

BHUTAN

A. PROJECT IDENTIFICATION		
1.	PROJECT TITLE	CAPACITY DEVELOPMENT TO ENHANCE MEDIA SUSTAINABILITY IN BHUTAN
2.	NUMBER	IPDC/59 BT/01
3.	MEDIA DEVELOPMENT INDICATORS' CATEGORY	Category 4: Professional capacity building and supporting institutions that underpin freedom of expression, pluralism and diversity
4.	IPDC PRIORITY AREA	Capacity development
5.	SCOPE (NATIONAL, REGIONAL, INTERREGIONAL)	National
6.	TYPE OF ASSISTANCE REQUESTED	Training support
7.	TOTAL COST OF PROJECT	USD 29,569
8.	AMOUNT REQUESTED FROM IPDC	USD 17,669
9.	BENEFICIARY BODY	Bhutan Media and Communications Institute. Phendey Lam, Thimphu. Phone No. 02-334489/90, email :bhutanmibt@gmail.com. Name of contact Person: Pushpa Chhetri, Director, Mobile No. 17117585
10.	IMPLEMENTING OFFICE	UNESCO New Delhi Office, attn. Mr Anirban Sarma
11.	PROJECT LOCATION	Bhutan Media and Communications Institute, Thimphu
		Pushpa Chhetri, Director with advice from

12.	PROJECT PREPARED BY	UNESCO New Delhi Office (attn.: Mr Anirban Sarma)
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B. PRESENTATION

1. PROJECT JUSTIFICATION:

The media scene in Bhutan has substantially changed following democratization. In less than a decade, there has been a rapid increase of media organizations in the country, as a result of a liberalized media policy.

The Government recognizes that a professional media sector is an important pillar of a vibrant democracy. The freedom of expression and the media is guaranteed in the constitution. By August 2014, the Right to Information Bill was passed by the National Assembly but not by the National Council due to a procedural error. It is expected to be passed in the next session of the Parliament. In practice, the traditional and bureaucratic barriers do impose certain limitations in exercising the rights, notably in the way people still prefer anonymity while speaking to the media.

In terms of pluralism, a liberalized media licensing policy has been effective in encouraging media diversity and development. Now, there are eleven newspapers, a few magazines, one national TV station with two channels (with others in the pipe line), several cable channels, and four private FM radio channels apart from the growing film industry. Thanks to IPDC and UNESCO, a first community radio station will soon be a reality. All in all, most media organizations are concentrated and cater to largely urban audience.

With the rapid growth of the media industry in Bhutan, the demand for skilled and experienced media professionals is growing. However, there is a high rate of turnover of the media professionals, and the few trained and experienced professionals are spreading thin into various organizations.

Particularly, training for media managers and the business side of media development is non-existing. Subsequently the media houses are facing a huge problem of sustainability, further aggravated by the above-mentioned focus on urban public, the fact that the production and distribution costs are high while the same, advertising revenue, mainly from the government, is shared among an increasing number of media houses.

In June 2011, the Bhutan Media and Communications Institute was licensed by Ministry of Economic Affairs and subsequently registered as a training institute by the Ministry of Labour and Human Resources in January 2012. The institute has started its activity by running a week to month -long courses for journalists, hoping that eventually, it can graduate its training to longer duration like diploma and certificate courses.

In order to build its pool of trainers, the BMCI has been drawing on resources from both within and outside the country. One such effort was supported by UNESCO and AIBD through Train

the Trainer's Course. However, more support is still needed, notably in business skills and in specialized reporting.

This project proposal seeks training support for the Bhutanese media to be more sustainable. In order to achieve a more holistic result, the project includes two training components addressed to journalists: one is developing skills on reporting rural issues in order to attract wider circulation in rural area, and subsequently to attract increased government advertising revenue. The other one is reporting economic, financial and business issues. Better business reporting is expected to attract specific urban audiences and subsequently increase advertising revenue. On the other hand, the media management, advertising, circulation, sales and marketing professionals will also be trained to develop their skills to run the media houses more professionally.

The Bhutanese media is still very male oriented, notably on the senior level and in management tasks. Therefore, the project includes a seminar for the BMCI staff and trainers on mainstreaming gender into BMCI training, towards enhanced sustainability of the media operations.

2. DESCRIPTION OF THE TARGET GROUP:

The direct project beneficiaries of this project are 26 media managers and non-journalistic media workers as well as 26 senior reporters, through the Bhutan Media and Communications Institute.

3. DEVELOPMENT OBJECTIVE

The project contributes to promoting media sustainability by building professional capacities in media business management, supported by selected supplementary editorial skills.

4. IMMEDIATE OBJECTIVE:

To provide skills and knowledge to 52 media workers in support of sustainability of the Bhutanese media.

5. PROJECT OUTPUTS:

- a) The BCMI personnel and trainers sensitized to gender equality and mainstreaming issues and capable to mainstream gender in the BMCI programmes, including the current project.
- b) 13 media managers capable of reviewing their existing situations and improve their business strategies.
- c) 13 media personnel in charge of advertising, sales, marketing and circulation can develop their sales and marketing skills in a changing market scenario and changes in the media platforms.
- d) 13 reporters understand and are capable to better report economic, financial business issues, including the media business, with a view to improved circulation in urban areas.

e) 13 reporters capable of identifying and reporting issues that is important for rural readership / audiences with a view to improve relevance and circulation outside of urban centres.

6. ACTIVITIES:

- a) A 1-day seminar for BMCI staff and trainers on gender equality and mainstreaming gender in all BMCI training courses, including the current project.
- b) A 3-day training course held by and at BMCI for 13 private media managers of media companies in business management issues.
- c) A 3-day training course held by and at BMCI for 13 media staff in charge of advertising, sales, marketing and circulation on respective appropriate business skills.
- d) A 3-day training workshop held by and at BMCI for 13 senior reporters to impart essential skills in business reporting, with a view to increasing circulation and advertising revenue in urban areas.
- e) A 3-day training workshops (in English and Dzongkha) held by and at BMCI for 13 reporters on identifying and reporting rural issues, with a view to increasing circulation in rural areas.
- f) Training courses b-e, are enhanced by a one-day planning and briefing with the BMCI and local trainers before and one day on lessons learnt and future plans, after the workshops.

7. PROJECT INPUTS:

- A gender expert for the BMCI seminar
- 2 BMCI trainers and other local senior experts as local co-trainers
- 4 foreign expert trainers in management, business skills, business reporting, and reporting rural issues.
- BMCI premises as training venue
- Translators, 4 computers, 2 LCD projectors, 1 camera, stationery,
- A vehicle for local transport for foreign trainers
- A BMCI project coordinator
- Training materials

8. WORK PLAN:

ACTIVITIES / MONTHS	1	2	3	4	5	6	7	8	9	10	11	12
Adjust work plan to IPDC funding level / contract with UNESCO	X											
Gender seminar		X										

Engage trainers/ resource persons		X1		X2		X3		X4		X5		
Prepare training material/curriculum		X1		X2		X3		X4	X5			
Invite participants		X1		X2		X3		X4		X5		
Training workshop			X1		X2		X3		X4		X5	
Report writing			X				X					X
Report Submission				X				X				X

9. INSTITUTIONAL FRAMEWORK:

BMCI was established on 11 October 2012 coinciding with the royal wedding. After formal registration as a training institute in January 2012, BMCI has conducted over 28 media and communication related trainings. BMCI was also involved in several media development workshops and studies. Therefore, BMCI has a good understanding of the media industry and its requirements.

The BMCI has five regular staff. Of them two are trainers. The three others are finance manager, officer assistant and driver. BMCI is also using Bhutanese senior media personnel as local trainers, resource persons and co-trainers, as well as engaging foreign trainers for special skills / knowledge training in those areas where there is no expertise in the country.

10. SUSTAINABILITY:

The aim of this project is to improve the sustainability of the Bhutanese media which is operating in a completely new competitive market environment requiring understanding of business in general and particularly media business. It is therefore expected that the improved skills imparted by this project will sow a seed of sustainability to the participating media operations. As regards BMCI, it aims at graduating, in due course, its training programmes into longer term diploma and certificate programme, involving media management and business skills.

11. PRIOR EVALUATIONS CARRIED OUT:

Bhutan Media Development Assessment 2010, based on the IPDC media development indicators, recognized the urgent need for training media reporters and managers. One of its recommendations was to set up a permanent training structure. Subsequently and since its start in 2012, BMCI has been involved in media stakeholder meetings and was involved in Bhutan Information and Media Impact Study 2013, carried out by Ministry of Information and Communications which is also recommending the need for upgrading professional skills of the Bhutanese media workers.

12. FRAMEWORK OF COMMUNICATION AND MONITORING:

The UNESCO office in Delhi will monitor the project. Regular progress updates will be submitted by BMCI.

13. FRAMEWORK OF BENEFICIARY AGENCY'S REPORTING:

Director, BMCI assumes the responsibility of reporting to the UNESCO Delhi Office every four months and as required by the project specific UNESCO contract, until the end of project.

C. ADDITIONAL INFORMATION

On several occasions, BMCI has collaborated and cooperated with other international agencies like Thomson Reuters Foundation U.K on Elections Reporting for Journalist, Centre for International Media Ethics, USA for Conference and training on media ethics and online reporting, Green Orange, Singapore for training on Disaster Reporting, UNESCO, IMS and AIBD and 360 Productions & PR, Singapore for training on Communication Skills for corporate employees.

BMCI successfully carried out UNESCO funded project in 2013. This project helped equip BMCI and also enhanced BMCI's confidence and experience in conducting similar trainings.

BMCI is now affiliate member of AIBD and AMIC and on the executive board of Bhutan ICT and Training Provider's Association (BICTTA).

D. BUDGET BREAK-DOWN OF IPDC CONTRIBUTION (in USD)

1. Training on Media Management

Sl. No.	Type	Specification	Quantity	Price (USD)
1	Trainer	Airfare	1	900
2	Trainer Fees	USD 250	5 days (total number of days engaged)	1250
3	Trainer's DSA (75%)	USD 94	5 Days	470
4	Meals & Refreshment	USD 10 per head	13 heads X 3 days (training duration)	390
5	Equipment Hiring/ Internet charges	USD 150 per day	3 days	450
6	Visa Fees	1 Trainer X USD 50	1	50
7	Training Material	USD 12 per head	13 heads	156
Sub Total				3666
2. Training on Advertising, Circulation, Sales and Marketing				
1-7	As above		Sub Total	3666

3. Training on Business Reporting				
1-7	As above		Sub Total	3666
4. Training on Reporting Rural Issues (English & Dzongkha)				
1-7	As above			3666
8	National trainer Fees	USD 150	3 days	450
9	Meals and refreshments, national trainer	USD 10	3 days	30
10	Curriculum Development (including 10d x \$100 content development, \$350 translations, \$300 peer review, \$350 reproduction)	USD2000	1 curriculum package	2000
Sub Total				6146
5. Consultation Workshop on Gender sensitive participation & content				
1	Resource Person	USD 150	1 day	150
2	Meals & Refreshment	USD 10 per head	15 heads	150
3	Stationery	USD 5 per head	15 heads	75
4	Hiring equipment/Internet Charges	USD 150	1 day	150
			Sub Total	525
			Total	17669
BREAK-DOWN OF BENEFICIARY AGENCY CONTRIBUTION (in US dollars)				
OFFICE EQUIPMENT (Phone, Printer, Photocopier, recorder, camera, heaters, etc)				2500
SALARY				5000
OFFICE RENT				3000
COORDINATION/SELECTION				500
COMMUNICATION CHARGES				300
Reporting				600
Sub Total				11900
Total				29569