

Annual Report 2020



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Bhutan Centre for Media and Democracy

**Annual Report
2020**



Vision

A vibrant democracy where citizens are engaged and proactive

Mission

To nurture democracy in Bhutan through civic engagement, public discourse and media literacy



BCMD staff Profile



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Foreword

2020 has been a year of learning that tested our ability to adapt to new realities. Despite the challenges of COVID-19, Bhutan Centre for Media and Democracy (BCMD) continued to impact as many constituents as possible and demonstrate its relevance and contribution to realising national goals.

The News and Media Literacy training for the Ministry of Health (MoH), De-Suung and Bhutan Red Cross volunteers, including teachers of our Project Mikhung partner schools, provided the much-needed education to curb fake news and infodemic that complicated the pandemic situation. Our instructional video on using reusable face masks contributed to mass education through BBS.

The Conversation Series, conducted in collaboration with UNDP, provided an opportune platform for individuals to provide transformational and no-regret policy choices as we began to see multiple fault lines across all spheres of our lives from education to economy to governance and social protection as we experienced the pandemic.

Similarly, the bi-annual publication of The Druk Journal and its conversations, attended by current and former Thrompons, political parties and others, discussed critical aspects of digitisation and urbanisation, especially with the

government determined and committed to sustainable urban development.

The Youth Initiative programme attained a noteworthy milestone in 2020 having played an instrumental role in revising the National Youth Policy of 2015 through its sustained youth engagement model and use of youths as co-investigators in the youths' state of affairs in the country. After months of remaining closed, The Media Lab reopened to provide a platform and encourage youth participation in discussions of pertinent social issues like governance, climate and institutions. More than 300 individuals joined the discussion both in-person and online.

Contributing to the growth of fellow Civil Society Organisations (CSO), BCMD was able to build the capacity of 12 CSOs in strategic communications to advocate and bring visibility to their work that is central to the growth of civil society as an emerging trend in Bhutan's young democracy.

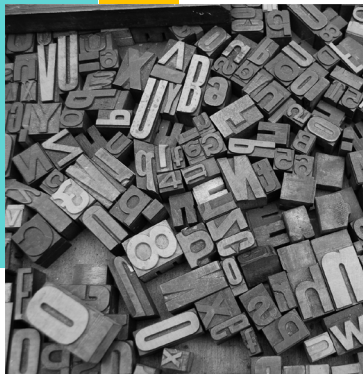
2020 was a trying as well as the most fulfilling year for we were able to rise to the challenges of the pandemic. The support received in 2020 has allowed us to expand our reach and engagement and we hope to continue doing so in 2021 with your continued support, partnership and collaboration.



Dr Lam Dorji
Board Chair



Chencho Lhamu (Ph.D)
Executive Director



08

2020 in numbers so far

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2020 in numbers

3200+
People
participated



282,000+
Views on
videos online



29
Activities
held



70+
**schools, colleges
and agencies
participated**



35
**Books and
audiovisuals
produced**



Programme Area 1

Empowering Accountable, Active and Responsible Citizens

Encouraging and empowering citizens to partake in the democratic processes and strengthening civic engagement is at the core of Bhutan Centre for Media and Democracy's (BCMD) first programme area. Through bottoms-up approaches and inclusive activities, youths, teachers and community leaders are inspired to become active citizens in their communities as they discover their roles and learn to engage in an ever-changing democracy.

The programme is also dedicated to strengthening the role of Civil Society Organisations (CSO) in Bhutan. As an emerging third sector, the Centre works towards enhancing citizens' understanding of civil society's role in societal development and sustaining efforts towards improving CSO's capacities. As a result of our activity, several CSO's learned about managing organisational and external communications whilst also developing new strategies for effective communications.

Striving towards sustained youth engagement, youths from around the country were given a monumental opportunity to take part in a national policy revision process. Their success in





^ Dorji Tshering and Tshering Samdrup - members of Youth Initiative 2020 - engages with monks from Kanglung Shedra for the revision of the National Youth Policy.

making youth voices heard on a national platform is a clear indication of the limitless capabilities of youth when given a chance.

Media literacy has become an increasingly important tool in tackling misinformation and fake news during the pandemic.

Through our training, teachers and frontline workers in particular - De-suups, cab drivers, and officials of the Ministry of Health - have developed skills to navigate the complex media ecosystem so they can protect themselves against these new dangers as well as educate those within their circle of influence.

7th Cohort of Youth Initiative Reviews the National Youth Policy

“When you are young, you don’t belong anywhere. You are not a child and you are not an adult. But now we know that we have a say in the matters of society; we have voices, we are informed and we can speak with confidence on matters of social issues and contribute to our nation’s policies” says Sangay Dechen Gyanzo, a member of Youth Initiative (YI) 2020 after having contributed towards the National Youth Policy (NYP) revision along with her friends from the cohort.

The NYP, drafted almost a decade ago in 2011, is long-due for revision considering the changes sweeping the country, especially in the youth ecosystem. In an effort to update the policy so that it reflects the current needs, challenges and the way forward. BCMD partnered with the Department of Youth & Sports (DYS) to revise the 2011 National Youth Policy with an innovative youth-centric and youth-driven process of engagement.

24 youths received training on policy review. On the last day of the week-long camp, they presented their findings to a gathering of 67 stakeholders, that included officials from the government, civil society



organisations, implementing partners, funders, educational institutions and media houses.

The same cohort was trained on Focus Group Discussions; after which they facilitated focus groups with other youths from all walks of life. Special attention was given to youths in vulnerable situations



^ Members of the Youth Initiative 2020 at the closing of the winter camp.

such as those with disabilities, youths in rehabilitation, LGBTIQ youths and those in conflict with the law. This was inspiring for both youths being consulted as they could openly disclose their views, as well as for YI members who were able to engage their peers on matters of national importance.

In the interest of building ownership and longer term engagement, the YI cohort from the winter was also re-engaged over the summer to upskill and launch social media advocacy campaigns. The content of their advocacy leveraged on the core issues identified over their previous engagement



< Sangay Dechen Gyanzo, the youngest member of the Youth Initiative 2020 presents her views on Health & Wellbeing among youths in Bhutan.

and launched four campaigns addressing missed opportunities in the education system, need to highlight exemplary youths, opening up about mental health and dignity of labour.

process of youth engagement is captured in a mini-documentary. Calling it “one of the best practices in South Asia!”, the regional office of UNICEF commissioned a case study on the entire review process which can be accessed from <https://uni.cf/3bTnrau>

The views and perspectives from the youths helped shape the revised policy. The entire

> Wangdi Norbu and Kinley Dolma Dorji engages with the youths from Wangsel Institute for the Deaf to collect their views and aspirations for the youth of Bhutan.



1,237
Youths
Engaged



138 in person



1,099 online

**Issues
addressed**



Education &
Learning



Socio-cultural
Environment



Health &
Wellbeing



Governance



Economy



Environment

**Social Media
Advocacy
campaigns**



3,600
Likes



85,000
Total views

Cultivating Media Literacy Skills Amidst an Infodemic

As the first case of COVID-19 was confirmed in Bhutan, virtual learning, meeting, conferencing and working from home became a norm. The pandemic was also accompanied by a burgeoning of fake news and misinformation on social media platforms that left many overwhelmed and falling victims to fake news.

The Media and Democracy Literacy (MDL) and Citizen Values training for teachers and town committee members of Project Mikhung in Paro, and the media literacy for frontline workers (De-suups, cab drivers and Risk and Communications team of the Ministry of Health (MoH)) proved necessary and relevant in 2020 as the country was faced with a twin challenge of managing the pandemic as well as an infodemic.

“I suggest BCMD working [the training] into the school’s academic calendar. The materials and approach from BCMD are effective and contextualised and we can use that.” said Ngawang Dorji, the Dzongkhag Education Officer of Paro who also expressed the need to take the training to other schools within the Dzongkhag.

“If leaders don’t know what Media and Democracy Literacy is, how will others



^ De-Suup participants at the Media Literacy training sharing the interconnectedness between the society and social media.

know?... We should also target the Local Government leaders because most of them post on social media, but they don’t analyse or know the repercussions [of such actions], and that’s why they are taken to court. These are things we are aware of after the training... we [shouldn’t] forget, we have to keep practising.” Tenzin Thinley, Dasho Dzongda, Paro.



^ Participants developing Social Media guidelines for themselves and their families.

Kinley Wangchuk, responsible for creating content for the National COVID-19 Media Team at MoH, wished that he had received this training earlier: “Whatever the MoH released on social media or other platforms, we could have used the tools we were taught here today. I think it would have helped us disseminate ideas more professionally... and create quality content for Bhutanese citizens.”

The MDL training helped the volunteers and health officials understand their target audiences, identify appropriate ways to share verified information and be cognizant of their own biases and predispositions in doing so. “I was never critical of the news and media information I consumed. Now I wonder how much of my values and what I believe are my own or are shaped by what I have consumed from social media. I realised the importance of analysing and consuming media information critically.”



^ The closing of the 'Facts vs Misinformation' training with Health Minister Lyonpo Dechen Wangmo.

Says Pema Euden, a teacher from The Royal Academy, after attending the training for the first time.

Training of trainers on MDL also triggered further sharing in their communities and schools reaching more than 1000 students, parents and teachers.

“A broken mobile can mostly be repaired at the repair stations, but a child spoiled [addicted] to mobile can be difficult to repair.” says a parent from Lobesa Lower Secondary School. Meanwhile, the Principal from Olathang Primary School assured us that the school would conduct MDL classes for their students who are spending more time online than ever before. He thought it was essential to teach them the skills of media literacy from an early age, so that they learn to access and meaningfully engage with media in all its forms.

Taking lessons from the first nation-wide lockdown when the country struggled in providing essential services to its citizens due to lack of proper urban planning and street addressal system, a group of De-Suups also underwent a customised community mapping and media literacy training with the plans of applying the skills to study community issues and to help develop a sense of neighbourhood and community.

“We actually had plans of visiting the communities. But after this training, we realised that we have a lot of planning to do before the field visit!” says a participant. Participants were also unaware of the need for an ethical guideline, which is critical in community mapping to ensure the safety of the respondents. So, they developed a comprehensive ethical guideline to follow in order to properly document the activities carried out in the community.



157
People
reached



67 female 90 male

1090+
People reached
in step down
trainings



Students, parents and teachers from Drukgyel CS, Shaba HSS, Olathang PS, Lobesa LSS, Wangbama CS and Yangchenphug HSS



14 Workshops
conducted



25 Agencies and
schools
covered

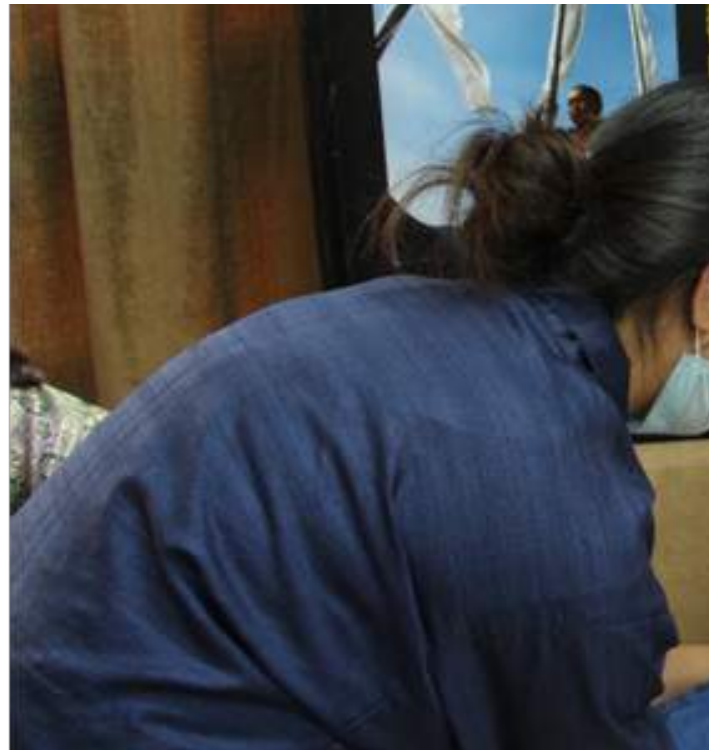


1 Town hall
conducted

Capacitating civil society organisations to be strategic in communicating

The concept of civic space and civil society is an emerging phenomenon in Bhutan's nascent democracy. Strategic and effective communications is central not only to showcasing the impacts of their work and remain accountable but more importantly to educate the society about civil society and its role as the third sector contributing to the country's development and well-being. Realising the centrality of communications to efficient operations of organisation, Wesel Dema from Gross National Happiness Centre said: "As much as it is important to inform others about what we do at the centre, it is equally important for us to communicate within first... it's really important to be informed about what we are doing, who are we? and what is our mission and vision?"

It was evident that a large majority of CSOs did not have a communication plans or a dedicated person. Following the training, participants drafted a communications plan for their respective organisation. Of the twelve, eight CSO's have developed a clear communications plan and the remaining four continue to work on theirs.



^ Participants describe their organisations in 6 words.



^ Participants designing a framework for a new CSO as an exercise.



Karma Tenzin Choden from VAST shared: “It’s not about the numbers [alone]... What I learnt from this workshop is how you have to connect with your audience, not just the audience you’re giving your service to but also taking the services from”.

The communications strategy workshop also caught the attention of the Health Ministry and essential workers in the south and so, BCMD’s advisor Siok Sian Pek-Dorji led a Zoom discussion with 35 participants on communicating effectively during the pandemic. The

group discussed prioritising key messages during an infodemic, establishing strategic communications and highlighted the importance of collaboration between organisations in coordinating messaging during campaigns.

A communication guide has also been developed to assist CSOs in developing, revising and updating the organisation’s communication plans and strategies.

Programme Area 2

creating Knowledge Resources for Citizens

Bhutan Centre for Media and Democracy (BCMD) continues to create and produce Bhutan-centric resources and multimedia content on Bhutan's young democracy, citizenship and media literacy. Some of the resources are being translated into Dzongkha to cater to diverse audiences. These resources are widely distributed to parliamentarians, schools, colleges, key decision makers and civil society and some have been instrumental in guiding decision makers during policy review.

This year, two issues of the Druk Journal were published discussing issues on technology and urbanisation in Bhutan. With both topics being of key interest for the current government, especially as the pandemic revealed gaps in urban planning and ICTisation of public services and education, recommendations from the journal articles and the conversations that followed will be imperative in contributing to their efforts to address these challenges.

The engagement of youth in the National Youth Policy revision process culminated in the production of the 'Youth Voice: Youth Matters' report. The report provides a comprehensive analysis of aspirations of youth in relation to existing realities whilst also capturing the youth engagement model with youth taking the lead.



The summary of the discussions and key recommendations from the conversation series ‘Reimagining Bhutan’ are presented in a policy brief with an expectation to contribute to informing the ongoing efforts of the government on the 21st Century Economic Roadmap as the country stands at a crossroads.

To help tackle the increasing challenges brought on by the COVID-19 pandemic, BCMD produced instructional videos on how to use and take care of reusable face masks. The video, available in English and Dzongkha with sign language, was aired by the national news channel throughout the first nation-wide lockdown.

The Druk Journal

The Druk Journal is a non-partisan publication that provides credible and in-depth coverage of issues of national importance. The Druk Journal aims to create an inquiring citizenry that is willing to think and debate creatively and frankly in public on both current and long-term key policy issues. Such spaces for discourse encourage citizens to contribute to democratic change through participatory governance which ultimately helps strengthen civic engagement in the country. Now in its sixth year of publication, the feedback from the journal and the

conversations that follow each issue has been instrumental in providing inputs for government decisions, policies, and plans.

1400 copies of this year’s issues ‘Bhutan in the Age of Technology’ and ‘Urban Bhutan - the Story’ were published and distributed to colleges, ministries, parliament, national archive and decision-makers across the nation.

The issue ‘Bhutan in the Age of Technology’ reflects on the aspirations of Bhutan as technology swiftly changes the way we do things and paves way for further technological innovation. With COVID-19 catalysing this even further and challenging every industry to adapt to the new normal, Bhutan has been forced to shift gears and welcome technology in our daily lives. ‘Urban Bhutan – the Story’ explores the critical topic of urban development in Bhutan. The rapid urbanisation of cities in Bhutan has exacerbated problems for thromdes and policymakers that were ill-prepared. While cognizant of the failures, it’s also an opportunity to rethink urbanisation to ensure inclusivity and sustainability.

30 articles were contributed by 33 writers to the two issues in 2020, some of whom were invited to present their articles at the conversations. For the first time this year, the conversations were taken



^ Suja Zow conversation on the rapid urbanisation and urban growth trends in Bhutan.

online with more than 300 students and faculty members from College of Science and Technology, Gyalpozhing College of Information and Technology and Sherubtse College joining the conversations via Zoom. A small in-person

audience of more than 40 were also present for the three conversations held. Voices in the space included the current and former Thrompons, political party representatives, development partners, private and government officials, youth and the press among others.



^ Former Thrompon speaking about the ways we can reduce mass migration as a way forward.

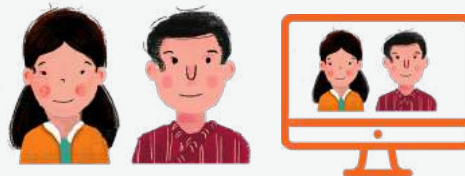
2
Journal
issues
published



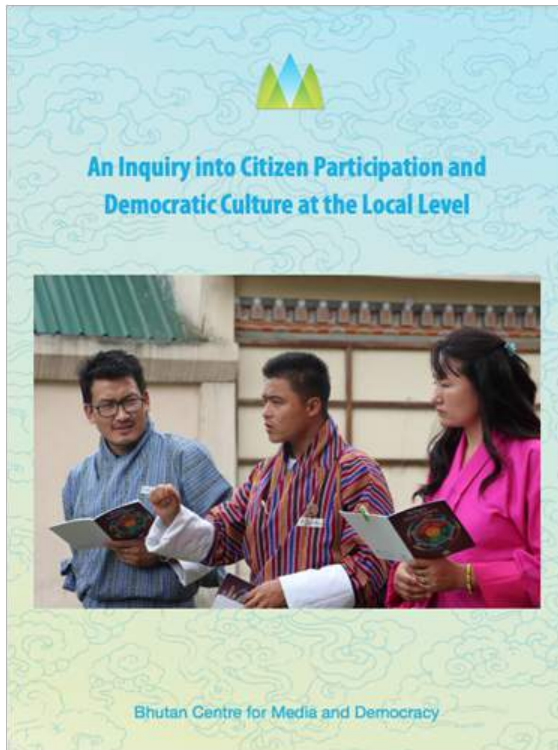
3
Journal
conversations
held



350+
People at Journal
conversations
in-person and
on Zoom



Research into Citizen Participation and Democratic Culture



As a part of Project Mi-Khung, a research titled, ‘An inquiry into citizen participation and democratic culture at the local level’ was conducted. The study aimed to measure the citizen’s understanding of their roles and responsibilities in a democracy and also to understand the citizen’s participation and democratic culture.

A total of 55 class IX students and 21 teachers from the two project schools in Paro who are part of Project Mi-Khung were engaged in the research including Paro Town Committee members,

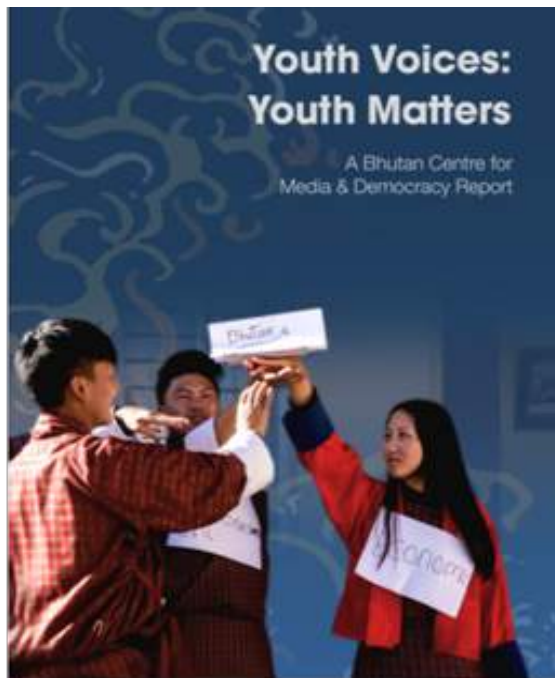
curriculum writers, residents and elected leaders. A group of 64 class IX students from a comparable public school from the same district also took part in the study serving as a control group.

Findings reveal that students have limited knowledge of rights and responsibilities and their participation at the school level is confined to community services alone and does not extend to deliberation and decision-making on matters of concern to them. The study also revealed the tension between elected leaders and the administrators as they dispense their duties. While there is a call for the need to clarify their roles, the tension could also serve as a check and balance mechanism at the local government level.

Youth Voices: Youth Matters Report

The research report ‘Youth Voices: Youth Matters’ captures the youth engagement model in which youth take the lead in different stages of consultation to review the National Youth Policy (NYP). One of the Focus Group Discussions (FGD) discussants shared: “I feel youth should be consulted while making decisions on youth; normally we were never consulted. We have to talk between ourselves and we can’t tell anyone, so we have no option but to keep our views to ourselves”.





This report provides a comprehensive analysis of aspirations of youth in relation to existing realities. The data was collected through FGD and an online survey that was launched to widen the reach to 1,099 other youths. Additionally, it captures the findings from the 2020 Youth Initiative members; it includes their review of the NYP policy and their roles in leading consultations with 114 youths of Bhutan from various walks of life.

The most treasured section of the report consists of pertinent and extant issues that have been identified across various thematic areas by youths themselves and corresponding solutions and interventions

that they would like to see implemented. The report weaves together the landscape that youths navigate in Bhutan collected through a large set of quantitative data; with the indispensable testimonials and revealing glimpses into the thoughts of youth through the qualitative data gathered during the consultations.

This approach marks a significant change in Bhutan where youths have traditionally been seen as passive recipients of policy decisions and not as stakeholders that need to be engaged and consulted.

Youth Initiative Guidebook

As an addition to the constantly ongoing efforts to institutionalise knowledge and



good practices within the organisation, the Youth Initiative (YI) resource guidebook does precisely that for the Youth Initiative programme, which is now in its seventh year. Over the past two years, the YI website was revived to document the programme's journey so that knowledge is shared and easily accessible on a structured platform.

For those interested in the YI programme, the guidebook also offers a quick and comprehensive knowledge of the approach and its objectives to create highly motivated and engaged youths who can navigate through the challenges of the current times and contribute meaningfully.

Reimagining Bhutan Policy Brief

'Reimagining Bhutan', the conversation series organised in collaboration with UNDP saw five panel discussions on priority themes of Education, Economy, Environment, Social Security and Anticipatory Governance with thought leaders, practitioners and experts from both the national and international community. The conversations culminated into a Policy Brief which consists of both the summary of each of the themes as well as the recommendations from the panelists.



Responding to the Call of the Nation

The release of the instructional video for the reusable facemask could not have been better timed as the country went into its first-ever lockdown, just two weeks into its screening. Understanding the level of protection the facemasks provide from COVID-19, there was a lot of public frenzies and panic buying of the medical facemask across the nation. However, the instructional video helped promote the use of reusable face masks as well as demonstrate with clarity, how to use, store and sanitise it properly.





^ A screengrab from the CSO Facemask Instructional video, demonstrating the proper use, storage and care of reusable cloth facemask.

The video, which was produced in partnership with the Ministry of Health was screened multiple times in the lead up to the lockdown and countless times during lockdown on national TV. In addition to the primary impact it had to calm the public hysteria, the video also contributed to the growing confidence of the government working hand-in-hand with civil society organisations for the benefit of the greater community.

Celebrating the CSO Fraternity

In our ongoing effort towards strengthening the civil society fraternity,

an important element of the democratic culture, the civil society song, ‘Lhayul Ngoma Zogay’ (Nurturing Heaven on Earth) comes as a celebration of the emerging third sector. A vast and diverse sector engaged in varieties of activities but working towards the ultimate goal of the betterment of society.

The song touches on themes of selfless volunteerism, joyful service and exuberant compassion and harnesses them to a call to action: to work in collaboration with each other to realise heaven on earth. Moreover, the song is also a reminder that the pursuit of the greater good must shadow over the pursuit of self-interest. Overall, the song remains an aspiration and a reminder that by working together, we shall overcome any challenges. The visual accompaniment to the song weaves together various clips from moments in the past when the civil society fraternity came together to tackle common challenges.

As the civil society family continues to grow to over 50 different organisations, the impact and contribution they bring to the nation-building scene are growing in scale and diversity. Finding a common aspiration and the language to express the convergence of goals add to building the identity and solidarity of the fraternity.



^ Residents and members of the community pledge to care for their community.



^ Members of the civil society fraternity engaged in a traditional dance.



^ Participants of all ages enjoying our diverse range of publications.

Programme Area 3

The Media Lab - Enabling Citizen Voice

The Media Lab continues to provide a learning space for youth, teachers and thought leaders to incubate ideas and learn about media literacy and adopt skills for self-expression. It also provides a platform for citizens to exercise their voice and openly engage in public discourse.

The unforeseen socio-economic impacts brought on by the COVID-19 crisis has challenged us to reimagine new, progressive and better ways of securing our education and economy, which was the focus of our first forum of the year. It provided an open and interactive space for citizens to listen to diverse voices and engage in one of the first conversations on a reimagined Bhutan. The much-needed discussion allowed participants to share their views on the way forward post-COVID.

Subsequently, two forum series were launched at The Media Lab: Reimagining Bhutan, in collaboration with UNDP Bhutan and Reset!. The former is a virtual series, the first of its kind for BCMD, that brought to light innovative ideas and policy recommendations for a more inclusive, resilient, greener and sustainable Bhutan. At Reset!, the discussion amongst youths and experts in the fields broadened the minds of youth participants on various socio-economic and political issues that govern Bhutanese lives and society.





^ Panelists engage in discussion about the impacts of the pandemic and its future implications on education and economy.

Due to limitations on public gatherings this year, videos from all our forums and events have been documented and shared on our Facebook and Youtube pages to reach a wider audience. Taking advantage of the digital space, for the first time, we have been able to engage close to 600 students and faculty members from across the nation by joining our activities virtually.

To support the work we do at The Media Lab, join us as a lab member or as a Friends of BCMD.

The New Normal in Bhutan's Education and Economy

In the three hour long forum on 'Reimagining Bhutan's Education & Economy', three speakers i.e., a youth, an independent consultant and a teacher, engaged in a discussion about the impacts of the pandemic and its future implications in the education and economy sector.

The shift towards the e-learning platform amid the pandemic and school closure, brought forward issues like social inequity and technological divide, calling for an investment in robust ICT infrastructures in schools.

Sonam Norbu, a teacher at Lobesa Lower Secondary School and a founder of the Teachers of Volunteers (V-TOB), was inspired by the forum and wrote for the Kuensel opinion section on 'Reimagining Bhutanese Education' arguing for the need to reform the education system.

Additionally, the speakers also shared that when construction work came to a standstill with the shortage of foreign workers, the majority of the locals were adamant about not participating in labour-intensive work. A participant argued that the disengagement in the TVET sector was a social issue: "You can't pinpoint and blame our youth and say that you should go and work for construction... we were

taught to look towards the sky and stars in the schools...". This led to discussing solutions such as professionalising to upgrade the TVET status to rebrand it as an aspirational work, and also invest in work environment safety and mechanising.

Overall, by bringing together diverse speakers and audience, the forum was able to generate a formative discussion on the challenges of the pandemic to the socio-economic and education sectors of Bhutan. There were also recommendations on how these challenges can be averted or addressed.



^ Dasbo Dorjee Wangmo (Chairperson of the Women and Child Committee of the National Assembly) speaking about digitising the economy and the opportunity for entrepreneurs.

In total, 23 participants from a wide range of backgrounds including youth, parliamentarians, educators, entrepreneurs, social workers, government officials and development partners attended the session. The forum was documented and shared on BCMD's Facebook and YouTube pages and has amassed more than 21,000 views with the discussion continuing in the comments section.

Reset! at The Media Lab

The onset of the pandemic brought underlying societal issues to the surface, making us reflect on the structural flaws of systems such as the employment sector that

struggled to minimise the impact of the pandemic. However, this watershed event contributed to the realisation of the need for discussion on various aspects governing Bhutanese lives and society.

Therefore, the 'Reset! at The Media Lab' was initiated after the first lockdown in Bhutan to provide a platform for young adults to converse with experts in different fields. With the aim to foster a continuous learning model, participants reflected on matters revolving Bhutanese socio-cultural, historical, economic and political institutions, and were encouraged to reimagine their role in charting the way forward.



^ Dasbo Kinley Dorji (The Druk Journal) and Mr. Rama (CIO Academy Asia, Singapore) speaks on 'Governance' to interested youths at the first series of 'Reset! at The Media Lab'.

A total of three Reset! at the Media Lab, each focusing on different themes such as “Governance”, “Institutions” and “Climate”, was organised where experts leading in different fields presented their views. An hour-long open floor discussion also empowered the participants to share reflections and ask intriguing questions, therefore drawing on rich insights on the themes discussed especially in the context of the pandemic.

A student studying Environmental Science from Sherubtse College asked, “How can youths work towards intergenerational

equity?” provoking discussion on “Rights & Responsibilities,” and empowering youths to take action towards building their future.

Despite the restrictions and challenges with the COVID-19 pandemic, over 200 individuals (57 in-person and 239 via zoom) including youths in college and high school, recent graduates and young professionals were engaged. Additionally, the speaker videos uploaded on BCMD’s YouTube channel continue to engage the online audiences.



^ Pem Lama (Bhutan Ecological Society) and Thinley Namgyel (Consultant) in conversation with Phub Dorji (Entrepreneur) during the 3rd Reset! at The Media Lab on ‘Climate Justice’.



^ Conversation on the way forward for a governance system that is agile, adaptive, innovative and anticipatory.

Reimagining Bhutan: Building Forward Better

UNDP in Bhutan and Bhutan Centre for Media and Democracy partnered to launch the online forum ‘Conversation Series - Reimagining Bhutan: Building Forward Better Beyond COVID’ in September; each series focused on relevant topics critical to Bhutan’s development.

The first discussion on ‘Future of Work, Skills & Education’ called for reformations of the obsolete structures and policies in education and employment. Recommendations included the need for better teaching models, mainstreaming TVET into high schools and investment in ICT at schools to build students’ resiliency towards the changing economy.

The ‘Future of Economy’ conversation shared key recommendations for Bhutan’s economic recovery. The speakers shared that the private sector’s growth in Bhutan is impeded by access to credit, heavy regulation and an unsupportive environment. Thus, there is a need for easier access to investment and funds with the state’s support in order to stimulate an entrepreneurial ecosystem.

Sustainable measures are indispensable to the recovery plans; therefore the ‘Green Recovery’ conversation drew on the discussion to build better strategies for a green economy. The recovery measures included incentivising investment in green business by improving accessibility to finance, fostering collaboration in the research of product development, and implementing tax policies to encourage green initiatives.

To ensure an inclusive way forward, the theme on ‘Social Protection’ highlighted core challenges and learnings from the pandemic to pave way for Bhutan’s social protection system. The development of universal and lifecycle approach was proposed, as it leads to a stronger social contract with the citizens enabling them to contribute to this system through taxes and contributory schemes.

The series ended with the discussion on ‘Anticipatory Governance’ and called for a resilient governance model that can adapt to unforeseen events in the future. Suggestions were made to initiate a foresight centre to analyse future challenges and solutions and encourage

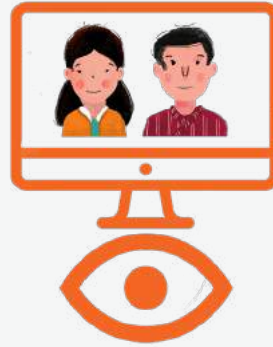
sandbox approaches to promote innovation. However, the dearth of data in Bhutan inhibits research and is a reminder for the much-needed autonomous accessible data hub.

Giulio Quaggiotto, Head of UNDP’s Strategic Innovation Unit remarked: “Can we rethink the way we do policy by putting reality first, learning and then eventually producing policy and regulating”. This encapsulates the conversation series’ attempt at inverting the traditional policy planning, as this platform capitalised on the insightful discussion to formulate a policy brief that seeks to inform the government’s efforts in the 21st Century Economic Roadmap.



^ Conversation on building an inclusive, sustainable and shock-responsive social protection system.

27,000+
collective
views



1000+
collective
engagement



15,600
Most
viewed

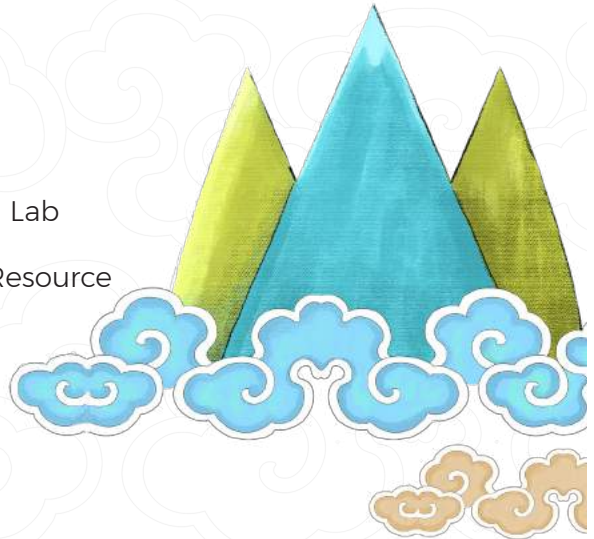


- 1 Youth Initiative
- 2 Youth Summit
- 3 Building Civil Society
- 4 Resources for Democracy
- 5 Building Community Initiative
- 6 Project Mi-khung (Citizen)
- 7 News, Media and Democracy Literacy



Looking Ahead 2021

- 8 Public Discourses on Democracy and Active Citizenry
- 9 The Druk Journal and its Conversations
- 10 Bhutan Democracy Forum
- 11 Multi-media Productions
- 12 Multi-media Classes for Youth at The Media Lab
- 13 Inclusive approaches in Programmes and Resource Productions



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- Bhutan Foundation :** <http://bit.ly/2WkRjmw>
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Funding and Financial Overview

BCMD income and expenditure statement as of 31st December 2020

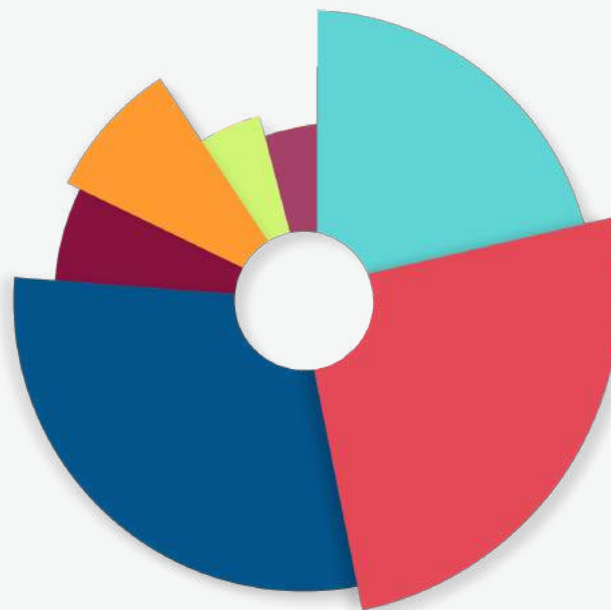
| Income Received During the Year 2020 | | |
|--------------------------------------|---|--------------|
| 1 | International Development Organisations | 4,097,582.60 |
| 2 | International Non-profit Organisations | 5,694,252.58 |
| 3 | Foundations | 5,423,542.93 |
| 4 | Annuity | 1,608,435.20 |
| 5 | Individual Contributions | 1,762,653.00 |
| 6 | Local Support/CSR | 832,026.00 |
| 7 | Miscellaneous Income | 629,218.46 |

21%
International
Development
Organisations

28%
International
Non-profit
Organisations

27%
Foundations

8%
Annuity

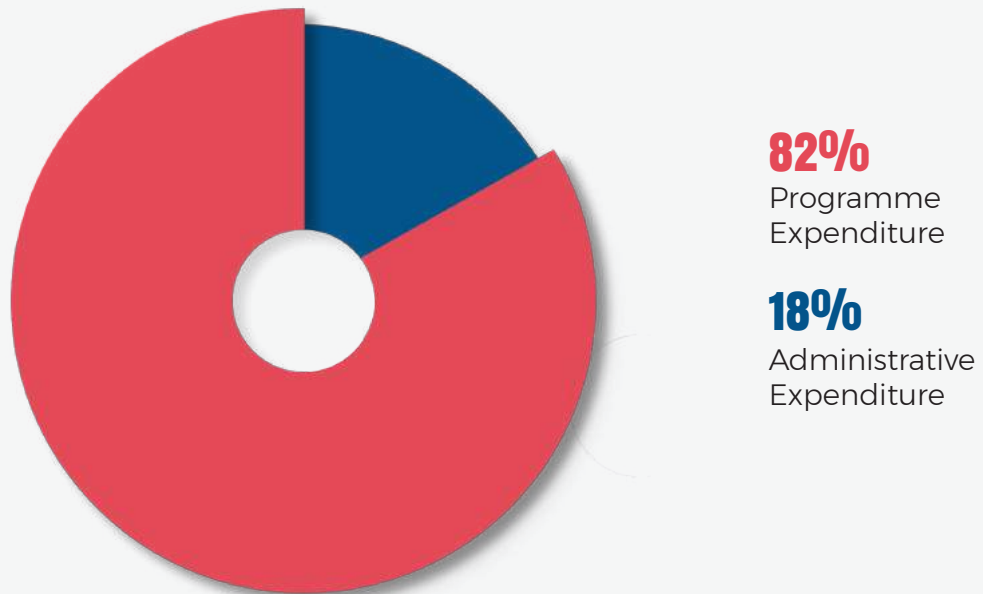


9%
Individual
Contributions

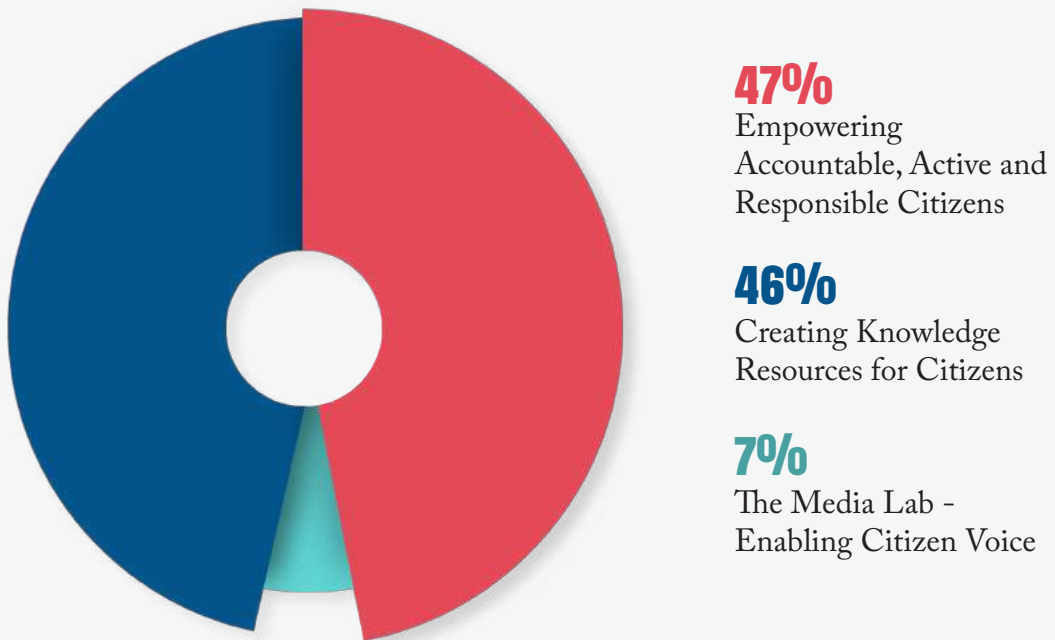
4%
Local Support/
CSR

3%
Miscellaneous
Income

| Expenditure Made During the Year 2020 | | |
|---------------------------------------|----------------------------|--------------|
| 1 | Administrative Expenditure | 1,810,438.28 |
| 2 | Programme Expenditure | 8,106,964.93 |



| Expenditure by Programme Areas | | |
|--------------------------------|---|--------------|
| 1 | Empowering Accountable, Active and Responsible Citizens | 3,795,092.48 |
| 2 | Creating Knowledge Resources for Citizens | 3,740,301.80 |
| 3 | The Media Lab - Enabling Citizen Voice | 571,570.65 |





Receipts and Payment Statement

| RECEIPTS AND PAYMENTS STATEMENT For the year ended 31 December 2020 | | | | |
|---|-----------------------|-----------------------------|-----------------------|----------------------|
| RECEIPTS | SCHEDULE AMOUNT (Nu.) | PAYMENTS | SCHEDULE AMOUNT (Nu.) | |
| Opening Balance: | | Expenditures: | | |
| Cash-in-Hand | - | i. Programme Expenses | 3 | 8,106,964.93 |
| Cash at Bank | 5,050,907.99 | ii. Administration Expenses | 4 | 1,810,438.28 |
| Fund Received during the Year: | | Investment: | 5 | 2,500,000.00 |
| i. International Development Organizations | 4,097,582.60 | Fixed Deposit | | |
| ii. International Non-profit Organizations | 5,694,252.58 | Outstanding Advance: | 6 | 8,297.00 |
| iii. Foundations | 5,423,542.93 | Staff | | |
| iv. Interest Earned | 1,608,435.20 | Closing Balance: | 7 | 12,672,918.55 |
| v. Individual Contribution | 1,762,653.00 | Cash-in-Hand | | |
| vi. Local Support/CSR | 832,026.00 | Cash at Bank | | |
| vii. Miscellaneous Income | 629,218.46 | Total | | 25,098,618.76 |
| Total | 25,098,618.76 | | | |

[Signature]

(Ms. Rosy Chettri)
Finance Officer



[Signature]

(Ms Manisha Khawas)
Asst. Officer Adm/Finance

[Signature]

(Chencho Lhamu)
Executive Director

[Signature]

(Tenzin Jamtshok)
Auditor



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Karma Lhazom

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