ANNUAL REPORT 2017



An Engaged Society • A Vibrant Democracy

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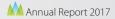
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Message

from the Chair and Executive Professional Director

he Bhutan Centre for Media and Democracy has been contributing to the strengthening of a culture of democracy in Bhutan for the past nine years. We have reached a cross section of Bhutanese in our efforts to build a stronger and more engaged citizenry. And the results and impact are showing as we encourage citizen engagement for a better society.

In all of our efforts, we have discovered that our work has helped unleash a sense of connection and purpose. We are especially heartened by the impact of our programme activities on youth. In our evaluation of youth programmes using a most significant change approach, we discovered that our programmes have been successful in creating impact in the following areas:

- Questioning: Cultivating habits of inquiry that get young people to question the world around them.
- **2. Connecting**: Fostering a network of highly motivated young people and giving access to those in power.
- **3. Understanding**: Providing opportunities for deeper and more holistic comprehension of complex social issues along with perspectives of 'other' people.
- **4. Empowering**: Instilling the belief that young voices matter and providing them with the tools to make a difference.
- **5. Contributing**: Inspiring a sense of responsibility to take action in one's community and empower those around them.

These impact areas are not uniform in their influence on all past participants. For some, the process of questioning themselves was more significant, while for others it was the process of connecting with other young people. This represents just a sense of some of our past achievements and we will continue to map our results and impacts in the coming years.

We have had a successful year in 2017 largely due to the continued support of our partners who continue to inspire us with their innate and spontaneous wish to work for the overall good of Bhutan. We also acknowledge the commitment of our team members to bringing about a more engaged society in Bhutan.

Our constituents demonstrate that they understand that each of us are not just spectators of democratic change, we are at the heart of it.

We look forward to your continued support in 2018.

Sincerely,

Nancy Strickland Chairperson

Ma Shirland

Siok Sian Pek-Dorji Executive P Director

BCMD Profile

he Bhutan Centre for Media and Democracy was established in 2008 in response to the needs of Bhutan's transition to a democracy and became the first civil society organisation (CSO) to be registered in Bhutan in 2010. Over the last nine and half years, BCMD has contributed to the laying of a foundation for the strengthening of democratic culture in Bhutan.

BCMD takes a multi-pronged strategy to achieve our mission. We promote citizen education, expand space for public discourse and create Bhutan-centric print and audio-visual resources to prompt thinking and discussion on democracy. As a small, landlocked country prone to the influences of globalisation,

BCMD believes that it is important for Bhutanese to reflect on our own priorities and concerns and to analyse our own situation to move ahead as a society and a nation.

BCMD has facilitated innovative activities, open public forums, and created many resources for democracy to give Bhutanese a platform to share and amplify their mostly unheard or otherwise sidestepped voices. Through this combination of activities, BCMD has been able to inculcate and nurture a greater consciousness to be a citizen. Our activities aim to inspire citizens, particularly the youth, to become more engaged in their own communities.

Our Team



Siok Sian Pek-Dorji Executive Professional Director



Chencho Lhamu, Director (Programmes and Development)



Ashok Moktan, Deputy Director



Tempa Wangdi, Communications/ Programme Officer



Pasang Dorji, Asst. Programme Officer



Meenam Nepal, Asst. Programme Officer



Karma Yonten, Asst. Programme Officer



Yeshey Choden, Finance Officer



Karan Katwal, Asst. Accounts/Admin-Finance Officer

Vision

A GNH inspired vibrant democracy that engages all citizens



To nurture democracy in Bhutan through civic engagement, public discourse, and media-literate citizens.

Objectives

- Create responsible citizenry that will actively engage in the practices of democracy
- Strengthen media professionalism and help educate both journalists and media consumers on the role of media in building a democratic society
- Create public space for civic discourse
- Create multimedia resources for/on media and democracy and promote their distribution
- Strengthen the institutions of civil society, most of which are newly created.

Programme Area





The Youth Summit engage young people to be change-makers in society.

Inspiring Active Citizen

decade after democracy was introduced in Bhutan, Bhutanese are still learning about democracy, and the roles and responsibilities of a citizen.

And this has been the main ambition of the Bhutan Centre for Media and Democracy (BCMD) -- to enable Bhutanese to understand the roles of citizens in an evolving democracy, and to enable Bhutanese to learn how to share their thoughts, exchange ideas, question and explore the changing society we live in.

Inspiring Active Citizen is our main programme designed to help both young and old lead an active civic life in their communities. BCMD, through trainings on citizen education, aims to help youth

and people in general to actively engage in their own governance to nurture and strengthen a culture of democracy. Our support helps young citizens of a decade-old Bhutanese democracy understand the importance of staying informed on critical issues to make better informed decisions.

Our programmes such as Building Community, Youth Initiative, and Youth Summit provide people an opportunity and space to discuss, identify, plan, and share solutions for issues in communities that would bring about more ownership and participation in the development of Bhutan. Locally elected leaders came forward to pledge their time to work with youth in such activities, thus demonstrating the impact of building strong democratic societies.

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Communities Learn to Tackle Issues



Students clean the water source at Kesa after fencing the area.

School (SHSS) in Paro proposed a local action plan to ensure safe drinking water for the residents of Kesa village in Paro.

Students of SHSS proposed a project to preserve and protect the only water source for Kesa village contaminated from livestock straying into the unprotected source. The proposal was one of the local action plans BCMD received during its asset-based community mapping in Paro and Samdrup Jongkhar.

Asset-based community mapping is a strength-based approach to community development for citizens to become more active at local levels. It is especially designed for young people to instill civic consciousness to become more engaged as citizens.

The mapping exercise uses knowledge, skills, and resources to resolve local issues and to take a lead than relying on the state to provide answers for problems in their communities.

- Paro College of Education: Advocacy on Waste
- » Shaba HSS: Adopted Spring Water
- » Drugyal Central School: Repaired Drainage
- » Shari HSS: Repaired Water Supply
- » Khangkhu MSS: Repaired a Canopy

490

Participants

TU Step-down Projects

Community Mappings Through this project, Kinga Lhendup and his friends fenced off the water source and roofed it with corrugated iron sheets. The community is now enjoying safe drinking water, thanks to the youth.

"The community mapping has made me realise how all of us as a community can come together and solve our common issues together," said a student from SHSS Kinga Lhendup.

In 2017, through support from International IDEA, BCMD successfully trained students from Paro College of Education and schools in Paro who implemented a total of six projects.

With support from Canada Foundation, BCMD - in collaboration with Samdrup Jongkhar Initiative supported four other projects in Samdrup Jongkhar to improve pedestrian safety, hygiene, and waste management.

Jigme Namgyal Engineering College: Constructed Toilets

Dewathang Primary School: Improved Road Safety

Youth Development Centre: Waste Advocacy

arpawoong MSS: Improved Drainage.

Youth Summit

articipants of the 3rd Youth Summit (YS) have helped students learn first aid, improve road safety, waste segregation in schools and rural communities through eight projects that they implemented as a result of the summit.

Over 55 students and teachers of Yebilaptsa Central School built a footpath to the boy's hostel from the main road to ensure the safety of the students, teachers, and visitors in the school. "The footpath will also ensure a safer walk to people visiting Yebilaptsa General Hospital located above the school," stated the project report from the school.

The same school also made compost manure, which was supplied to the school agriculture farms to promote organic and healthy food.

"This project has already collected a huge amount of PET bottles that will be recycled and reused to generate income for the school," stated the project report from Rangjung Central School.

Students of Khesar Gyalpo University of Medical Science organised a training on first aid to help students to be able to provide first aid to victims of accidents and natural disasters. Another group of participants from College of Natural Resources cleaned up Metsina stream at Lobesa in Punakha and educated people on the importance of waste segregation.



YCS students construct foothpath to boys hostel.

Students of Rangjung Central School (RCS) in the far east constructed a shelter to collect PET bottles and non-biodegradable plastic wrappers to turn it into uses. "This project has already collected a huge amount of PET bottles that will be recycled and reused to generate income for the school," stated the report from RCS.

- College of Natural Resources : Cleaned up Metsina Stream
- Sherubtse College : Helped Accident Victim
- Yebilaptsa Central School: Built Footpath to Hostel
- Khesar Gyalpo University of Medical Science: First Aid Training
- Rangjung Central School: Constructed Shelter to Store PET bottles

120
Participants

Local Action Plans
Executed

12 Schools and Colleges Engaged

Youth Summit

A group from Sherubtse College (SC) rasied fund through car wash to help an accident victim, Lekshay in Kanglung. The students washed cars to raise funds to hand over to Lekshay's family. A documentary on the family and their struggles was also produced to let people in the community know about Lekshay and his problems after the accident with hope to solicit help from the people.

Annual Report 2017

Youth Initiative

outh Initiative (YI) projects enabled students of Paro schools to be more aware on women health and hygiene and to be smart news consumers.

Youth Initiative was formed in 2013 by a group of youth in collaboration with BCMD to engage and enable youth to bring up important issues, deliberate, and to critically analyse these problems to find solutions. BCMD supported four projects in 2017 for the YI.

Girls from Utpal Academy in Paro are now more open and are better equipped to deal with women health and hygiene after YI members conducted an advocacy in October 2017 on "Women Health and Hygiene".

627Participants

Local Action Plans Implemented

Schools & Colleges Fngaged



"We were happy to find out at the end of the programme that the girls were able to stand up to ask questions about their health and hygiene openly though we gave them the option of writing it on a piece of paper," the report from the YI member to BCMD stated. The group with the help of Dr Sandeep from Paro General Hospital educated a total of 200 girls and boys on the women health and hygiene.

- Women Health and Hygiene
- Advocacy on Domestic Violence
- » Media Literacy
- Awareness on Safe Sex

In Drukgyel Lower Secondary School, also in Paro, students learned about online safety, privacy settings, and being respectful and constructive on social media. This change in the attitude of students were the results of an advocacy workshop that another group of YI members from Paro College of Education conducted in October last year.

The media literacy helped students become more critical and analyse media contents. Lessons on social media helped children know that as much as there are benefits of social media, it also has its dark sides. "I will not post anything that will hurt others," said one of the participants. UNICEF Bhutan funded the YI camp projects.

"I will not post anything that will hurt others," said one of the participants.

Two YI groups also conducted research on domestic violence and safe sex. The research on domestic violence against women recommended reduction in alcohol consumption as the research found out that 75 percent of the domestic violence is caused by alcohol. The other research on safe sex among the college students called for more sensitisation on safe sex to reduce transmission of Sexually Transmitted Diseases and incidences of teenage pregnancy.

Media Literacy

ince the introduction of television and the Internet in the country, the number of Internet and social media users has grown phenomenally.

Advancement in Information and communication technology has empowered people to be producers and not just consumers of information and news. While this has had a democratising effect - giving voice to all, it also opened Bhutanese to the risks of fake news, defamation, and abuse creating social disharmony.

A participant not used sensible and abuse creating social with our studer participant.

"It is important to teach the young generation that while it is important to know and exercise your rights, they must exercise their rights responsibly" noted a participant.

Technology, often referred to as the 'double-edged sword', presents us with opportunities and challenges to create a just and equitable democratic country. Recognising the role of news and media in democracy, and the need to enhance news and media literacy through a process of learning how to verify information, BCMD trained 24 teachers from across the country on a two and half day 'Media and Democracy Literacy'.

A participant noted that "Media can be damaging if not used sensibly". "I found social media guidelines very useful. As teachers we can share the guidelines with our students and friends," said another teacher participant.

27 Teachers

1 Cacricis

12 Schools



Teachers learn to be critical and smart consumers of information.

2017 in Numbers



Activities

Local Action Plans

1,660 **Participants**

Community Mappings Training of Trainers

> Step-down Projects **Implemented**

> > 530 **Participants**





Youth Summit

Local Action Plans Executed

12 Schools and Colleges Engaged

120 **Participants**

Radio Trainings 60 **Participants** Local Action Plans Implemented

YI Camps

Participants

Radio Station, Rigzhung Lungta Established

Gewogs

The Druk Journal Conversations

> National Issues Covered

> > 233 **Participants**



Multimedia **Trainings**

20 Short Films Produced

99 Participants

94 Days Trained



Print and Audio-Video Resources Produced. Distributed to Schools, Colleges, and Institutes.

Media Clubs Supported

Schools Impacted

Colleges Benefited

College Newspapers Supported

> Music Video Produced



CSO-oriented Activities

18 Days 233

Participants

Town Hall Meetings

36 Participants



Public Service Announcements

Youth Panel Discussions Pertinent Issues Covered 18

Participants

News and Media Literacy Produced

> 13 Schools & Colleges Engaged

27 Participants



Programme Area



Encouraging and Expanding Discourse

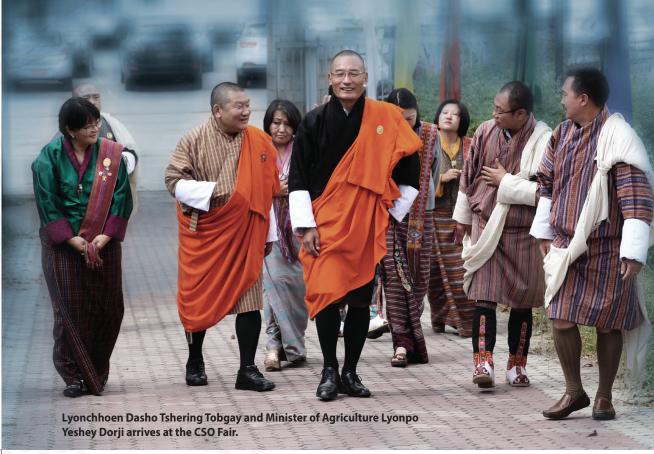
ublic discourse is essential for people to understand the functions and fundamentals of democracy. Democracy works only when people are able to hold their leaders and representatives accountable, which can be ensured through free speech, media, and expressions.

Free speech though enshrined in the Constitution as fundamental right, the Bhutanese still refrain from freely expressing their views, ideas, and opinions. Lack of proper and safe space for expressions further hinders people's free expressions.

BCMD tries to address such gaps by creating spaces to encourage and expand public discourse. The centre hosts forums, seminars, conversations, and dialogues with cross-section of people to foster a more open, frank, inclusive, and tolerant discussions on important national policies and issues.

BCMD aspires to enable citizens to become more accommodating to different and opposing views as they become more comfortable with sharing their views and concerns.





Supporting and Enabling Civil Society

hutan's civil society presence has grown in visibility and strength in recent years. Our civil society organisations (CSOs) have reached a crossroads in our own development as a 'sector' and a 'fraternity' with 48 active CSOs.

CSOs work in a dynamic environment in an evolving democracy. We face challenges of a lack of public understanding of CSOs in a country long used to welfare, and where citizens tend to be largely reliant on government to provide for all citizens' needs. By default, therefore, the Civil Society sector faces challenges of sustaining their own activities with limited citizen or state support.

BCMD implemented a project to strengthen Civil Society with support from Helvetas Swiss Intercooperation Bhutan from 2015-2017. By the end of the project, we noted a more visible presence and a level of understanding and trust amongst CSOs. The project contributed to laying the foundation for networking, collaboration,

and trust building amongst CSOs through regular meetings, retreats, leadership workshops, capacity building, and a system of representation of civil society needs through a core committee of CSOs.

The project has enabled CSOs to come together to envision a common future through drafting a vision and mission statement for Civil Society in Bhutan. Improvement in networking system has enabled CSO fraternity to carry on continuous dialogues, view existing legislation governing civil society and provide feedback to the CSO Authority.

While we recognise that much more work is needed, we are also inspired by the successes we've had and a realisation that we (all the CSOs) are all in this together. BCMD would like to thank Helvetas, the project steering committee for their support, and the core committee members of the CSOs for their spirit of commitment to growing civil society space in Bhutan.

Strengthening the Presence of Civil Society

ivil society organisations (CSOs) came together in 2nd Annual Retreat at Phuentsholing to deliberate and envision on common vision and mission.

This was one of the results of the CSO Retreat 2017 that BCMD conducted on 10-12 February 2017. CSOs, represented largely by the heads of organisations, envisioned the future of civil society in the country. Gathered to improve network and strengthen the CSO fraternity, heads of 38 CSOs reflected on the results and impact civil society have had on the society.

387Participants

50 CSOs Affected

9 Activities

The two-day retreat also provided an opportunity to understand the role of civil society and ways to create a more conducive environment for improved collaboration. The participants also talked about the importance of improving networking among the CSOs to help nurture the new and young members in the fraternity.

The members also deliberated on what a Gross National Happiness society means by reviewing statements from His Majesty The King.

"This is an indication of active citizenry participation in the face of political change and this is the desire of our Kings," Lyonpo Dorji Choden said.

Focussing on Societal Leadership

embers of nearly 50 Civil Society Organisations (CSOs) and civil servants met at the Societal Leadership Summit (SLS) Bhutan 2017 from 2-4 May 2017 at Thimphu to discuss issues, ideas and on how to improve collaboration, coordination, and consolidation across sectors.

Works and Human Settlement Minister, Lyonpo Dorji Choden opening the summit said that the gathering, which brought together some 50 CSOs, is an indication of Bhutan's rapid transformation in well-being, economy, and good governance.

"This is an indication of active citizenry participation in the face of political change and this is the desire of our Kings," she said.

Home and Cultural Affairs Minister Lyonpo Dawa Gyaltshen who also graced the summit spoke on the need to strengthen the CSOs and their roles and responsibilities. The summit helped participants understand the importance of cross sector collaboration for civil society to sustain its efforts in bringing positive change.

The summit was organised in partnership with the Societal Leadership Institute of the Singapore Management University in collaboration with Bhutanese CSOs. Helvetas Swiss Inter-cooperation Bhutan supported the event.



Lyonpo Dorji Choden interacts with members of CSOs at SLS.

Media Lab Creates Space for Creativity

Services at the Media Lab

- » Basic Photography
- » Filmmaking
- » Media Literacy
- Open-Mic Nights

Talk Shows

- Workshops
- Trainings
- Podcast

282

People Trained

20

Short Movies Produced

14

Formal Activities

7

Raven Talk Shows Held

1

CMD's Media Lab at Nazhoen Pelri Complex has become an important space for youth and civil society organisation (CSO) members to learn multimedia skills, communication, personal development, and networking.

The lab provides space wherein youth can pick up skills of self-expression through media production, which will in turn help young people learn critical thinking, media ethics, and responsible expression. In 2017, over 282 youths, CSO members, and teachers benefited from the various programmes such as multimedia training, Youth Initiative, public speaking, and basic photography training held at the Media Lab.

Last year, around 14 formal activities were held at media lab including, media literacy and a number of multimedia training for CSO members, communication advocacy, Google apps, and training of trainers, among others.





International Democracy Day

arking the International Democracy Day on 15 September 2017 at Thimphu, representatives from the political parties and Election Commission of Bhutan (ECB) called for deeper reflection on the country's democracy, its successes, problems, and way forward.

BCMD commemorated the day with a forum followed by the launch of a music video "Dear Prime Minister" and the "JURWA" TV series that captures a slice of daily life as Bhutan goes through the process of democratisation. Members of the political parties, members of previous National Council, officials from ECB, foreign delegates, members of CSOs, press, and over 100 students from schools and colleges from Thimphu attended the event.

Speaking at the launch, the Election Commision of Bhutan's Director of Civic and Electoral Training, Phub Dorji said that the Bhutanese people were

"The greatest deed for political parties is not to divide the country during the elections," Lily Wangchhuk said.

lucky to have received democracy as a gift from their monarch. "We must respect and treasure our democracy as a gift as much as we talk about it." Phub Dorji said.

"Democracy is everyone's duty. Don't leave it at the hands of a few political parties," Sonam Jatsho said.

President of the then Druk Chirwang Tshogpa Lily Wangchhuk urged the political parties to work closely for the unity, peace, and harmony of the country. "The greatest deed for political parties is not to divide the country during the elections," she said.

People's Democratic Party's then Secretary General Sonam Jatsho said that everyone should work towards the success of democracy. "Democracy is everyone's duty. Don't leave it at the hands of a few political parties," Sonam Jatsho said.

Druk Phuensum Tshogpa's then Secretary General Ugyen Dorji lauded the progress the Bhutanese democracy has made so far. Bhutan Kuen-Nyam Party Vice President Sonam Tobgay called for a common belief in democracy. Druk Nyamrup Tshogpa's Khamaed-Lunana Constituency contestant from Gasa Yeshey Dema expressed her aspirations to serve the country at a young age.

Programme]

Resources For Democracy

rint and audio-visual resources on Bhutanese democracy, media, active citizenship, and civil society that Bhutan Centre for Media and Democracy (BCMD) produced has been instrumental in encouraging and engaging people in healthy public discourse.

Producing resources on Bhutan's young democracy is BCMD's mandate to deepen our understanding of democracy. Sharing our resources with schools, colleges, parliament, and civil society has helped in generating constructive debates, discussions, and to imbibe critical thinking.

In 2017, BCMD through its initiative produced a music video "Dear Prime Minister" to educate people on democracy, politics, and elections. To create space for healthy discourse on important national issues, sustainability and civil society - The Druk Journal published its two editions on "Civil Society in Bhutan" and "Towards a Sustainable Development".

The centre also produced a compendium on articles from K2 on Kuensel that featured works of over 48 civil society organisations (CSOs) to advocate about the landmarks, opportunities, and challenges faced by the civil society fraternity. To educate people on democratic values, BCMD produced eight public service announcements on democratic values such as mutual respect, equity, accountability, and civic engagement.



The Druk Journal in print in a local printing house.











A 25-minute documentary, "Making a Difference-A Guide to Active Citizenship" was produced to showcase the work of civil society organisations in Bhutan and how people can get involved in civil

A TV series, "JURWA", which is based on the radio series by the same title was launched to educate people on democracy. A group of artists from Thimphu Comics is also currently working on our second graphic novel, JURWA 2, which is based on the radio series, JURWA 2. Our resources have been widely distributed and used by schools, colleges, institutes, the Parliament, and public libraries across the country.

The Druk Tournal At The Druk Journal

ne Druk Journal is a journal of thoughts and ideas. Introduced in 2015, the non-partisan publication aims to create conversation around important policy issues to serve Bhutan's national interests.



Planned, and edited by some of Bhutan's prominent scholars and journalists, The Druk Journal is intended to be a contribution to knowledge and stimulation to thinking. The views expressed in this publication are those of the contributors and not necessarily of The Druk Journal. Through regular publications, an interactive website, and open discussions after each issue, we engage Bhutanese society in conversation to give space to all citizens to exchange their views frankly on national policies and issues relevant to Bhutan.



The Druk Journal has made equally remarkable progress online since its website was created in 2015. By 2017, the number of hits almost tripled from 2016.



"The Druk Journal contains very good opinions by academics and researchers. It's good for us to understand different issues and what's going on in the country," said a student of the College of Natural Resources, Jigme Lhendup.



2,600 Copies printed

In 2017, The Druk Journal published two issues on "civil society" and "sustainability". Following the printing of two issues, two conversations were held in Thimphu and Phuentsholing. Over 90 people including, academicians, members of International Non-governmental Organisations (INGOs), civil society organisations members, and civil servants attended these conversations.

As of December 2017, The Druk Journal was shared to 133 higher secondary schools, 15 colleges, parliament, judiciary, constitutional bodies, ministries, departments, civil society organisations, INGOs, public libraries, and national archive.



Conversation.

Issues on Democracy Civil Society



1,800 Copies Shared



Conversations Held



Participants

Compendium on Civil Society Organisation

hutan Centre for Media Democracy advocated for civil society work and space by collaborating with the newspaper Kuensel to run a weekly series on civil society organisations. The series featured works of 44 CSOs working to bring positive change in a country recently introduced to democracy. The newspaper series was developed into a compendium and distributed to schools, colleges, government offices, and Parliament to spread awareness on Bhutan's growing civil society space and their contributions to nation-building.



37K

Views

"I wanted to share my thoughts on what average citizens individually can do in a democracy. The content is meant for everyone. It is a constructive comment on democracy. Some people had a wrong conception of democracy. That is the reason why I made this song," said Kezang Dorji, lyricist and singer of 'Dear Prime Minister'.



143

Shares



373

_ikes

Dear Prime Minister

With democracy has come two rounds of elections and the accompanying competitive politics, which has caused some disharmony in Bhutanese society. Rifts have been noticed in communities where families and friends were caught up in political differences.

"Dear Prime Minister" is a song reminding people that democracy is more than a vote, rights, and elections. It is a song informing people that our ties as families and friends, community, and nation should matter more than being divided by differences in the choice of political parties and views.

The song raises a number of important questions like the need to learn to respect opposing views as much as one's desire for others to listen to their own. The song has been screened on TV and DVDs have been shared with schools and colleges as a means to reach Bhutanese youth with the story of democracy.





Mutual Respect



Inclusiveness



Equity



Freedom of Expression



Transparency



Equality



Accountability



Gender Equality

Democratic Values on TV

TV viewers were struck by messages flashed on Bhutan's national TV in 2017 that reminded Bhutanese of values deemed important for a democratic society. The values such as mutual respect, equity and inclusiveness were demonstrated through short skits on TV to spread the values of democracy.

BCMD identified these values through consultation with a cross section of society including teachers, political party members, members of parliament, civil servants, and youth.

A total of eight PSAs were produced to highlight important principles for any democratic society . The PSAs were produced in collaboration with IDEA International and the Bhutan Broadcasting Service.

"I think sharing other people's pictures and videos on social media is wrong and disrespectful to the victims and their families. If posting such pictures online is not going to help the victims, such acts should be made punishable by law," Passang Lhamo commented on our Facebook.









Shares





BCMD Receipts and Payments Statement as of 31 December 2017

Bhutan Centre for Media & Democracy

RECEIPTS AND PAYMENTS STATEMENT

Period: 01.01.2017 to 31.12.2017

Receipts	Schedule	Amount (Nu.)	Payments	Schedule	Amount (Nu.)
Opening Balances:			Expenditures:	2	()
Cash-in-Hand		-	I. Administrative Expenses		4,872,402.12
Cash at Bank		18,976,296.51	II. Programme Expenses		13,749,535.02
			III. Refund to Donors		302,623,45
Fund Received during the Year:	1		IV. Purchase of Assets	3	247,494.00
I. International Development Organizations		8,712,781.88			,
II. International Non-profit Organizations		7,122,454.19	Investment:		
III. Foundations		825,168.54	Fixed Deposit with RICBL	4	10,000,000,00
IV. Interest Earned		480,933.49			, ,
V. Individuals		332,120.96	Closing Balances:		
VI. Local Supports		90,000.00	Cash-in-Hand		_
VII. Miscellaneous Income		224,820.00	Cash at Bank	12	7,592,520.98
Total		36,764,575.57	Total		36,764,575.57



(Yeshey Choden) Finance Officer

mature

(Karan Katwal)

Adm/Accounts Officer

(Siok Sian Pek Dorji)
Executive Professional Director





Acknowledgement

Board of Directors

- Nancy Strickland, Former Executive Director, Bhutan Canada Foundation
- Dr Tashi Wangchuk, CEO, Thunder Motors
- · Dr Jagar Dorji, Consultant
- Dr Dorji Thinley, President, Samtse College of Education
- Tashi Choden, Independent Consultant
- · Pem Lama, Consultant
- Siok Sian Pek-Dorji, Executive Professional Director, BCMD

Advisors

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- · Judith Brown, Consultant
- · Kavi Chongkittavorn, The Nation Multimedia Group, Thailand
- Mark Mancall, Professor Emeritus, Stanford University
- Martin Tan, Institute of Societal Leadership, Singapore Management University
- Takayoshi Kusago, Kansai University.