radio station is a commercial English- and Dzongkha-medium entertainment, music and information radio station targeted to an informed audience in the 15-45 age groups.

The station transmits 24-hours. The station identifies with its modern listeners by way of a target-oriented music mix.

Radio Valley also launched the first ever Bhutanese internet radio station (www.cafebhutan.com) which has already upped the ranking of the country from 3057 to 1541 in terms of online radio presence in the world.

Since its launch on May 25, the online radio station has more than 200 people listening in on it, everyday. The internet radio station was launched in partnership with Mr Hans J. Keller and James Fitzgerald, two Bhutan enthusiasts.

Kuzoo FM

Kuzoo FM popularly known as ‘the voice of the youth’ is an autonomous radio station. It has been a forum where young people express their views and opinions and shares their experiences. On September 28 2006 Kuzoo FM established - Kuzoo FM goes on AIR. From 21st 2007 Dzongkha and English station bifurcated and presently Kuzoo FM (105/107 MHz) is on air 24hrs daily and Dzongkha (102/104 MHz) too. It has currently over 24 employees with age range between 20-40 years.

The aims and objectives behind their establishment are to provide quality information and entertainment and to promote local Bhutanese talents. Moreover they want to institutionalize and strengthen FM broadcasting. Their program includes broadcasting quality sounds to listeners and has a listenership of 1, 50, 000 people daily. And nonetheless, one can even listen online at www.kuzoo.net.

Kuzoo FM is the second biggest radio station in Bhutan, but very popular among the rural and youth populace. Lack of infrastructure like housing is one of their issues. Kuzoo by collecting and shaping the best manpower for the broadcasting industry and assisting advertisers to get their money value has indeed contributed a lot towards the growth of media in Bhutan. Kuzoo FM will inevitably aspire to instill in our youth the ‘can do’ spirit to see problems and challenges as opportunities.

Radio Wave

Radio Wave is included in seven broadcast media in Bhutan. It was initially established on 12th October 2008. The company's real purpose is to entertain the people, disseminate information and educate the general public.

At present, they do not produce news but they read various news from print media and Google online news. Apart from this, they also organise talk shows with people from outside their organization, they do play different types of songs both English (pop, rock, jazz etc) and Dzongkha songs ranging from modern (rigsar) to traditional Bhutanese songs (Zhungdra). Radio Wave covers only Thimphu region and the audience constitute general public.

Difficulty in sustaining the finance is their main challenge so far. Moreover they find limited training opportunities for development of human resources and lack of radio market also hampers the company's performance and efficiency. Radio Wave as one of the media house in the country educates people and keeps the nation informed timely and as such it has a significant role in the progress of media in Bhutan.

2.4 Internet and online media

The emergence of Internet and subsequent evolution of new media communications in Bhutan has not only broken down the barriers but also pushed the boundaries on freedom of speech and expression.

Bhutanese are gradually experiencing a unique online communication. These changes have brought unprecedented change the young's people engagement with the technology and media. The amount information exchanged in the online platforms is immense and ubiquitous. The new media have already become the engaging factor for many Bhutanese.

Many Bhutanese have registered themselves online on many Internet sites either to participate in the online community activities or to find information they require. The age of search engines and social networking are gradually changing the learning and sharing experiences of most Bhutanese. Bhutan Observer reported that as more Bhutanese blog and go on popular social networking sites like Facebook and Twitter, the channel of communication and social interaction becomes more fluid, impersonal and real-time.

Given the interactive property of the technology and the participatory nature of the online culture, new media brings in not only opportunities but also equal drawbacks with it. From the conversation with Bhutanese urban parents it is found that children are more attracted to technology than the ordinary gifts the par-

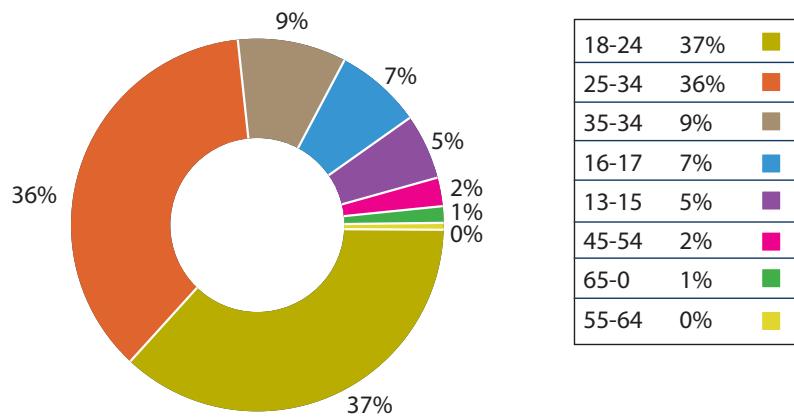
ents give their children. They said that their sons demand portable technological devices like playstation and daughters preferring iPods and mobile phones.

The in-depth interviews held with the Bhutanese bloggers revealed that blogging culture is evolving in Bhutan as a matter of individual's right to express themselves and given the advantage of instant publication of their everyday works brought about by the technology. Bloggers also said that knowing and using technology needs not only interest but also little training. But bloggers said that given the speed of time to publish and people's growing presence in online media environment, blogging might complement the way people get information.

However, the extent of influence of the new media and its effects are not known due to lack of studies in such areas. The mainstream media is also seen discussing the issues on social media. "With all its advantages, social media comes with unhealthy and dangerous content and agenda. Therefore, we need to put in place a national social media policy" (Bhutan Observer, April 1, 2011).

On the other hand some media lauded the benefits and advantage of social media. "In Bhutan, online users have formed groups to press for an amendment of the controversial tobacco control act, and keep an eye on the progress of the right to information draft bill. To that extent, social media is providing the platform for citizens to express their views and bring about greater transparency" (Kuensel, April 1, 2011).

FIGURE 2:
User age distribution on Facebook in Bhutan



Source: Socialbakers, May 2012

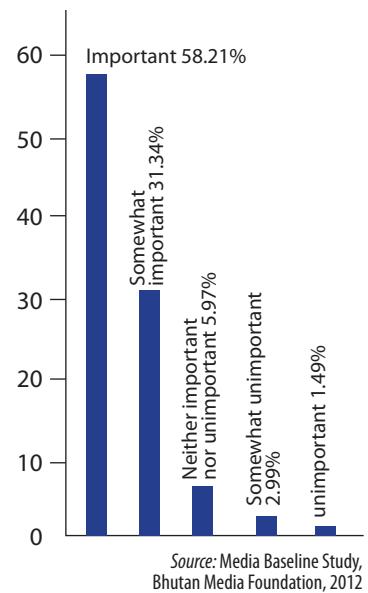
A website (socialbaker.com) which provides social media statistics recorded 68,700 Bhutanese using Facebook resulting to the social network's penetration into Bhutanese population at 9.82 percent. The statistics also reveals that most of the Bhutanese Facebook users belong to the age-group of 18-24 years closely followed by 25-34 years users as shown in Figure 2.

The use of internet and its subsequent applications must be carefully considered. If not understood, this might have far reaching impacts on the minds and behaviors of the people. There is a need of internet literacy and studies to be conducted on the usage of Internet so as to identify potential areas of addressing the issues of online culture and new media.

The study has found that even the mainstream media houses are already adapting themselves to new media. More than 58 percent the journalists who participated in the survey stated that social media was very important for them for reporting and producing the stories that they write.

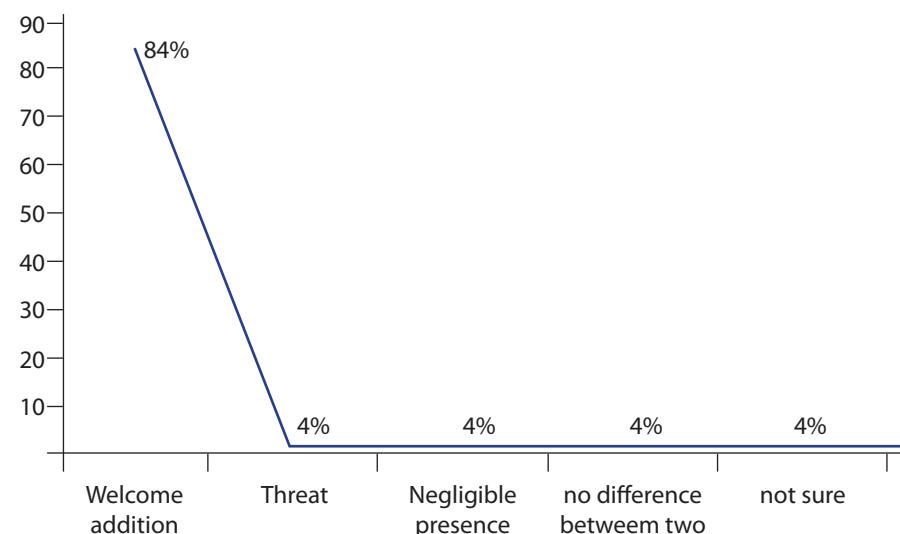
The media editors (Figure 4) also pointed out that that online/new media journalism and its role in the society were a 'welcome addition' to the way media functioned so far.

**FIGURE 3
Importance of social media
for reporting and producing
stories**



Source: Media Baseline Study,
Bhutan Media Foundation, 2012

**FIGURE 4
Online/new media journalism and its role in the society**



Source: Media Baseline Study, Bhutan Media Foundation, 2012

2.5 Film industry

Today, cinema has become one of the most dominant art forms in the world and commands respect and attention accorded to any other creative pursuits or expressions.

The film industry in Bhutan is still in its experimental phase. Right now in Bhutan there are only three kinds of films that are being made or being watched. These are “devotional” ones, which explore the Buddhist faith, the “socials” which is largely melodramas and the “romantic comedy” which is difficult to be categorized in to comedy or romance. Most filmmakers and the producers invest on these kinds of films which has captured the attention of viewers.

The Motion Picture Association of Bhutan (MPAB), which is still in its development phase, caters to supporting film industry in Bhutan. Most of the popular filmmakers and producers are members to the Association. MPAB, although charged with the duty to develop professional capacity of the motion picture industry in Bhutan, yet the Association is crippled with lack of funds and support to do so.

Filmmaking in Bhutan suffers quality and professionalism. Inadequate technical resources, erratic financing, slackness in writing and direction and acting, and the deep culture of Bollywood influence have all contributed to the poor quality of films.

Few films reach international film festivals. The quality of most films is not fit for exposure abroad. Distribution and marketing need professional organisation; Film producers drive into the country side to screen their latest product, mostly in schools. The showing of films is concentrated in two urban towns of Thimphu and Phuentsholing. The government plans to build community halls in all districts and agreed that cinema facilities will be included.

Many people in film industry do not have professional background. Some jobs like director, scripting writing and editing are done by professionals, however, many support staff in areas of pre-production, production and post-production are unskilled and trained on the job.

The film industry needs more good scriptwriters, pro-

fessional film directors / producers and a professional distribution and marketing system. The industry would be helped with training and education in following areas:

- Scriptwriting
- Film content
- Distribution
- Marketing
- Copyrights

2.6 Key issues and challenges

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. Media as a powerful agent of change, should also work to educate the people, to help and empower them with right knowledge and be responsible for the betterment of society. The media industry should sustain its socially responsible public service role by being a better watchdog and reporting objectively to those accountable to.

However, the fact that Bhutan's media industry is at its nascent stage is bereft with so many issues and challenges. These challenges must be overcome in order for media to realize its full potential and carry out its roles and responsibilities. This study lists the issues and challenges faced by media industry in the following.

i) Lack of professional capacity

Due to 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 themes (e.g. political, economic, social and scientific issues). Furthermore, expertise in media are lacking such as researchers, legal ex-

perts, subject matter specialists. It is very essential to help strengthen the professional capacity of the Bhutanese media capacity and build a critical mass of qualified and trained reporters, experienced editors and publishers in the country.

ii) Limited technical capacity

The lack of professional capacity directly corresponds to the lack of technical capacity. The number of people in the media with technical know-how is very less. Therefore, 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 background in marketing, circulation, distribution, advertising, printing, production, editing, and other related fields. In addition there is also lack of training opportunities in technical field and adequate recognition and incentives. 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.

iii) Sustainability of media firms

Media firms are increasing in number every year. However, the proliferation of media businesses in Bhutan mainly relies on the single major source of income: advertisement revenues. The advertising market is very small which cannot contribute to the coffers of all media firms. With most of the advertising revenues coming from government agencies, media sustainability is at crossroads. As advertisements are main source of revenue, media houses may be inclined to serve the interests of the advertisers rather than the general public.

iv) High turnover of media professionals

Retaining trained and experienced journalists, editors and other professionals has become a challenge for media organizations. The reasons can be attributed to meager salaries and incentives. This triggers headhunting in media industry with each media entity trying to offer better financial packages and incentives even when the organi-

zation goes through financial woes. 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.

v) Lack of access to information

In the absence of Right to Information Act and the adequate system for information dissemination, media organizations have indicated challenges in accessing information from the 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.

vi) Urban centric coverage

Bhutanese media are mostly urban (Thimphu) centric as the media outlets are all located in the same area. 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 cater 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.

vii) 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, the news consumers do not critically analyze what they watch, hear and read which includes identify-

ing author, purpose and point of view, examining construction techniques and genre, examining patterns of media representation, and detecting propaganda, censorship and bias in news and public affairs programming (and the reasons for these).

viii) Lack of 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 the society as it is meant to be. The legislative environment is an important condition that the society must provide, create and nurture for the media's development. The Right to Information (RTI) Act 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 journalists 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 favor.

CHAPTER THREE

KEY AREAS OF MEDIA DEVELOPMENT

3.1 Professional capacity building

Journalism profession in Bhutan is as young as the media industry itself. There's a dearth of media professionals that affected the quality journalism and professional functioning of the media houses. The lack of professionals has resulted in problems such as ethical breaches, commercial pressures, poor news reporting, poor business management, etc.

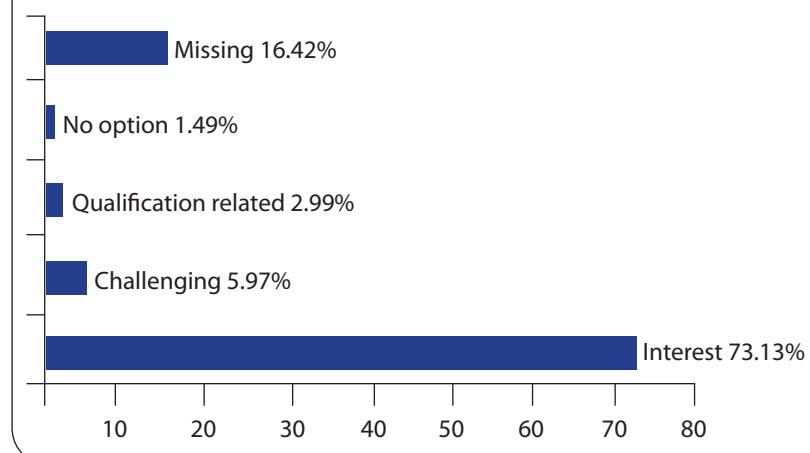
The growth of media houses has resulted in the lack of adequate journalists and professionals to function effectively. It is quite strange to note there is an in-

crease in the number of untrained and unqualified individuals working as "journalists".

Many media professionals agreed to the fact that most of the young people opting to get into media jobs are simply using media industry as "launching pad" to their future career. Most of the journalists are young graduates with limited skills in writing and reporting news.

Most journalists who responded to media baseline survey said that it was the 'interest' that made them to take up journalism job. However, in-depth interviews with journalists revealed that soon their interest gets lost given the demanding nature of the job. "It's not just about getting hectic everyday with the work but

FIGURE 5
Reasons to take up journalism job



Source: Media Baseline Study, Bhutan Media Foundation, 2012

also the talent and capacity of being a true journalist," said a journalist.

It is found that human resource development is a serious concern for editors and media owners. Most reporters are trained on the job or through in-house training. However, over the years, many journalists were trained and studied abroad on scholarships mostly provided by the government.

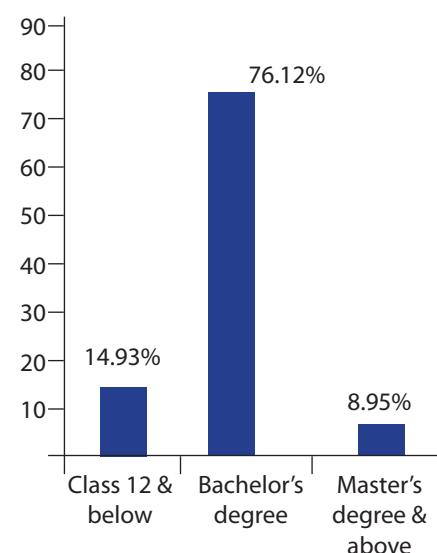
Although some media houses have their employees being sent for short trainings and internships abroad, many are still struggling to have decent editorial team.

There are no institutes and colleges that offer journalism and media related course in Bhutan. However, Sherubtse College, under Royal University of Bhutan, is planning to introduce an undergraduate media course from 2012.

In the absence of journalism and media institutes, there are other media support agencies offering short and long term trainings within and outside the country. The Department of Information and Media (DoIM) has been organizing short-term training course, seminars and workshops for journalist and media personals.

Besides DoIM, the Bhutan Center for Media and Democracy (BCMD) has also conducted short-term

**FIGURE 6
Education level of journalists/
reporters**

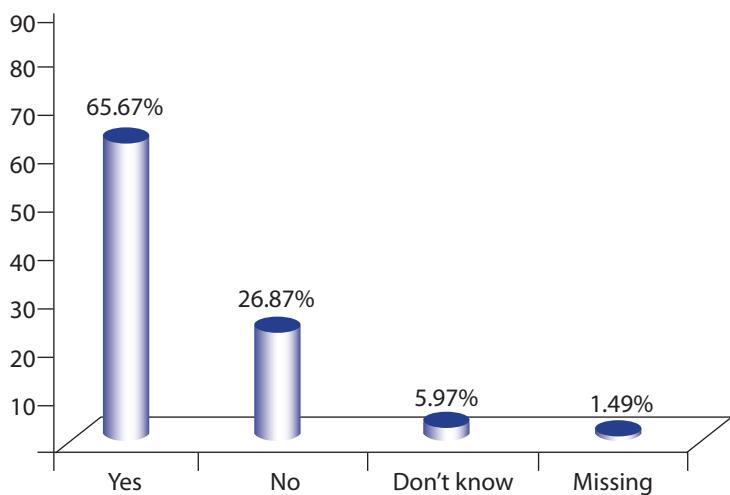


Source: Media Baseline Study, Bhutan Media Foundation, 2012

training courses and workshops. International organization like UNDP has also supported workshops and seminars for Bhutanese media.

In the focus group discussions, the editors and media owners said that there are hardly any programs that cater to other aspects of media management and business. One of the most neglected areas of

**FIGURE 7
Journalists' qualification related to media**



Source: Media Baseline Study, Bhutan Media Foundation, 2012

professional support was trainings in vernacular language and journalism. The Dzongkha Development Authority has conducted workshops for journalists for standardization of spelling in Dzongkha language. However, training materials in vernacular language is also lacking.

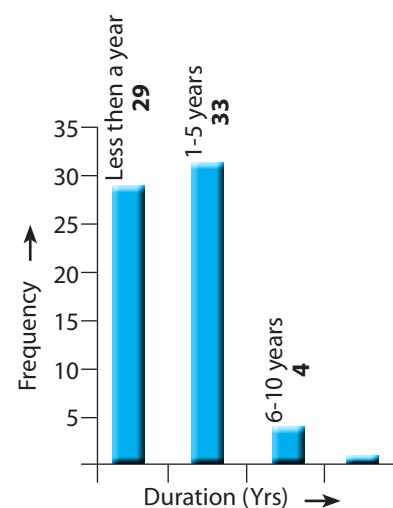
Given the apparent lack of journalism and media professionals it is becoming a standard practice to take in and train graduates from other backgrounds. On the other hand some with journalism background are not placed in media houses despite their specialization in the field of journalism.

The media baseline survey revealed that most journalists have bachelor's degree with majority saying that their qualification is related to media.

When it comes to work experience the media baseline survey revealed that most of the journalists have 1-5 year's work experience as shown in Figure 8. Another bigger lot of journalists said they have less than a year's working experience. There are very few journalists who have longer years of working experience. The results tend to indicate the lack of experienced journalists in Bhutan.

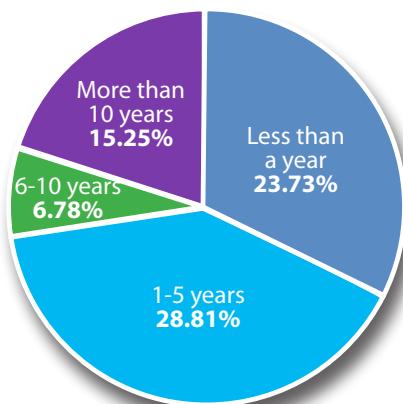
The survey of media editors as shown in Figure 10 revealed that while 33 percent of media editors have 1-5 years of job experience, 29 percent has less than one year experience. The result indicates that most media editors in Bhutan lack work experience.

**FIGURE 8
Journalists' work experience**



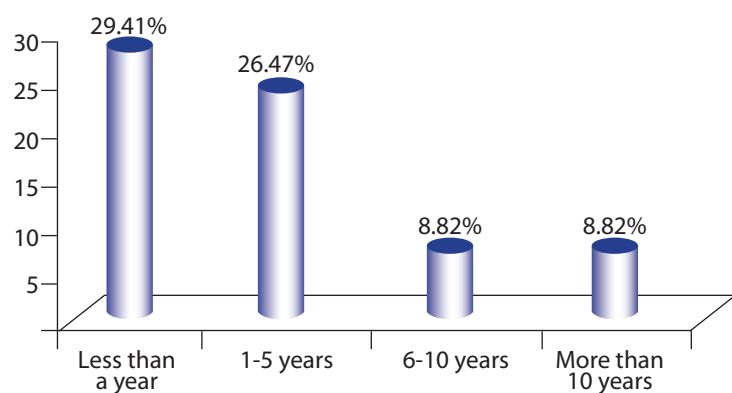
Source: Media Baseline Study, Bhutan Media Foundation, 2012

**FIGURE 9
Media CEOs and managers' work experience**



Source: Media Baseline Study, Bhutan Media Foundation, 2012

**FIGURE 10
Editor's work experience**



Source: Media Baseline Study, Bhutan Media Foundation, 2012

The survey results with media CEOs and managers shared the same characteristics with that of journalists and media editors. Most media CEOs and managers said they have 1-5 years work experience.

3.1.1 Challenges and constraints of professional capacity of media

Media's role in the young Bhutanese democracy has been given utmost priority by the government. Even the Constitution recognizes freedom of the press, radio and the internet in Bhutan. However, mainstream media is still in its infant stage owing to the fact that it came into existence few years before democracy was instituted in the country. Media is grappling with challenges in various areas. Media professionalism is just one aspect of the problem.

Most journalists are not trained and those inducted into the job do not have basic journalism training. Media organizations are not able fund trainings on their own on grounds of financial constraints. Therefore, the government, development partners, and non government organizations have been supporting media professionalism and development.

Most journalists are trained on the job. Professionals at the editorial level are also young mostly comprising senior journalists who worked with Kuensel, the country's first national newspaper. Most editors in Bhutanese newspapers are in the age bracket of 30-40 years, with working experience in media ranging between 5-10 years.

Many trained senior journalists have also switched careers leaving a professional vacuum in the media industry. This phenomenon is critically affecting media professionalism by way of skills-draining. High salaries and perks offered by international organizations and NGOs entice senior journalists to leave journalism profession. When trained journalists leave, there are not enough competent, trained young reporters to fill in.

The media baseline survey indicated that journalists didn't change much jobs. However, few who changed indicated variety of reasons for doing so. The reasons ranged from completion of internships to getting better jobs, low salary and resignation, dissatisfaction and quitting after working temporarily.

There is a limited pool of trained journalists in the media market, consequences of which result in media houses stealing reporters from each other. At the professionalism frontier, it has a grave impact. Untrained journalists are not able to approach news stories in a manner editors would want them to, and in the process, quality suffers. Poor reporting results in poor stories and adversely impacts the overall content.

The lack of professional journalists has also resulted in poor quality of reporting. One of the pertinent issues facing Bhutanese media industry is plagiarism. Most of the respondents for media baseline survey said that plagiarism is a growing problem with Bhutanese journalists.

3.1.2 Training needs

The past studies on media in Bhutan have also pointed out training needs in various fields of media. The training opportunities for senior and middle-level editors and managers are rare and most entry level journalists do not have any basic training in journalism. Training in specific areas like marketing, business development, technical specialization and HR are also lacking. Training deficits also include specialized training courses for vernacular language reporters.

Trainings needs expand across various fields in the media. The priority is for training working journalists by providing them with specialized training opportunities, further studies that include master's degree, on-job attachments with prominent media houses abroad, among others. Training for technical areas, business management and organizational development, marketing and circulation are important for the growth of the media industry.

3.1.3 Professionals in various media organizations

TABLE 1

Professionals in Radio Wave

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	AFD/CEO	3	0	3	2
2	Reporter/host/producer	1	3	4	1

TABLE 2

Professionals in Bhutan Broadcasting Service Corporation (TV and Radio)

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	HRA	41	9	51	21
2	Finance and commercial	10	9	19	12
3	Radio	35	21	56	35
4	TV	75	31	106	65
5	Technical	36	12	48	16
6	Regional Bureaus	31	5	36	14

TABLE 3

Professionals in Radio Valley

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	AFD/CEO	1	1	2	1
2	Reporter/host/producer	8	3	11	7

TABLE 4

Professionals in Kuzoo FM radio

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	CEO/AFD	0	2	2	2
2	Reporter/Producer/Host(Eng)	3	0	3	2
3	Reporter/Producer/Host(Dzo)	5	5	10	6
4	Technician	2	0	2	2
5	Supporting Staff	2	1	2	2

TABLE 5

Professionals in Centennial Radio

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	Management	1	0	1	1
2	Program Coordinator	2	1	3	2

TABLE 6

Professionals in Kuensel Corporation

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	Operations & HRM	13	4	17	2
2	Internal Auditor	1	0	1	0
3	Business Develop- ment	6	0	6	1
4	Pool	6	0	6	6
5	Information	3	0	3	1
6	Finance	8	3	11	3
7	Editorial	22	9	31	20
8	Printing	41	16	57	4
9	Commercial Photo	3	0	3	0
10	Advertisement	9	7	17	4
11	Circulation	4	0	4	0
12	Library	2	1	3	0
13	Publishing	2	0	2	0

TABLE 7

Professionals in Bhutan Youth

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	CEO/AFD	2	1	3	2
2	Editorial	1	2	3	3
3	Marketing	2	4	6	5
4	Circulation	1	0	1	0
5	Photography & Graph- ics	2	0	2	1

TABLE 8

Professionals in Bhutan Today

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	Management	7	1	8	7
2	Editorials/Reporters	8	9	17	13

TABLE 9

Professionals in The Journalist

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	CEO	1	0	1	1
2	Editorial/Newsroom	5	2	7	5
3	Graphics(Print & Add)	6	0	6	4
4	Photography	1	0	1	1
5	Marketing	2	3	5	5
6	Circulation	5	0	5	3
7	ICT	2	0	2	2
8	AFD/ADM/HRO	4	3	7	4
9	Strategy/planning	3	0	3	1

TABLE 10

Professionals in Druk Neytshuel

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	Marketing	3	2	5	4
2	Editorial	7	1	8	5
3	AFD	0	5	5	1
4	management	1	0	1	1
5	Graphic and Design	0	2	2	1

TABLE 11

Professionals in Bhutan Observer

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	Editorial	10	3	13	8
2	Commercial(market/ add/cir/graphics/spe- cial project)	10	4	14	8
3	ADF/ Operations(Finance & administration)	8	2	10	9

TABLE 12

Professionals in Druk Yoedzer

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	CEO/AFD	3	1	4	2
2	Editorial	5	2	7	5
3	Marketing	1	4	5	4
4	Circulation	1	0	1	0
5	Designer	0	1	1	0

TABLE 13

Professionals in Gyalchi Sarshog

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	Management	1	0	1	1
2	Commercial and Marketing	4	1	5	2
3	Editorial	4	0	4	4
4	Circulation	2	0	2	1
5	Graphic and design	0	1	1	1

TABLE 14

Professionals in Business Bhutan

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	Editorial	6	3	9	5
2	Commercial	2	4	6	0
3	AFD & circulation	4	2	6	5
4	Graphics & Designer	2	2	4	2

TABLE 15

Professionals in Bhutan Times

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	Editorial	5	2	7	1
2	Commercial	1	5	6	2
3	AFD	7	3	10	7
4	Graphics and Designing	1	2	3	0
5	Circulation	2	0	2	2

TABLE 16

Professionals in Druk Melong

Sl. No.	Deaprtments	Male	Female	Total	No. of professionals in the company
1.	News editors	2	-	2	1
2.	News reporters	1	2	3	-
3.	Marketing/advertising personnel	-	4	4	-
4.	Graphic designers	-	1	1	-
5.	Circulation	2	-	2	-
6.	AFD	1	-	1	-

TABLE 17

Professionals in Bhutan Timeout

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1.	News editors	2	-	2	-
2.	News reporters	-	-	-	-
3.	Marketing/advertising personnel	1	-	1	-

TABLE 18

Professionals in Student Digest

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1.	News editors		1	1	
2.	News reporters	2	2	4	
3.	Marketing/advertising personnel	-	1	1	
4.	Graphic designers	2		2	

TABLE 19

Professionals in Dhariq

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	Editorial	5	1	6	5
2	Marketing & Commu-nication	0	3	3	-
3	Design & Web	1	1	1	2
4	Circulation	1	0	1	-
5	Finance	0	1	1	1

TABLE 20
Professionals in Drukpa

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	Editorial	3	-	3	2
2	Marketing & Communication	-	1	1	-
3	Graphic Design	1	1	1	1
4	AFD	-	1	1	1

TABLE 21
Professionals in Yeewong

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	Editorial	-	1	1	1
2	Marketing & Communication	-	1	1	-

TABLE 22
Professionals in Druk Trowa

Sl. No.	Department	Male	Female	Total	No. of professionals in the company
1	Editorial	1	1	2	1
2	Marketing & Communication	-	1	1	-
3	AFD	1	-	1	-

3.1.4 Total number of professionals in various media organizations

TABLE 23
Total professionals in print media (newspapers & magazines)

Sl. No.	Department	Total	Profes-sionals	Non-pro-fessionals	Remarks
1.	Editorial	118	67	51	
2.	AFD	81	44	37	
3.	Marketing & Advertisement	82	29	53	
4.	Graphics & Design	33	14	19	
5.	Circulation	32	10	22	
6.	Printing	57	4	53	Restricted to Kuensel only
7.	Others	26	10	16	Research, library, driver, information, audio-visual, creative.

TABLE 24
Total professionals in broadcast media

Sl. No.	Department	Total	Profes-sionals	Non-pro-fessionals	Remarks
1.	TV	106	65	41	BBSTV only
2.	Radio	71	44	27	
3.	Others	160	67	93	Management, administration, HR, Technical, bureau, commercial, finance (mostly in BBS)

Media organizations also require institutional support and intervention in the form of link-ups with strategic media partners and training institutes. Support in the form of financial packages for training can also develop media professionalism.

The media baseline survey also revealed that most media CEOs and managers would prefer to seek external funding to develop their human resources.

Media CEOs and managers were also asked to indicate which areas of professions they invest more within their organization. The results revealed that journalism was the main area of investment followed by management. Marketing, finance and advertising were other areas of considerable investment as shown in Table 19:

FIGURE 11
Developing human resource in media organization



Source: Media Baseline Study, Bhutan Media Foundation, 2012

TABLE 25
Investing in areas of professions by media organizations

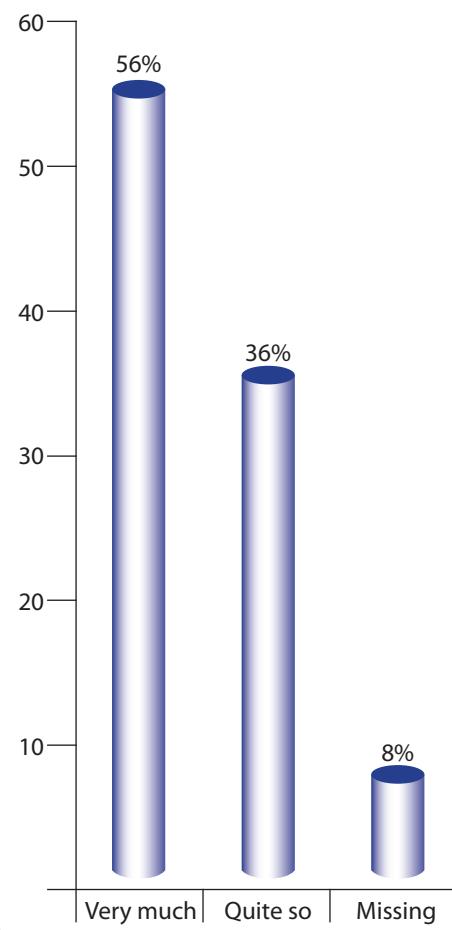
Invest more	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	Rank 7	Nil
Journalism	27	4	0	2	1	2	5	3
Marketing	8	9	9	11	0	2	4	1
Management	3	10	8	7	6	5	1	4
Finance	1	2	5	3	13	13	2	5
Advertising	5	1	7	8	5	12	2	4
Circulation	3	10	6	3	6	7	3	6
High printing cost	0	1	0	0	2	0	1	40

Source: Media Baseline Study, Bhutan Media Foundation, 2012

When asked what they would do first in their newsroom to improve and invest in the editorial quality, most of the media editors said that they would train journalists in new media. They also emphasized on re-training journalists in traditional skills of journalism, as revealed through media baseline survey shown in Figure 13.

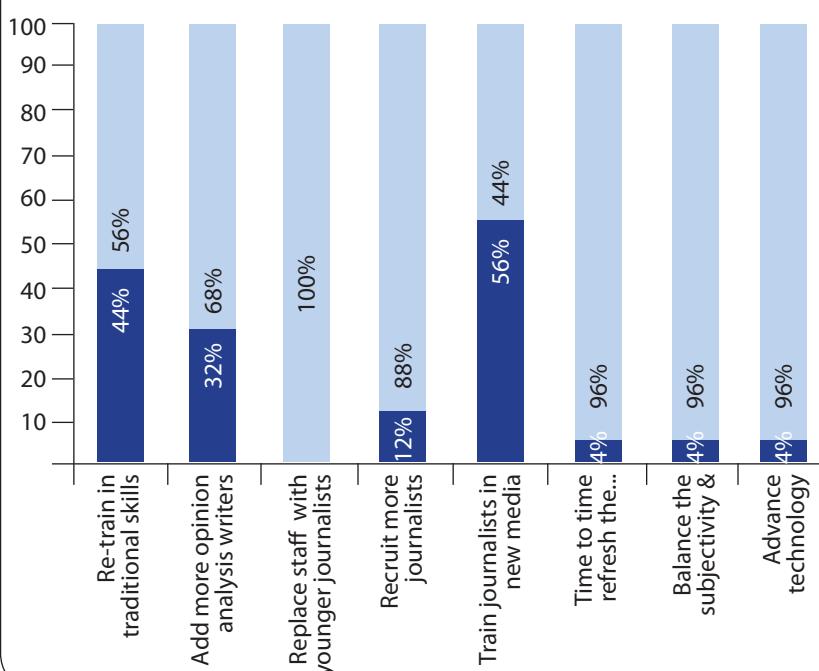
Media editors were asked to indicate if the in-house training for journalists helped the new recruits to learn the trade. 56 percent of editors said the in-house trainings are very useful and helped the novice reporters as shown in Figure 12.

FIGURE 12
In-house training for journalists helping the new recruits to learn the art



Source: Media Baseline Study, Bhutan Media Foundation, 2012

FIGURE 13
Activities to invest in editorial quality



Source: Media Baseline Study, Bhutan Media Foundation, 2012

3.1.5 Training needs of the media professionals

TABLE 26
Training needs of print media organizations

Sl. No.	Department	Kuensel			Trainings Needs		
		Male	Female	Total	No. of professionals in the company	Short-term	Long-term
1	Operations & HRM	13	4	17	2	Procurement field	Human Resource Development
2	Internal Auditor	1	-	1	-	Not interested	Not interested
3	Business Development	6	-	6	1	Communication skills, business development	Diploma in Business Administration, B.Com
4	Pool	6	-	6	6	Not interested	Not interested
5	Information	3	-	3	1	Nil	Nil
6	Finance	8	3	11	3	Finance and financial accounting	Diploma and Masters in Financial Accounting
7	Editorial	22	9	31	20	Professional level of journalism (editing, commentary, print). Political reporting.	MA in Journalism(print),media Studies
8	Printing	41	16	57	4	Printing techniques and management	Diploma in Printing techniques
9	Commercial Photo	3	-	3	-	Photo journalism, digital photography and operation, lighting skills	Diploma in Photo Journalism
10	Advertisement	9	7	17	4	Marketing strategy, marketing skills, new approaches	Masters in Marketing, MBA, HR development, Human Rights
11	Circulation	4	-	4	-	Nil	Nil
12	Library	2	1	3	-	Statistics, advanced research, library management	Ph.D in Communication. MBA, Library
13	Publishing	2	-	2	-	Nil	Nil
Gyalchi Sarshog							
Sl. No.	Department	Male	Female	Total	No. of professionals in the company	Short-term	Long-term
1	Management	1	-	1	1	Leadership quality	MA in Media
2	Commercial and Marketing	-	3	3	2	Marketing and accounting	Marketing
3	Editorial	4	-	4	4	Writing report	Journalism
4	Circulation	2	-	2	1	Circulation and management	Marketing
5	Graphic and design	-	1	1	1	Graphic and designing	Professional designing

Bhutan Youth						Trainings Needs		
Sl. No.	Department	Male	Female	Total	No. of professionals in the company	Short-term	Long-term	
1	Editorial	-	1	-	1	Reporting skills, editing	MA in Mass Communication	
	Finance and Marketing	1	3	4	2	Management, speaking, marketing	Marketing	
2	Design and photography	1	-	1	-	Photography	Visual editing	
3	Management	1	1	2	1	Management	Management	
Bhutan Times						Trainings Needs		
Sl. No.	Department	Male	Female	Total	No. of professionals in the company	Short-term	Long-term	
1	Editorial	5	2	7	1	PGD in Print journalism and ICT4D workshop	Not interested	
2	Commercial	1	5	6	2	Marketing	Marketing	
	AFD	7	3	10	7	Diploma in Finance Management, Networking, Web master, Photography Framing, Tally course (ERP9), IT training.	MBA, Finance management, web programming, web mastering, CCNA	
3	Graphics and Designing	1	2	3	-	Web master, Web designing, and web designing	Web master	
4	Circulation	2	0	2	2	Circulation and communication	Diploma in circulation and communication	

Bhutan Observer						Trainings Needs		
Sl. No.	Department	Male	Female	Total	No. of professionals in the company	Short-term	Long-term	
1	Editorial	10	3	13	8	Creative & investigative writing, editing, Management & economics	MA in Journalism(Print), literature/history and International relations & politics	
2	Commercial (marketing / advertising, circulation, graphics, special project)	10	4	14	8	Marketing & product development, Management, Research, Distribution systems, Designing, Attachment in foreign media houses, leadership courses	PhD & MBA (Marketing, production), BCom, BBA, Diploma in Marketing, Masters in Designing	
3	ADF/Operations (Finance & administration)	8	2	10	9	Basic Software & hardware Engineering, Accounting, Management, Mechanic training(drivers), Public relations(PR)	MBA, BBA,B.com, Administrative management, Diploma in Accounting, Diploma in Software, Hardware & Networking	
Bhutan Today						Trainings Needs		
Sl. No.	Department	Male	Female	Total	No. of professionals in the company	Short-term	Long-term	
1	AFD	2	5	7	7	Administration, Accounting, Fashion designing	Administration, Human Recourse, CE,BA(Eng), MA in visual/mass communication,	
2	Editorial	6	1	7	2	Print media, Creative writing,	Journalism and print	
3	Graphic	2	1	3	1	Graphic, exposure	professional in photography, Graphic, BA(Geo)	
4	Marketing	1	5	6	1	Communication and Marketing, PR	BBA, Planning, Marketing,	
5	Circulation	5	3	8	1	Circulation	B.com, circulation,	

Business Bhutan						Trainings Needs	
Sl. No.	Department	Male	Female	Total	No. of professionals in the company	Short-term	Long-term
1	Editorial	6	3	9	5	Creative & investigative writing, Film making & documentary production,	PhD/ M. Phil, MA in Journalism/Communication
2	Commercial	2	4	6	-	Marketing/Planning, Internet marketing & Research, Advertising, Management	MBA, Diploma in Marketing,
3	AFD & circulation	4	2	6	5	Tally course, Basic circulation/book keeping	Degree in Financial Management(DFM), Circulation facts/figure/logic
4	Graphics & Designer	2	2	4	2	Graphic, Camera study, movie editing & Special effects	Diploma in Movie editing & special effects, Degree in photo Journalism
The Journalist						Trainings Needs	
Sl. No.	Department	Male	Female	Total	No. of professionals in the company	Short-term	Long-term
1	Operation and HRM	4	1	5	4	Information Technology, circulation and Graphic, administration	MA in Technology and Information, animation, Graphic, HR
2	Research	1	-	1	1	research, creative, analytical	MA in research
3	Information and Circulation	5	-	5	2	circulation, communication and information	MA in Circulation and Management, Information and Communication
4	Editorial	2	-	2	1	Information Technology, circulation and	Creative writing
						Graphic, Administration	
5	Marketing	3	6	9	7	Marketing, PR, communication, Language,	Branding, Marketing, Exposure
6	Audio visual	3	-	3	-	visual analysis, graphic and designing	MA in Audio visual
7	Graphic	5	1	6	4	Art class, administration, designing	Graphic and Animation, art class, Graphic
8	Creative	1	-	1	1	Feature, cartoonist, arts,	Creative designing and writing
9	Financial	6	2	8	3	Accounting	Graphic and animation

Druk Neytshuel						Trainings Needs		
Sl. No.	Department	Male	Female	Total	No. of professionals in the company	Short-term	Long-term	
1	Marketing	3	2	5	4	Marketing, PR, Communication,	Communication skills, law, marketing	
2	Editorial	7	1	8	5	Reporting,journalism, communication, PR	MA in journalism	
3	AFD	-	5	5	1	Management, circulation, New software	MBA,BBA	
4	Management	1	-	1	1	Management, Human Resource	Private organization	
5	Graphic and Design	-	2	2	-	Graphic and Designing	Graphic and Designing	

Druk Yoedzer						Trainings Needs		
Sl. No.	Department	Male	Female	Total	No. of professionals in the company	Short-term	Long-term	
1	AFD	1	-	1	1	Management, marketing, circulation	Private organization	
2	Editorial	5	-	5	4	Reporting skills	MA in English,journalism	
3	Graphic and Design	-	1	1	-	Designing	Designing	
4	Marketing	1	6	7	4	Management, marketing, communication	MA in Marketing	
5	Circulation	1	-	1	-	Circulation	Circulation	

TABLE 27
Training needs of broadcast media organizations

KUZOO FM						Trainings Needs		
Sl. No.	Department	Male	Female	Total	No. of professionals in the company	Short-term	Long-term	
1	English Station	1	1	2	2	Programme editing, Radio presentation	Programme production & Script writing	
2	Dzongkha Station	2	-	2	-	Programme editing, Technical, Audio editing, Public Relation	Public relation, Diploma in Journalism	
Centennial Radio						Trainings Needs		
Sl. No.	Department	Male	Female	Total	No. of professionals in the company	Short-term	Long-term	
1	Management	1	-	1	1	Leadership, creativity and critical thinking trainings, Finance planning and management trainings	Diploma in Radio management, Diploma in project management, PG Diploma in mass communication (PGDMC)	
2	Program Coordinator	2	1	3	2	Certificate course in Radio Jockeying, Sound Recording and Radio production, Voiceover & Dubbing,	Not Interested	
Radio Wave						Trainings Needs		
Sl. No.	Department	Male	Female	Total	No. of professionals in the company	Short-term	Long-term	
1	Administration	2	-	2	2	Live show and management skills	MA in Radio broadcast	
2	Finance and accounting	-	1	1	1	Accounting	Marketing	
3	Program	1	1	2	1	Radio broadcast	Radio broadcast	

Sl. No.	Department	BBS			Trainings Needs		
		Male	Female	Total	No. of professionals in the company	Short-term	Long-term
1	HRA	41	9	51	21	Administration, budgeting, planning, social interaction, book-keeping	MA in Management, Human Resource, professional writing, auditing, balance sheet
2	Finance and commercial	10	9	19	12	Marketing, editing, personal Relation, Financing, Accounting, Tally, communication skills	MA in commercial accounting, Marketing, HR, Journalism,
3	Radio	35	21	56	35	Reporting, Language, writing, tips of speaking, management, editing, PR, vocal training	MA in Dzongkha and English, journalism, News reporting, investigation
4	TV	75	31	106	65	Creative, reporting, editing, exposure, spoken language, Graphic, visual and animation, sound, camera, make up	Modern technology system management, effective reporting, camera editing
5	Technical	36	12	48	16	Software and Hardware course, IT, Technician, system handling, out door to modern technology	IT equipment, MA in computer, Architecture,
6	Regional Bureaus	31	5	36	14	Reporting, Social link, professional writing and speaking, camera, technical, management	MA in Philosophy and politic, Personal Relation, analytical reporting

TABLE 28

Preferred venues for short-term trainings for print media

Sl. No.	Job Type	Total	Training Venues			
			Abroad	Percentage (%)	In country	Percentage (%)
1	Management	90	26	26	19	21
2	Editorial	65	20	31	8	12
3	Marketing and advertising	60	11	18	16	27
4	Circulation	23	4	17	4	17
5	Graphic/Design/IT/Online	29	7	24	5	17
6	Photography	7	5	71	2	29
7	Printing	49	40	82	9	18
8	Library	3	2	67	1	33

TABLE 29

Preferred venues for long-term trainings for broadcast media

Sl. No.	Job Type	Total	Training venues			
			Abroad	Percentage (%)	In country	Percentage (%)
1	Management/HRA	58	44	76	11	19
2	FCD (Finance & Commercial Department)	20	16	80	4	20
3	Radio/Radio Jockey	69	64	93	5	73
4	Television (TV)	106	98	93	8	8
5	Technical	48	30	63	18	38
6	Regional Bureaus	36	33	92	3	8

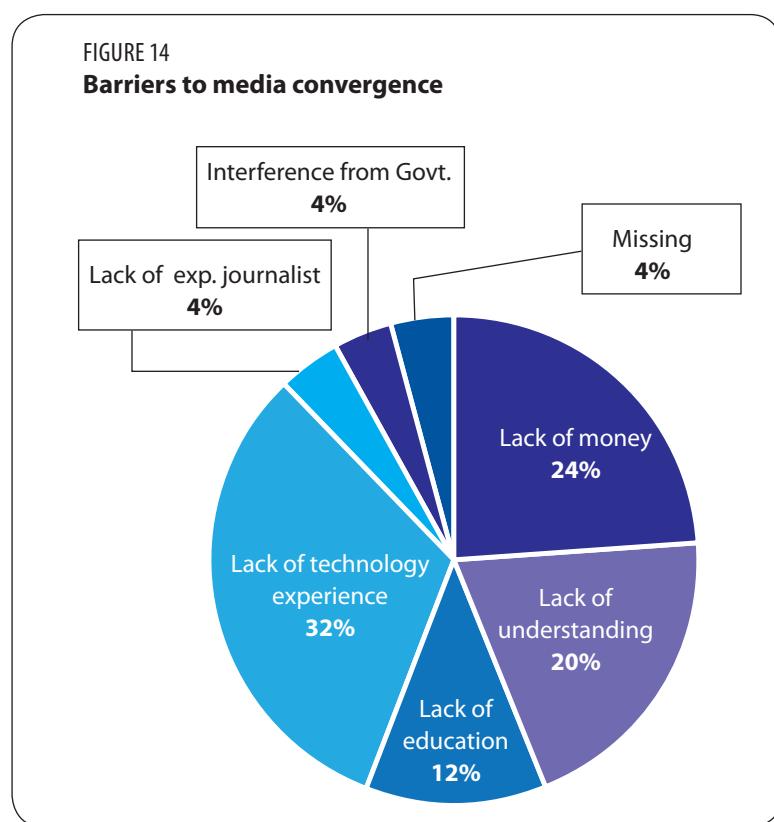
3.2 Building technical capacity

Infrastructure is integral to healthy development of media entities. For a media to fully function there is need for adequate technology and equipments to gather, process and distribute its contents.

Bhutanese media organizations are grappling with new opportunities – and threats – afforded by what is called “convergence”. Media people tend to get very

Convergence is often defined in very generalized and simplified terms as a process by which telecommunications, information technology and the media, sectors that originally operated largely independently of one another, are growing together (Stobbe & Just, 2006).

One of the most challenging issues for Bhutanese media industry, especially the broadcast sector, is the migration from analogue to digital system of broadcasting. The Bhutan Infocomm and Media Authority (BICMA) in its annual meeting on media regulations in



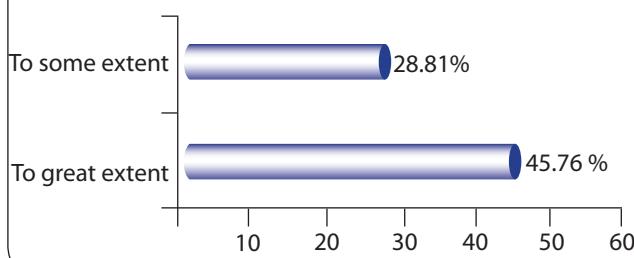
excited about convergence, because it holds so much promise. The melding together of different media, incorporating new personalized services is both impressive and overwhelming.

When media editors were asked to indicate what they see as barriers to media convergence in Bhutan, most of them said ‘lack of technological experience’ as one of the main barriers to media convergence. Lack of money and understanding were also some of the barriers to media convergence.

2011 presented the government’s move to switching onto digital world of broadcasting calling it as “digital migration”.

The idea of digital migration comes as an unprepared and unattainable task for the existing broadcast media houses (especially the private radio stations) to switch to digital technologies. The migration means discarding all the old analogue systems with which some radio station functions and moving to digital world which come as great financial blow to already struggling radio industry.

FIGURE 15
Impact of technology on the growth of organization



Source: Media Baseline Study, Bhutan Media Foundation, 2012

However, radio industry players have alternative plans to keep themselves functioning by taking advantage of the ICT infrastructure being built by the government around the country.

The infrastructure activities focus on implementing the liberalized and competitive infrastructure market, and increasing co-ordination between infrastructure providers, and ensuring that there is affordable, fast, secure, sustainable and appropriate ICT infrastructure throughout Bhutan states the revised version of Bhutan Information and Communication Technology Policy and Strategies of Bhutan (BIPS) 2009. The government's policy to develop ICT infrastructure presents opportunities for our media organizations to not only expand their media products but also to take advantage of the technology to gather and distribute

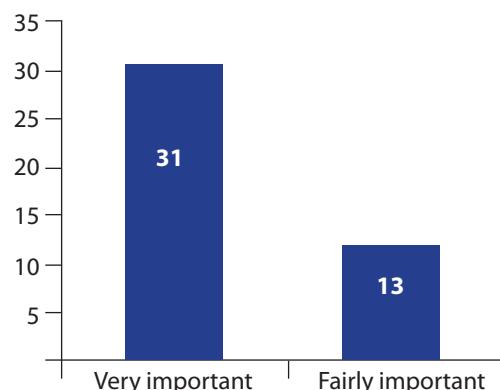
their contents.

The fifth strategy of the BIPS talks about enabling access to public information deploying shared infrastructures by the end of 2010. The strategy will involve MoIC, BICMA, DoIM, DIT and Bhutan Post. However, infrastructure sharing among cross-media houses has not been implemented so far. BIPS also strategizes to establish a competitive, level playing and reliable ICT infrastructure market.

While the media has stock of ICT facilities at their disposal to find alternative means of gathering and distributing their contents, most of the media CEOs and managers feel that technology will have great impact on the growth of their organization.

The importance of ICT and new media were felt as very important for business strategy by media CEOs

FIGURE 16
Importance of new media use on business strategy



Source: Media Baseline Study, Bhutan Media Foundation, 2012

and manager as indicated in Figure 16.

Technology and facilities provided to journalists also mattered in gathering and processing news and information. The focus group discussion with journalists revealed that "newsroom facilities and equipments while on the field reporting were very crucial for them to collect information and reporting efficiently". Table 23 shows the kind of equipments availed to journalists to do their work:

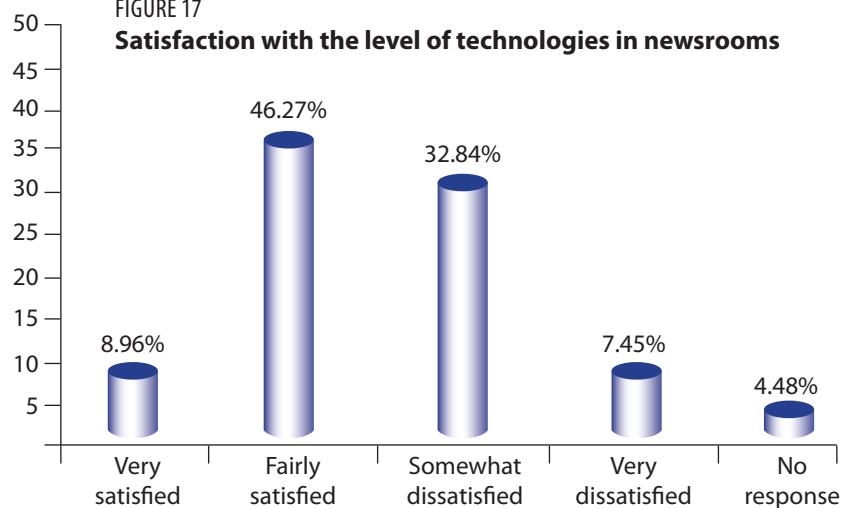
Journalists seem to have access to basic facilities for gathering, processing and distributing their contents. The survey result revealed that most journalists are

TABLE 30
Kind of equipments provided to the journalists

Equipment	Yes	No	Total
Notebook	58	9	67
Pen	57	10	67
Audio-recorder	38	29	67
Video camera	28	39	67
Mobile phone recording	9	58	67
iPod recorder	2	65	67
Others (still camera, etc.)	9	58	67

Source: Media Baseline Study, Bhutan Media Foundation, 2012

FIGURE 17
Satisfaction with the level of technologies in newsrooms



Source: Media Baseline Study, Bhutan Media Foundation, 2012

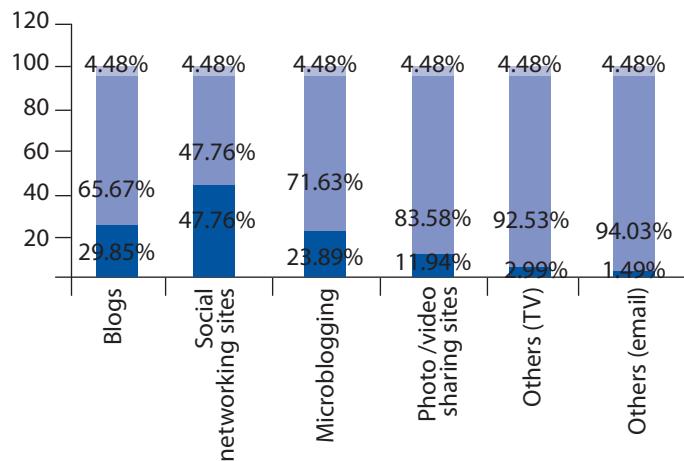
fairly satisfied with the level of new technologies available in their newsrooms. However, some said that they were not satisfied with the newsroom technologies.

The results from the media baseline survey indicated that social media has had huge impact on journalists in Bhutan. While most journalists said, during the focus group discussions, that they know how to use in-

ternet and available features, many still don't know how to use online features like social media to distribute and publish their contents.

The survey revealed that most of the journalists considered social media (social networking and blogging) to be very important for reporting and producing the stories they write. Social networking facilities (Face-

FIGURE 18
Social tools used to publish, promote and distribute their contents



Source: Media Baseline Study, Bhutan Media Foundation, 2012

book, Twitter, LinkedIn, MySpace, etc.) are used by many journalists to publish, promote and distribute their contents online as shown in Figure 18:

3.3 Media policies, legislation and the regulatory environment

While the media in Bhutan is in its nascent stage, media regulation is fairly a recent phenomenon in Bhutan. Media was barely regulated before due to absence of considerable media outlets. However, after calling in the private media houses there is a need to properly regulate the media today.

Media policies are made by the government. The making of policies takes into consideration the role of media in a society especially when Bhutan is embarked into pursuing the GNH values. The Ministry of Information and Communications states under their ‘information and media policy’ statement that “the Royal Government of Bhutan recognizes the positive role that information and media can play in promoting good governance through efficiency, accountability and transparency towards attainment of the overall goals of Gross National Happiness”.

To this end, the Ministry makes policies that favour conditions for the growth of dynamic and responsible media that informs and educates the society. The policies are then proposed as bills in the parliament to be endorsed.

Bhutan Infocomm and Media Authority (BICMA) was established as an independent regulatory body in 2006. It was tasked with regulating broadcasting, the internet, radio communications and telecommunications through the powers of Bhutan Information, Communication and Media (BICM) Act 2006. Since then BICMA’s role as regulator became increasingly important and challenging.

Under the general mandate of the Authority set in accordance the rapid development of ICT and increasing convergence of information technology, telecommunications and media, the Authority is entrusted to have comprehensive mandate in implementing laws,

Regulations and Rules pertaining to ICT and media facilities, services as well as the contents of any form of information, communications and media. In particular, the regulatory functions of the Authority shall relate to:

- a) ICT facilities;
- b) ICT services;
- c) Spectrum management and radio communications; and
- d) Contents and media.

BICMA is undergoing serious challenges in putting in place regulation, guidelines and rules especially when the media are converging. The media convergence has eroded the otherwise different regulations for the traditional media. Although the BICM Act appears to include regulating all forms of media yet the Act does not say anything on regulating the converged mediums for gathering and distributing the contents.

The Government’s media license liberalization policy has ushered in the growth of huge media organizations especially newspapers. From the two private newspapers that began in 2006, there are twelve newspapers today. Newspaper business has been booming with lucrative revenues that it generates from the advertisements.

However, some news organizations are skeptical about such boom due to media license liberalization policy. They argue that the new entrants into the newspaper business are solely motivated by the business profits rather than promoting good journalism. Any news organization, big or small, enjoy same level economic playing field because they derive same share of revenues from the advertisements. Such trend of media business has shaken the moral responsibility and the role of media in the society.

Such media scenario is attributed to the lack of policy on government advertising. The government is drafting the advertisement policy in order to ensure that the government advertising is done in an effective and efficient manner. The government advertising policy is aimed at reducing the cost and getting best value for the spending on government advertising. In effect, such move will help ease the relationship between the administration and the public in terms of access

to and understanding of government information and services. Recent developments in the local newspaper market, the growth in local broadcasting and the increasing opportunities presented by the internet are also important drivers for change.

In the absence of the proper advertising policy, government agencies have been placing the advertisements based on individual discretion and marketing influence of the media organizations. Getting government advertisements depends on personal relationships, coercion, offering cuts, and false media statistics.

According to Annual Financial Statements released by the Ministry of Finance, the government spent roughly Nu. 37 million on advertising in 2009-2010 fiscal years. However, the nature of spending on advertising and its impact has hardly been scrutinized.

With the changing media scenario in Bhutan brought about by the growth of different forms of media government must ensure that its policy on advertising reflects the changing market and is sufficiently flexible to meet future developments.

Advertising revenue has been the main source of income for most of the media organizations. It is estimated that 80 percent of the revenue comes from the government advertising. The income generating scope from the advertising has indeed lured many media businesses to get into the market.

The fact that all the media are vying for the same piece of cake has resulted in media sustainability issue. Most of the media organizations in Bhutan are directly dependent on income from advertisements to stay in business. The proliferation of media outlets largely influenced by the lucrative advertisement revenues has affected the quality and accountability of the way media functions which as posed serious regulatory challenges for BICMA.

In-depth interviews with media professionals revealed that some media houses have abandoned their editorial team wherein the news is provided by other news agencies. One of the key respondents complained “such practice directly contravenes the law which requires media licensee to have its own editorial team.”

The terms and conditions on acquiring publishing license are set out in BICMA’s Rules Governing Printing Presses, Books and Newspapers 2008. BICMA expressed that they were not aware of media houses abandoning their editorial team. “If this is happening then it is illegal,” said BICMA Director, “if such issue is lodged formally in writing to the Authority, we shall look into the matter and commission immediate investigation and punish the wrong doers.”

Moreover, some key interviewees observed that there are incidents of media organizations being run by same interest-groups resulting in syndicate of media agencies. This, they say, breaches the particular clause in the BICM Act which prevents ‘cross-media ownership’. Participants in the focus group discussion expressed fear “that such trend might lead to conglomeration of media organizations by interest-groups.”

The BICMA rejects such complaints as unfounded and lacking in evidence. Any clandestine activity in media organizations or in the industry itself must be complained in written form to the regulatory authority. The BICMA Director said that “upon receiving the written complaints and by assessing credibility of the complaints, the Authority shall intervene or call an investigation into such wrong doings.”

In the past one year BICMA received only two written complaints from the Election Commission of Bhutan pertaining to erroneous media reports on elections. BICMA carried out an investigation on such complaints and subsequently resolved the problem by letting the defaulter media organization to run corrigendum.

One of the issues pointed out by media professionals was recruiting foreign nationals in the news rooms. An editor of a news organization observed that news organizations in Bhutan are secretly employing ‘foreign nationals’ even to the level of an ‘editor’. “At first this totally breaches the national law. Secondly, having foreign nationals at the helm of the editorial directly or indirectly gets easy access to information that might be deemed confidential pertaining to national interest that could be leaked or shared with other foreign media,” he said.

The BICM Act does not say anything on recruiting foreign nationals in media organizations. However, in order to prevent recruiting foreign national especially

in news rooms the Ministry of Labour and Human Resources (MoLHR) have agreed to process or extend their work permits upon the recommendation of the Department of Information and Media (DoIM). The recommendation will look into the real needs having to recruit foreign nationals through series of verification process and proposals put up by the particular media firms wanting to recruit or hire expatriates.

All media contents in Bhutan are regulated by the rules set in BICMA's 'Rules on Content'. These Rules are issued in accordance with Section 34(1) of the BICM Act 2006 'to ensure good practice and standards of content disseminated by the Bhutanese ICT and Media service providers to the society.'

Two pertinent issues were identified when it comes to content – factual errors and nonprofessional language. However, most of the key respondents in in-depth interviews agreed that media in Bhutan are "new and inexperienced".

BICMA has served several warnings to media who have carelessly published erroneous news reports or carried images and graphics that are prohibited to be shown as stated under Rules of Content.

On the other hand, these Rules and Guidelines form the basis for a self-regulatory system and provide [media] industry with a set of principles to guide it, as well as a clear framework for the Authority to address any complaints from members of the general public. One of the principles laid in the Rules state that 'me-

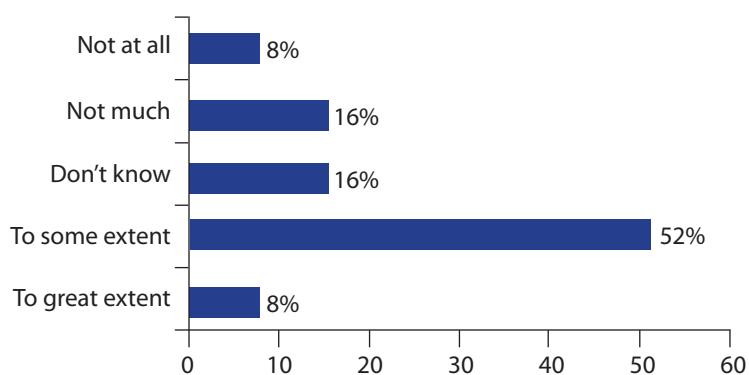
dia contents should be prepared with a sense of responsibility to citizens and society.'

Some of the content editors expressed that a self-regulatory system is important while creating contents relevant to the general public. However, participants from the general public in the focus group discussion felt that most of our media contents are hyped and lack in-depth reporting. An example was cited where print media tends to write sensational stories and place more negative stories on the front pages of the newspapers. When the media editors were asked to indicate on the effect of media regulation on effective performance of the organization, they said that media regulation has helped perform effectively only to some extent, as revealed in media baseline survey shown in Figure 19.

Some senior media professionals who have opted out of the profession said that the media editors in our media organization lack 'gate-keeping ethics and judgment'. Moreover, the young and inexperienced reporters commit 'fallacy of journalism' through inaccurate reporting and unfounded sources.

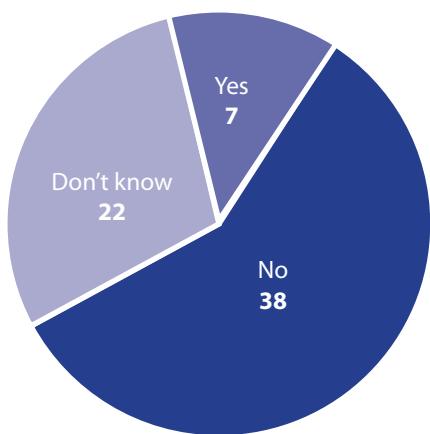
The Code of Ethics for Journalists provides for maintaining highest professional and ethical standards. The Code requires a journalist to 'present the news with integrity and decency, avoiding real or perceived conflicts of interest, and respect the dignity and intelligence of the audience as well as the subjects of news'. It ensures the professional integrity and social responsibility of a journalist.

FIGURE 19
Media regulation on effective performance of media organizations



Source: Media Baseline Study, Bhutan Media Foundation, 2012

FIGURE 20
Professional capacity of regulatory authority



Source: Media Baseline Study, Bhutan Media Foundation, 2012

A focus group discussion with members of the general public highlighted the ‘anonymity culture’ in the media contents in Bhutan. Although the case of anonymity provides protection of sources for the journalists, it also invites doubts on the credibility of sources. However, journalists in a focus group discussion expressed that keeping their sources anonymous is due to social and cultural reasons. Many pointed out the small society syndrome where most people preferred to remain silent.

While the Code of Ethics governs the journalist’s ethical doings, many journalists expressed that sometimes it is hard to be ethical especially when affected by social, political, cultural and economic aspects of the journalistic profession. The media baseline survey showed most journalists agreeing that journalists in Bhutan follow code of ethics seriously.

The senior media professionals felt that media ethics that are reduced to the prescribed, but hardly practiced principles for the journalists are unethical, since these ethical principles blame the working people (journalists) and ignore the real issues of ethics. Most of the journalists said that the media regulatory authority (BICMA) was not professional enough to regulate the industry.

It is observed that most of the ethical issues in media have been about ethical nature of the content of the media products. According to a key respondent one of the in-depth interviews, this is an extremely narrow approach to the ethics in media industry.

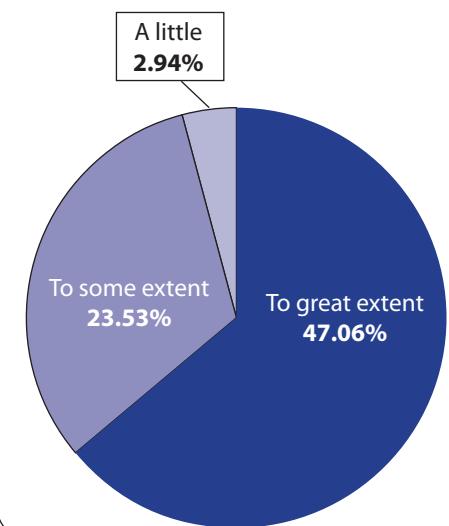
The nature of the media content is mostly reduced to the quality and morality (mostly sex and violence). The focus group discussants comprising senior journalists thought that thinking ethics in terms of only sex and violence itself was unethical.

Given the media’s role in a GNH society media and its professionals must uphold the highest standards of ethics. If journalists are consciously guided by media ethics and journalistic principles, most GNH values will be taken care of (Zangpo, 2011).

The prevailing issue on regulation of media has been the new media –Internet. The rapid growth in internet media has made it difficult for regulators to regulate the nature of the new media and its contents. Unlike the traditional mass media, internet and its online medium has blurred the line between content distributed for the public and one written for oneself.

The internet media is regulated under the general provisions of the BICM Act 2006. However, the Act is mostly concerned with the licensing of the ICT service providers than the nature of ICT media and its contents. Rules on the Provision of ICT Facilities and ICT Service issued in accordance with BICM Act 2006 determine obligations and conditions for Telecommunications in Bhutan.

FIGURE 21
RTI Act and its impact on access to information



Source: Media Baseline Study, Bhutan Media Foundation, 2012

BICMA considers the principles of Internet regulation based on to ensure web neutrality and respect of the fundamental rights. There are no restrictions on any organization or general public's access to networks that participate in the internet.

Although Section 5 (Article 7) of the Constitution of Kingdom of Bhutan guarantees freedom to access and dissemination of information through all forms of media including electronic, yet there are no specific rules governing the privacy, access to public information, participation in digital domain. The in-depth interviews with the local bloggers revealed that providing all these rights must also balance the values of utilizing such right at the same time. The media editors, responding to the media baseline survey, said that having right to information (RTI) Act will impact the access to information in Bhutan to a great extent.

Some of the issues on ICT were as follows:

- Retention of telecommunication data and use of the data for public security-related purposes;
- Principles of liability of intermediaries for content published online;
- Principles for re-using public sector information;
- Enforcement of copyrights in digital environment;
- Blocking websites.

Apart from the regulating mainstream media and the Internet, BICMA also regulates the film industry. Every film in Bhutan has to pass through the Review Board that basically constitutes the members of the Authority. A Review Board ensures that films are scrutinized well based on relevancy to our culture and values.

A new set of Rules governing the filmmaking was issued in May, 2011. The new regulation, which came out as an annexure to Filming Guidelines and Code of Practice, outlines 11 checklists for film producers and directors to strictly abide by (Tshering, 2011).

A new set of regulation mostly pertains to preserving culture and language with equal emphasis on controlling violence and nudity in the films. An independent filmmaker while reacting to BIMCA's do's and don'ts on filmmaking wrote in a newspaper:

"I understand that our films have enough flaws. But BICMA will be only adding more. And foreign films will further strengthen their grip on our audience. Investment in domestic films production will decrease. At the end, our films will suffer. Instead the government should commission the kind of films they want and slowly lure the audience away from Bollywood copies" (Business Bhutan, May 14, 2011).

Motion Picture Association of Bhutan (MPAB) General Secretary, Sherub Gyaltshen, said the BICMA has to come to a common understanding with producers and filmmakers and revise the regulation. He said that, with many don'ts, the regulation will act as a barrier for burgeoning creativity, talent and professionalism of the Bhutanese entertainment industry. Bhutanese filmmakers say too much censorship from BICMA is stifling creativity in their work (Wangchuck, 2011).

3.4 Gender and media

Most of the studies conducted on situation of Bhutanese women do not reflect gender disparities in media sector. However, there are apparent gender gaps at editorial and management level.

Compared to men, women in media organizations have had the most success in the marketing and sales ranks where they have shown great talent and have become the top marketing officers especially in print media.

When it comes to reporting there are no differentiation made between male and female reporter as the assignment of news story to journalists is based on individual's talent and ingenuity. Men and women journalists seem to be writing equally on both soft news and hard news. However, women are generally observed to be covering 'softer' beats. According to a respondent, most of those beats like hard news, business and politics always close late and because of the prevailing culture, where a woman is not supposed to stay out too late, may be this draws the picture of women lagging behind compared to male journalists.

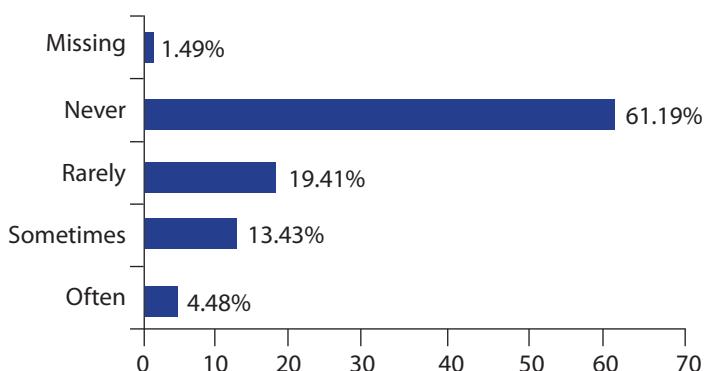
TABLE 31

Existing media laws and regulations

Description	Yr. enacted/in-effect
Principal Acts of Parliament	
The Constitution	2008
Bhutan Information, Communication and Media Act	2006
Bhutan Telecommunications Act	1999
The Copyright Act of the Kingdom of Bhutan	2001
General Media Regulations	
Regulation Governing Accreditation of Journalists	2007
Rules on Content	2008, 2010
Code of Ethics for Journalists	2007
Rules Governing the Establishment and Administration of the Media Development Fund	Undated
Print Media Regulation	
Rules Governing Printing Presses, Books and Newspapers	2008
Broadcast Media Regulation (Radio and TV)	
National Radio Rules PART III	2011
ICT Media Regulations (including telephony)	
Information and Communications Technology Equipment Dealers' Regulation	2010
Information and Communications Technology (ICT) Equipment Dealers' Guide	2010
Rules on Provision of ICT Facilities and ICT Services	2008
Code of Practice for Short Messaging Service-Cell Broadcast (SMS-CB) Services	2011
Guidelines on Registration of Subscriber Identity Module (SIM) Cards by the Mobile Cellular Service Providers	
The Telecommunication Tariff Order	2009
National Numbering Plan	2002
Rules Governing the Establishment and Administration of the Universal Service Fund	Undated
Film Media Regulation	
Filming Guidelines and Code of Practice	2008, 2010
Rules for National Film Review Board	2008, 2010
Rules Governing Examination and Certification of Films	2008, 2010
Bhutan Filming Regulation	2007
Other media regulations and guidelines	
Regulations on Places of Entertainment	2009
Guidelines on Places of Entertainment	2010
Penal Code of Bhutan	2004
Media Coverage of Elections Rules and Regulations of the Kingdom of Bhutan	Undated

FIGURE 22

Journalists facing abusive authority and sexual harassment



Source: Media Baseline Study, Bhutan Media Foundation, 2012

The female respondents of this study pointed out that when women are not in the managerial and editorial level there will be certain impact on the industry, the media products and the viewers and listeners. While most female respondents said that they have never faced sexual harassment and abuse of authority at workplace, a small percentage (Figure 22) stated that they have faced sexual harassment and abuse of authority at workplace.

The Bhutanese media is largely observed to be gender neutral resulting in gender -neutral news reporting. In addition, there are very few women intellectuals including government officials and parliamentarians

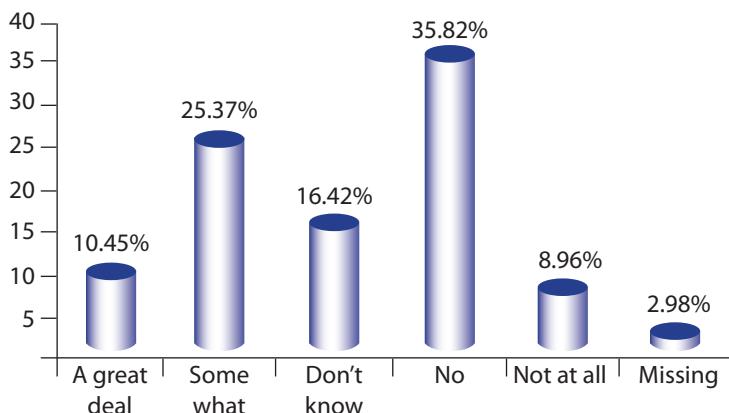
who frequently provide interviews and op-eds to the media on women issues.

There appears to be need for gender sensitization programs to promote gender responsive news reporting and coverage, thereby effectively addressing gender issues.

According to media baseline survey while majority of the respondents stated that there is no gender discrimination in newsrooms, 10.45 percent of respondents pointed out there is great deal of gender discrimination while 25.37 percent pointed out somewhat (Figure 23).

FIGURE 23

Gender discrimination in newsrooms



Source: Media Baseline Study, Bhutan Media Foundation, 2012

3.5 Public trust and confidence in the media

Gauging public trust and confidence in media is not done regularly in Bhutan. However, past two studies have shed some critical light on the situation of public trust in media.

The Media Impact Study 2008 found out that one-third or 31.4 percent of the people surveyed have trust on BBS radio most of the time, compared to 15.4 percent for Kuzoo FM. The study also found out that public trust BBS TV more than the International channels. A total of 29.5 percent believe in BBS TV all the time against 7.5 percent international channels.

The MIS 2008 report also found that same trends are visible in newspapers, with Bhutanese newspaper enjoying greater credibility than international print media. 14.1 percent believe in Kuensel, 6.5 percent in Bhutan Observer and 6.2 percent in Bhutan Times.

According to Media Development Assessment 2010 report, television was most trusted for accurate information followed by radio and newspaper. Asked to identify media that were most accurate, the respondents picked BBS radio, which has wider reach compared to other media. Among newspapers Kuensel was identified as a source for accurate information over others, which also has a wider reach compared to other newspaper.

In the survey conducted or Media Development Assessment 2010, respondents were asked to rate on the accuracy on media contents provided by various media. The ratings were designed on the scale which ranged from 1=highest priority to 8=lowest priority. The ratings are given in Table 25.

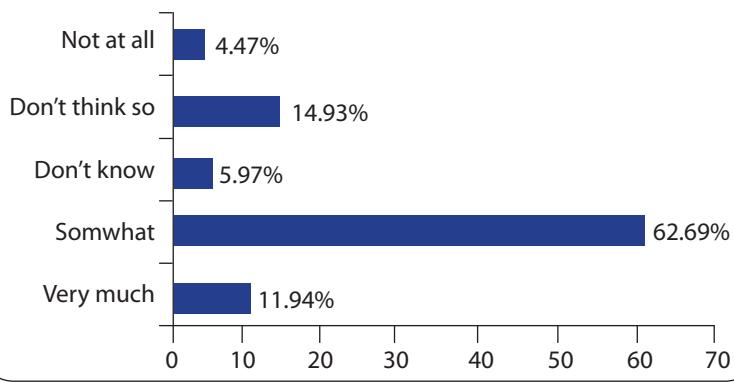
According to this study, over 62 percent of respondents stated that journalism as a profession was respected by the people (Figure 24). Only a small percentage (4.47%) seems to think it is not respected.

TABLE 32
Media accuracy ratings

Media accuracy rating	1	2	3	4	5	6	7	8
Radio	341	436	269	173	73	30	46	2
Television	719	394	183	73	34	8	14	4
Newspaper	214	326	423	246	76	39	27	0
Computer	37	62	75	176	272	298	270	0
Mobile phone	74	126	250	343	288	190	60	0
Internet	176	82	115	163	181	185	288	0
Fixed line phone	21	39	34	93	270	341	410	0
others	22	49	1	1	3	36	1	0

Source: Media Development Assessment 2010, DoIM.

FIGURE 24
People respecting journalism profession



Source: Media Baseline Study, Bhutan Media Foundation, 2012

3.6 Media literacy and civic awareness

Media landscapes are rapidly changing fuelled by the technological advancements and market factors. The true role of media is rather getting obscured by the profit motives of media business. Today, as tradition gives way to modernity through social, economic, and political change the media is challenged to overcome social sensitivities and its own inhibitions to live up to the new responsibilities that come as a mandate and not as a choice (Dorji & Pek, 2005).

Media are evolving as both bad and good entities. Some media makes efforts to truly inform and educate people while others simply tend to deceive people by inappropriate contents. Media messages are crafted in such way as to make people believe in what they read and see.

Media construct meaning through a combination of elements: images, sounds, graphics, and words. These carefully crafted messages have a documented impact on our perceptions and behaviors. The effects such media messages permeate the culture and could leave lasting impressions. Media literacy must, therefore, be a crucial tool to help people understand the complexity of media contents.

There is a wide diversity of perspectives and approaches in the emerging media literacy movement. Some proponents contend that media literacy is a viable way to mitigate the potential adverse effects of

media and enhance its benefits. Others argue that media literacy education should help youth become critical media consumers as well as empower them as citizens to make informed choices and actively participate in society.

So far the Ministry of Information and Communications (MoIC) is implementing the media literacy projects. The media literacy is targeted to school children and the general public. Teachers are trained to advocate on media literacy programs in schools. However, for the general public sensitization and awareness programs are carried out.

Non-Formal Education (NFE) is a second chance to literacy for individuals who have missed out on the opportunity to attend formal schooling. The MoIC also conducts separate media literacy activities for NFE students.

In the absence of national data on the vulnerability of people towards media manipulation media literacy projects are mainly aimed at youths. The drastic growth of media in Bhutan has exposed the Bhutanese youths and adults alike to countless media outlets.

Furthermore, for a vibrant democracy, it is crucial to have an informed society. Bhutan as a nascent democracy, there is a need to carry out civic education programs to enhance better understanding about democracy amongst the population. This will not only enable people to make informed choices and decisions but will also lay a strong foundation for democracy.

CHAPTER FOUR

RECOMMENDATIONS

4.1 Building professional capacity

Training of journalists to improve professional standards and quality of media is viewed as a significant aspect to media development. Although there is a general sense of acknowledgement that enough trainings are provided, it falls short of the expectation.

The Media Baseline Study 2011 outlines the following activities to be carried out for professional development of media practitioners:

- i) Support establishment educational/training institutions to offer media training programs and courses at universities and other training institutes. Support the strengthening of media curricula prepared by Sherubtse College and other institutes in line with human resources/expertise need in media industry.
- ii) Training of trainer: prepare a specialized training module for media trainers, lecturers and guest faculty.
- iii) Trainings for managerial level: tailor made, short courses for senior editors and managers. This could include latest business models, innovation, up-dates on media technology and industry best practices.

iv) Trainings in specialized discipline: Trainings opportunities should be provided on specialized field like health, climate change, business etc to strengthen professional quality in specific reporting.

v) Retention of senior journalists: media organization must put in place strategies to retain senior journalists. In cases where they have left, they can be hired as editor-at-large or roaming editors and contributors. A pool of senior journalists can also be identified as potential trainers for programs in training institutions.

vi) Provide capacity-building in new media skills: in a world of fast changing technologies and convergence of media technologies, journalists must be abreast with all these changes. Trainings in this field is essential to ensure professionalism.

4.2 Building technical capacity

- i) Help and support media organizations by providing training on media technology to embrace the idea of media convergence.

- ii) Support journalists and media organization to use new media as alternative platforms to gather, process and distribute news and information.
- iii) Facilitate the ICT infrastructure sharing with media organizations, statutory agencies and ICT service providers to develop integrated media technology to enhance media content creation that cohesively integrates content and context across multiple platforms, such as web, film, print, audio, live event, etc.
- iv) Encourage and promote the government's policy on waiving off taxes on the import of media equipments and materials.

4.3 Media policy, legislation and regulatory environment

- i) Facilitate dialogues between the regulatory authority and media industry to address specific regulatory issues to foster favourable conditions for media development.
- ii) Consolidate the regulatory practice of self-regulation and co-regulation working in partnership with regulatory authority and media organizations.
- iii) Work in cooperation with regulatory authority to develop relevant regulations especially for converged media organizations and industry.

4.4 Gender and media

- i) Develop strategy to systematically identify women with interest and build their capacity to take up leadership positions in organizations and industry.
- ii) Conduct gender sensitization programs to encourage gender responsive reporting.

4.5 Public trust and confidence in media

- i) Encourage balanced reporting and media coverage to avoid biased reporting and to include the views of all sections of the society.
- ii) Provide market place incentives for journalists and media organizations pursuing good and quality journalism.
- iii) Conduct media accuracy ratings and assessment of public's trust in media from time to time, and intervene to support media organizations according to the poll findings.

4.6 Media literacy

- i) Facilitate media literacy projects with organizations like DolM and BCMD.
- ii) Help to revise and develop coherent rationale for Media Literacy in Bhutanese education that takes into account its contemporary relevance and wider social context.
- iii) Help address the lack of ownership of the subject (media literacy) and facilitate to form a representative body of all stakeholders including teachers, educationalists, parents, statutory agencies and media professionals to provide leadership for the development of the subject.
- iv) Develop and produce television programmes and the learning support materials on Media Literacy.

4.7 Other recommendations

- i) Encourage establishment of private television stations ensuring the delivery of more private contents to counter the onslaught of foreign channels in every Bhutanese homes.

- ii) Explore the possibilities of strengthening technical and professional capacities of television stations and render support based in needs assessment.
- iii) Support newspapers organizations to expand their reach to rural areas.
- iv) Encourage and promote newspaper readership in the country.
- v) Help newspaper organizations to embrace alternative forms of media (e.g. new media) to distribute their contents.
- vi) Encourage by providing incentives to media organizations to expand their coverage on rural issues to balance their contents.
- vii) Render support to encourage sending correspondents to far flung areas of the country by providing incentives and facilities.
- viii) Prioritize various areas of news coverage and provide specialized trainings to the journalists preferring to take on such 'beats' of reporting.
- ix) Conduct media content analysis from time to time to evaluate the progress made on promoting local contents relevant to all sections of the society.

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Survey on Media Baseline Study 2011

For Media CEO and Managers

Thank you for your kind consideration and taking time to participate in this survey. We need your help for a new, groundbreaking study to assess the current situation of media - newspapers, television, radio, magazines, internet - in Bhutan.

HELP US TO HELP DEVELOP THE MEDIA

The findings from this survey will provide useful insights and directions for the Bhutan Media Foundation to initiate support and intervention towards media development.

The questionnaire has two sections. The first section is about your general information. Section 2 focuses on media, business and management.

Your answers are very important. Please answer all the questions and please return the questionnaire to the concerned researcher(s). Your answers will remain confidential and will not be shared with anyone.

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KINGDOM OF BHUTAN

BHUTAN MEDIA FOUNDATION

Conducted by



wedia.com@gmail.com

Section 1: General information

Please tick (✓) relevant answer.

Q1. Gender

Male Female

Q2. Age

Under 30 31- 40 41- 50 Over 50

Q3. Education level

Class 12 & above Bachelor's Degree Master's degree & above Other
(Specify)

Q4. Is your qualification related to media?

Yes No Don't know

Q5. What is your monthly salary?

<input type="checkbox"/> 15,000 & below	<input type="checkbox"/> 16,000-20,000	<input type="checkbox"/> 21,000-25,000
<input type="checkbox"/> 26,000-30,000	<input type="checkbox"/> 31,000-35,000	<input type="checkbox"/> 36,000-40,000
<input type="checkbox"/> 41,000-45,000	<input type="checkbox"/> 46,000-50,000	<input type="checkbox"/> 51,000-55,000
		<input type="checkbox"/> 60,000 & above

Q6. How long have you served in your current position?

Less than a year 1-5 years 6-10 years More than 10 years

Section 2: Media, Business, and Management

Please tick (✓) relevant answer.

Q7. Classify your media organization. Newspaper Radio TV Magazine Other (Specify).....**Q8.** Is your newspaper part of a publicly held corporation or under independent ownership? Privately owned Publicly held corporation**Q9.** What are the main challenges of your organization at the moment? (Rank the options on scale from 1 to 6 according to their importance)Media regulation from regulatory authority Technology upgrade Content development Human resources Business sustainability Other (specify).....**Q10.** What issues will have the biggest effect on business success in 2011? (Rate the following options on a scale from 1-9 according to their degree of effect; 1= highest effect, 9 = lowest effect).Increased distribution/circulation Media regulation Technology investment Advertising revenues Customer retention Increased marketing Improved programs/contents Subsidies from government Other (specify).....**Q11.** To what extent will technology have impact on the growth of your organization? To great extent To some extent No affect Don't know**Q12.** Is new media (internet, social networking, blogging, etc.) important to your business strategy? Very important Fairly important Not important Don't know**Q13.** As a content/information provider, are you planning to make any changes to the way you package or distribute your content?

	A great deal	Quite a lot	Some what	Nothing
Diversifying content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing more specialized content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changing to a multi-platform media environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Revamping the product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q14. Are the employees in your organization professional (doing the work with required qualification)? Most of them Some of them Just few Don't know**Q15.** Are the journalists in your organization professional to write quality news stories? Most of them Some of them Just few Don't know

Q16. Do the business pressures affect your professional capacity as the CEO/Manager of the media organization?

A great deal Quite a lot Some what Not much Not at all

Q17. How would you develop human resources in your organization? (Tick only one answer)

- Recruit qualified people
Provide in-house training
Sponsor employees training/studies
Seek external training opportunities

Q18. Which of the following areas of profession is your organization investing more? Rank your answer from 1-7 in order in terms of investment?

- Journalism
Marketing
Management
Finance
Advertising
Circulation
Other (Specify).....

Q19. Do you think your organization is achieving its mission and strategies?

Exceeded Met Nearly Met Missed Don't know

Q20. What are the issues and challenges of media at the moment? (*Please use back page to continue your answers*)

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Q21. What kind of external support would you like to have in order for your organization to grow and function productively? (*Please use back page to continue your answers*)

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ANNEXURE 2

Survey on Media Baseline Study 2011

For Media Editors

Thank you for your kind consideration and taking time to participate in this survey. We need your help for a new, groundbreaking study to assess the current situation of media - newspapers, television, radio, magazines, internet - in Bhutan.

HELP US TO HELP DEVELOP THE MEDIA

The findings from this survey will provide useful insights and directions for the Bhutan Media Foundation to initiate support and intervention towards media development.

The questionnaire has two sections. The first section is about your general information. Section 2 focuses on organisation, editorial and journalism.

Since the questionnaire is being distributed to only a select group of people, your answers are very important. Please answer all the questions and please return the questionnaire to the concerned researcher(s). Your answers will remain confidential and will not be shared with anyone.

Section 1: General information

Please tick (✓) relevant answer.

Q1. Gender

Male Female

Q2. Age

Under 30 31- 40 41- 50 Over 50

Q3. Education level:

Class 12 & above Bachelor's Degree Master's degree & above Other

(Specify)

Q4. Is your qualification related to media?

Yes No Don't know

Q5. What is your monthly salary?

15,000 & below 16,000-20,000 21,000-25,000
 26,000-30,000 31,000-35,000 36,000-40,000
 41,000-45,000 46,000-50,000 51,000-55,000 60,000 & above

Q6. How long have you served in your current position?

Less than a year 1-5 years 6-10 years More than 10 years

Q7. Do you work in:

Newspaper TV Radio Magazine Web

Other (Specify)

Q8. How many jobs have you changed so far? Please list down the jobs and organizations you worked for.

Sl. No.	Job	Name of organization	Reasons to leave the job

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SECTION 2: Organization, Editorial and Journalism

Please tick (✓) relevant answer.

Q9. Do you think having Right to Information (RTI) Act will impact the access to information in Bhutan?

- To a great extent To some extent Don't know A little Not at all

Q10. Does your organization offer editorial content on the World Wide Web?

- Yes No

Q11. If your organization offers editorial content on the World Wide Web, is the full content of every edition/broadcast or partial content of every edition/broadcast placed on your web site?

- Partial Full

Q12. How many correspondents do you have in your newspaper organization?

- Less than 5 5-10 11-15 16-20 More than 20

Q13. Do you think the in-house training for journalists is helping new recruit reporters to learn the trade?

- Very much Quite so Less effect No effect at all

Q14. Do you think the current journalists in your editorial department have good perspective / understanding about our culture and society to write a balanced story?

- Good understanding Little understanding No understanding Don't know

Q15. Journalists in Bhutan follow the code of ethics seriously.

- Strongly agree Agree Don't know Disagree Strongly disagree

Q16. Do you feel that the emergence of the Internet has made journalism better, worse, or hasn't it made much of a difference?

- Better Worse Not much difference Both Don't know/refuse

Q17. Do you think media regulation is making the media organizations perform effectively?

- To a large extent To some extent Don't know Not much Not at all

Q18. If you had to invest in editorial quality, what would you do first in the newsroom?

- | | |
|---|---|
| <input type="checkbox"/> Re-train in traditional skills | <input type="checkbox"/> Add more opinion analysts/commentaries |
| <input type="checkbox"/> Replace staff with younger journalists | <input type="checkbox"/> Recruit more journalists |
| <input type="checkbox"/> Train journalists in new media | <input type="checkbox"/> Other (specify) |

Q19. In the future, what do you view as the principal threat to your organization's editorial independence?

- | | |
|---|--|
| <input type="checkbox"/> Political pressure | <input type="checkbox"/> Influence of PR |
| <input type="checkbox"/> Pressure from shareholders | <input type="checkbox"/> Pressure from advertisers |
| <input type="checkbox"/> Management's interference | <input type="checkbox"/> Not sure |
| <input type="checkbox"/> Other (specify) | |

Q20. What best describes your view of online/new media journalism and its role in our society?

- | | |
|--|--|
| <input type="checkbox"/> Welcome addition | <input type="checkbox"/> Threat |
| <input type="checkbox"/> Negligible presence | <input type="checkbox"/> No difference between two |
| <input type="checkbox"/> Not sure | |

Q21. Because of the possibility to interact with readers online, it has been said that: "News is no longer a lecture, it is a conversation" (Dan Gillmor). How do you view the effects of this phenomenon on quality journalism?

- Positive Negative Neutral Not sure

Q22. Does your organization distribute news and information using alternative platforms?

Yes (answer Q22a) No (Jump to Question 23)

Q22a. If yes, please list down the alternative platforms use:

Q23. How many news staffer/reporters does your organization have?

Q24. How many are in each age range:

16-20 yrs. 21-30 yrs. 31-40 yrs. 41-50 yrs.

51 years & above

Q25. How many are male?

Q26. How many are female?

Q27. How many have attained till upto class 12?

Q28. How many have an certificate/diploma degree?

Q29. How many have a bachelor's degree?

Q30. How many have a master's degree or higher?

Q31. What do you see as barriers to media convergence in Bhutan?

<input type="checkbox"/> Lack of money	<input type="checkbox"/> Lack of understanding of the term
<input type="checkbox"/> Lack of education	<input type="checkbox"/> Lack of technological experience
<input type="checkbox"/> Lack of time	<input type="checkbox"/> Other (please explain below)

Q32. The management influences the editorial decisions.

Always Often Sometimes Rarely Never

Q33. What do you think is the future of journalism since convergence has come onto the mass media scene in Bhutan?

Q34. What kind of issues/challenges are faced by the Bhutanese media? (Please use back page to continue your answers)

Q35. What will you recommend to overcome these issues and challenges? (Please use back page to continue your answers)

THANK YOU FOR COMPLETING THIS QUESTIONNAIRE.

ANNEXURE 3

Survey on Media Baseline Study 2011

For Journalist/Reporters

Thank you for your kind consideration and taking time to participate in this survey. We need your help for a new, groundbreaking study to assess the current situation of media - newspapers, television, radio, magazines, internet - in Bhutan.

HELP US TO HELP DEVELOP THE MEDIA

The findings from this survey will provide useful insights and directions for the Bhutan Media Foundation to initiate support and intervention towards media development.

The questionnaire has two sections. The first section is about your general information. Section 2 focuses on journalism and professionalism.

Your answers are very important. Please answer all the questions and please return the questionnaire to the concerned researcher(s). Your answers will remain confidential and will not be shared with anyone.

Section 1: General information

Please tick (✓) relevant answer.

Q1. Gender

Male Female

Q2. Age

18 - 25 26 - 30 31 - 35 36 - 40 41 - 45 46 & above

Q3. Education level

Class 12 & below Bachelor's Degree Master's degree & above Other

(Specify)

Q4. Is your qualification related to media?

Yes No Don't know

Q5. What is your monthly salary?

15,000 & below 16,000-20,000 21,000-25,000

26,000-30,000 31,000-35,000 36,000-40,000

41,000-45,000 46,000 & above

Q6. How long have you served in your current position?

Less than a year 1-5 years 6-10 years More than 10 years

Q7. Do you work in:

Newspaper TV Radio Magazine Web Other (Specify)

Q8. How many jobs have you changed so far? Please list down the jobs and organizations you worked for.

Sl. No.	Job	Name of organization	Reasons to leave the job

Q9. What made you to take up journalism profession?

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Section 2: Journalism & Professionalism

Please tick (✓) relevant answer.

Q10. How many hours do you go out of the newsroom for reporting?

- Less than 1 hr 2 hr 3 hr 4 hr More than 5 hrs

Q11. What kind of equipments do you carry while you go reporting?

- Notebook Pen Audio-recorder Video camera Mobile phone recording
 iPod recorder Other (specify)

Q12. How do you go out for reporting?

- Walking Office car Personal car Taxi Hitch-hike

Q13. What are the means of getting your information?

- Face-to-face interviews Talking on phone Through internet Email Fax Letters

Q14. How do you get story ideas?

- Through internet Editorial meetings Interviews
 Follow-up on reported news Informer Press releases
 Internet sites Reading/watching/listening news covered by other media
 Discussions with friends and family Other (Specify)

Q15. Do you think your current skills are enough to carry out your job responsibilities?

- Yes No Don't know

Q16. Please list down the trainings and skills you need:

- i. ii. iii.
iv. v. vi.

Q17. How many story(ies) do you write:

- In a day In a week In a month

Q18. How difficult it is to get information while reporting on a story?

- Very difficult Somewhat difficult Not very difficult Not difficult at all

Q19. Do you think you are getting right salary for the kind of the job you do?

- Yes No Don't know

Q20. What areas of news you report on?

- Politics Rural stories Social Religion Economics Other (specify)

Q21. How interested do you think the readers are in your stories?

- Not at all A little Moderately Greatly Don't know

Q22. Your satisfaction with level of new technologies available in the newsroom.

- Very satisfied Fairly satisfied Somewhat dissatisfied Very dissatisfied
 No response

Q23. How satisfied are you with the working condition in your news room?

- Very satisfied Fairly satisfied Somewhat dissatisfied Very dissatisfied
 No response

Q24. Have you faced any abusive authority and sexual harrassment?

- Always Often Sometimes Rarely Never

Q25. How important have social media become for reporting and producing the stories you write?

- Important Somewhat Important Neither Important nor Unimportant
 Somewhat Unimportant Unimportant

Q26. What social media tools are you using to publish, promote and distribute what you write?

- Blogs Social Networking sites such as LinkedIn and Facebook
 Microblogging sites such as Twitter Photo/Video sharing sites such as Flickr and YouTube
 None Other (specify).....

Q27. As a journalist, do you feel protected by the law?

- Yes No Don't know

Q28. Do you think there's a good scope for investigative journalism in Bhutan?

- Yes No (answer Q28a) Don't know

Q28a. If No, why do you think so?

Q29. What do you see as the key issue facing your profession?

Q30. Do you think that news and information delivered via social media is more or less reliable/vetted than news delivered via traditional media?

- A lot more reliable Slightly more reliable
 About the same Slightly less reliable Much less reliable

Q31. Do you think Journalism profession is respected by people?

- Very much Some what Don't know Don't think so Not at all

Q32. Would you say that media regulatory authority (BICMA) is professional enough to regulate the media industry?

- Yes No Don't know

Q33 Would you say that there's some sort of gender bias in your newsroom?

- A great deal Some what Don't know No Not at all

Q34 Would you say that the salary you're getting for the job you're doing is:

- Myself Significant other N/A Disagree Agree

- Would you say that your working hours are adequate to carry out

- #### **• Do you think investigative journalism**

- . Journalists in Bhutan follow the code of ethics seriously.

Q39. How will you be encouraged in your work if there is/are:

	Very much	Much	A little	Very little
Freedom of choice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Close supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hard work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficult job targets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job position changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good personal relations within work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of work life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managers' recognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Peers recognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity of participation in company ownership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bonus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skills payments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance payments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Different compensation among journalists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q40. Do you consider plagiarism a growing problem with Bhutanese journalists?

Yes No Don't know

Q41. What kind of issues/challenges are faced by the Bhutanese media?

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Q42. What will you recommend to overcome these issues and challenges?

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