



# Annual Report 2021

Bhutan Centre for  
Media and Democracy

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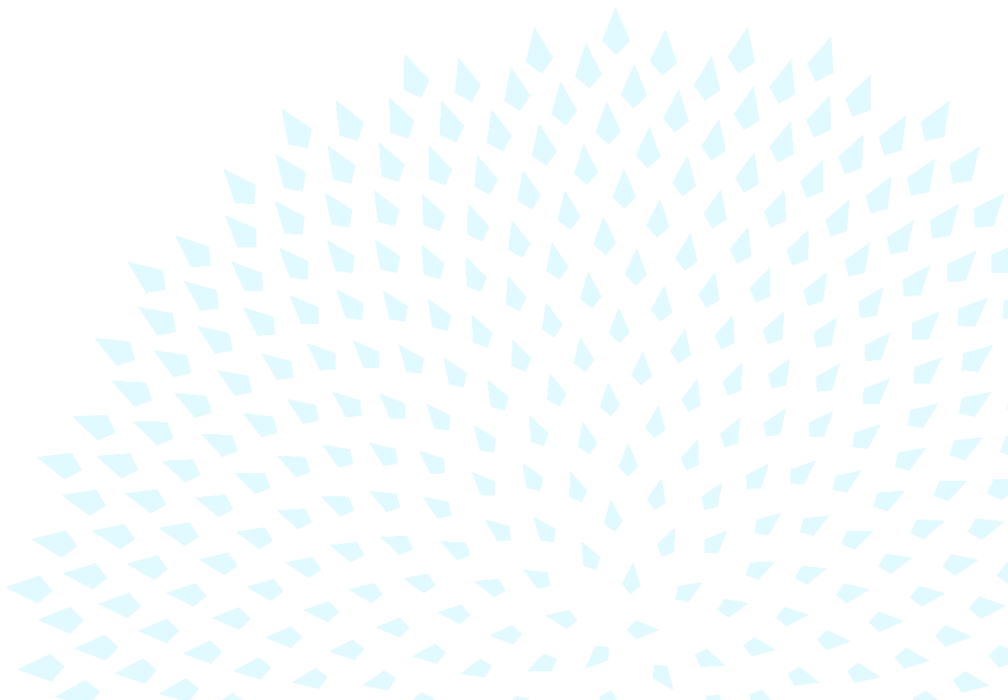
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# Foreword

2021 tested the organisation's perseverance and the ability to adapt as the pandemic continued to disrupt lives and the economy. Despite repeated visits to the drawing board with ever-changing situations, the Bhutan Centre for Media and Democracy (BCMD) continued to serve its constituents with relevant programmes that meet the needs of the hour.

Amid growing infodemic, misinformation and fake news, the BCMD was able to empower marginalised groups (e.g. girls in entertainment centres, taxi drivers, women in armed services, monks and nuns and children in Nazhoen Lamten) with media literacy to navigate ever-expanding world of information and media. To contribute to the national goal of leaving no one behind, BCMD also produced media and democracy literacy resources for people living with hearing and visual impairments.

The participatory planning workshop was a noteworthy achievement that triggered a shift in the mindset of the Local Government office bearers.



**Dr Lam Dorji**  
Board Chair

The participants pointed out how vulnerable voices are left out of public consultation and planning processes in the current practice as only the head of the family and registered voters of the constituencies were invited. This workshop brought to light how when community analysis informs planning, the local plans of each *gewog* become quite distinct from the others.

2021 was also a year of strategic advocacy for civil society organisations and civic space in general. The year saw an increased political engagement of the Core Coordination Committee (CCC) in addition to the Round Table Discussion themed “Nurturing Civil Society Potentials” and the CSO Government Meet jointly organised for the first time with the Civil society Authority and the CCC.

An evaluation of the Druk Journal shows that the publication fosters independent thinking, contributes to academia and promotes a safe for discourses in Bhutan's young democracy.



**Chencho Lhamu (Ph.D)**  
Executive Director

...ocracy where citizens are engaged and proactive

**VISION**

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

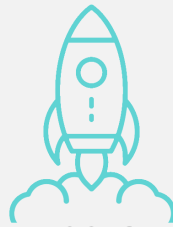






## **VISION**

A vibrant democracy  
where citizens are engaged  
and proactive



## **MISSION**

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







# Meet **BCMD Staff**



**Chencho Lhamu,**  
*Executive Director*



**Ngawang Rigzar  
Wangchuk**  
*Programme Officer*



**Rosy Chettri,**  
*Finance Officer*



**Manisha Khawas,**  
*Asst. Admin &  
Finance Officer*



**Zulkee Choden Rinzin,**  
*Asst. Communications  
& Programme Officer*



**Ugyen Samdrup Lhamo,**  
*Asst. Programme Officer*



**Meenam Nepal**  
*Programme Officer*





# Highlights of 2021



**600,000**

People Reached



**1,189**

Participants



**34** Citizen  
Education Activities



**12**  
Multimedia  
Resources



**10**  
Community  
Mapping & Participatory  
Planning Workshops



**11**  
Media Literacy  
Workshops







## Programme Area 1

### Empowering Accountable, Active and Responsible Citizens

As the world navigates through the complexities of the pandemic compounded by new variants, misinformation, and growing stress and distrust in society, our programmes, designed to create a more cohesive community and active citizens, became more relevant in this ever-changing and unpredictable time.

Thus, our initiatives to create active, responsible, and accountable citizens continued. Every year our Citizen Education Initiatives, media literacy and broadening of civic space prepare the Bhutanese youth, teachers, local leaders, planners, and the unreached and underserved communities for better participation in planning and strengthening communities.

Our Youth Initiative and its campaign helped youth voices to be heard at the highest decision-making level,

bringing youths face-to-face with the policymakers. The much-awaited Youth Summit provided a journey of self-discovery, awakening a sense of belongingness, responsibility, and care towards one's community while being inspired to build stronger and resilient communities.

Our participatory planning projects provided local leaders and planners with a new outlook on planning community development around the voices and needs of the citizens and evidence-based decision-making. Bhutan's rapid transitioning to modern society is fast-eroding our sense of community and engendering a dependency mindset on the government. In the face of the erosion of our communal values, our asset-based community mapping continued to reignite that sense of responsibility and accountability towards one's



▲ A group photo of the members of YI and Guests from the advocacy campaign closing event

community -- timeless and priceless values in the face of an undeniably volatile future.

Finally, our open space for civil society actors enabled its members to come together as a fraternity to discuss areas of common interest and goals with the government. Civil society and government interaction increased and held fruitful deliberations on issues of concern for both parties.

## 1. Weaving **Youth Voices** into **National Youth Policy**

Entering its 8th successful year, Youth Initiative (YI) and its online social media campaign #FutureIsNow reached more

than 600,000 people within five weeks. If the number of people reached by the campaign was any indication, one of the netizens, Dorji Phuntsho, commented on Facebook, "Thank you for bringing such a video highlighting the issues and challenges faced by the youths, including youths with disabilities in this 21st century. Let's work together to make an inclusive society so that no one is being left out in this GNH country Bhutan."

The campaign closing brought youths face-to-face with the policy-makers to provide them with a fresh outlook on the emerging youth issues, concerns, and needs. The Foreign Minister, Dr Tandi Dorji, launching the report, "*Youth Voices: Youth Matters*", lauded

the Centre and youth for their efforts in making the voices of the young people heard at the decision-making level.

*Lyonpo* Dr Tandi Dorji also hailed the “*Youth Voices: Youth Matters*” as the most current resource that the government can utilise since addressing the youth issues in the country is still a work in progress.

Building on the momentum created by the 2020 YI members in reviewing the National Youth Policy, the 25 YI members of 2021 cohort started the campaign, #FutureIsNow, on 12 August, coinciding with International Youth Day. The campaign covered five themes, including education, mental health, social media, youth participation and unemployment, providing youth-centric perspectives to these emerging issues through self-reflection, plenary-sharing, feedback, mapping stakeholders and outlining the campaign slogan.

## 2. Learning **Sustainable Living** in the Age of **Consumerism**

If Karma Lhamo had not attended the Youth Summit (YS), she perhaps would have never known how her voracious craving for new clothes affect the working conditions of labourers thousands of miles away in the plains of Bangladesh.

“...After the session, I realised that I’m also responsible for the working condition of the workers in Bangladesh...When the customer demands more, the owners pressure their workers,” said Karma Lhamo. “Now I think I won’t buy unnecessary clothes”, she concluded.

Youth Summit awakens youth to social issues and realities, helping them carry on these qualities of proactive citizens well into the future to tackle problems in communities.

“The workshop inspired me. I never cared about anything other than myself, but now I know I am responsible for my community, too,” said one of the participants from Sherubtse College. The theme for 2021 YS was “Food Security and Sustainable Living”. The youth participants prepared Local Action Plans on sustainable consumption of food, fashion and technology.

## 3. The Young Connect with **Communities**

While Kedar Nath was attending our asset-based community mapping in August 2021, he said that the adage “mind your own business” can no longer help communities. “...Mind your

own business is not always the best solution... Everyone should engage and resolve community issues to build a better society,” said Kedar Nath. “Let us mind our community’s business,” he added.

Discovering a role for self and with enhanced confidence, another youth mapper from Paro College of Education, Chimi, shared “... Instead of pushing the responsibility on to each other, if we cooperate and work together, we can address any issue... There is already a lot of knowledge and skills within a community that we can harness,” said Chimi.

In the months following the workshop, Chimi, Kedar and 18 of their friends visited and interacted with communities, leaders and stakeholders to understand problems in their communities and identify solutions. They mapped issues such as plastic waste and taking care of monuments and landmarks. The youths also looked into resolving the housing shortage for college students in Paro.

Over to the East, 50 students from the Sherubtse College in Kanglung under Trashigang *Dzongkhag* (District) attended the asset-based community



▲ *The peer facilitation workshop group*



mapping during the Youth Summit. During the workshop, the students mapped assets and shed light on issues in different localities in Kanglung with 13 Peer Facilitators from the college.

Through the mapping process, the students realised that some sites on the college campus had stories that can be documented and shared to develop a sense of community. They also found that the college sports facility can be shared with young and elderly people in the locality for the physical well-being of the community. Some of them offered football coaching classes to children from a nearby school and others created awareness among the shopkeepers about the use of social media to market goods during pandemic times.

“Learning about community mapping encouraged me to look at my surroundings in a different light. I can identify dormant and active assets and am learning how to use them to solve existing issues,” said Ugyen, one of the participants from Sherubtse College.

#### 4. Empowering Local government With **Participatory Planning**

Over the years, the BCMD has been promoting participatory and planning evidence-based decision-making that is inclusive of citizens’ voices. 2021 marks a seminal year for the Centre as its *Gross National Happiness-Based Toolkit for Participatory Planning* was used to train elected leaders and officials of the local governments.

A total of 41 residents, local leaders and administrators from Thimphu and Paro participated in the participatory planning workshop followed by the co-development of seven community development plans with community residents.

The participatory planning workshop triggered critical reflections on current practices of public consultation and planning.

“... We have always emphasised that we involve everybody in *zomdues* (meetings), but after the role play, I realised that we do not make concerted efforts to invite differing voices,” said *Kawang*, Gewog Administrative Officer (GAO), Lemo.

“From now on, I plan to include youths in our community in decision-making and take care of them. I also learned how to plan projects...I realised there are many missing pieces to our proposal,” the GAO added.

At the time of co-developing a local plan in her community, Tshering Pem, a DeSuup from Paro said, “... We youths have never been included in any community meetings before. But today’s consultation provided us with a platform to express our issues and challenges. I believe that including the youth in this type of dialogue will become increasingly essential in the future,” said Tshering Pem.

The Senior Programme Officer at the Department of Local Government, Passang Wangchuk, who attended the Gallery Walk at the closing event said that he can now envisage better consultation and planning after seeing the presentation of community development plans co-developed by LG participants and the community residents.

## 5. Media Literacy for All

Today people use social media like Facebook, WeChat, and WhatsApp -- not only to stay connected with their



▲ *Glimpses from the Gallery walk*

families and friends -- but have largely taken over the traditional media as the source of news and information. On the flip side, misinformation, disinformation and fake news are on the rise and an increasing number of netizens are caught unaware of online scams and cybercrimes.

In 2021, our media and democracy literacy programmes have been able to bring on board some of the most



underserved communities in our society such as monks & nuns of *Dratshang Lhentshog* (Monastic Body), taxi drivers, women from the armed forces colonies, young female artists from the Royal Academy of Performing Arts (RAPA) and *Drayangs* (Entertainment Centres) and children from distressing situations cared for by *Nazhoen Lamtoen*. Further, we trained teachers, local leaders, and public servants from Thimphu and Paro to expand the knowledge and skills of media literacy.

During the MDL workshop, women artists from RAPA reflected on the ripple effects of their online actions in their social circle. “What I learnt is that I have to check the credibility of anything I see or hear before sharing it. Because one sentence I share can be interpreted in multiple ways by someone and then further shared with their ulterior motive,” said Changlo.

One of the taxi drivers, Galey, thanked BCMD. He added that the opportunity to learn such skills is rare for people in his line of profession. Thus, many taxi drivers like himself are unaware of the privacy settings and tools to gauge information and news. “...It seems we were using everything without realising how vulnerable we were,” said Galey.

Similarly, the monks and nuns from the Monastic Body found our MDL current timely, and relevant. “This is something new for us. We’ve been using social media, but we never fully understood the privacy and security risks that we are exposed to,” one of the nun participants said.

Meanwhile, many participants also called for similar training for school teachers, students and vulnerable community members. Other participants, like teachers, called for

a need to formulate social media guidelines urgently to ensure online safety and security.

“... I would also like to see the teachers in schools trained in MDL because these days, children seem to approve more of what they hear and see at school than what they experience at home,” said one of the participants, Pema Tshomo, who is a police officer.

Similarly, 41 participants, including the local leaders and community representatives of Thimphu Dzongkhag (District) and Paro Dzongkhag were trained on MDL.

## 6. Communicating Effectively for a Cause

The two-day training on Effective Communications for the Civil Society Organisations (CSO) provided the opportunity to learn how to develop a communications plan and the importance of messaging. The training consisted of 13 participants from 10 Civil Society Organisations (CSO) and the Bhutan Nuns Foundation. Understanding how to communicate effectively with their beneficiaries and developing social media guidelines for their organisation was a major learning

### ▼ Participants discussing social media Guidelines and usage



Participants discussing social media guidelines and usage ►







▲ *Guidebook on strategic communications for Civil Society*

curve for participants from the newly registered CSOs.

“Learning about communication plans stuck with me because it’s important for CSOs to communicate their strategy to others. Communication is crucial to help raise funds and garner attention from the general public. A strong communications plan would benefit Bhutan Transparency Initiative (BTI) a lot and for all other CSOs, a strong communications plan can help generate enough publicity and they will be able to raise [funds properly].” shares Jigme from BTI.

BCMD, Journalists Association of Bhutan and Bhutan Media Foundation trained a total of 46 participants from various CSOs and national society in 2020 and 2021 under the ‘Building the

Capacity of Civil Society Organisations to be Strategic Users of Media’ project supported by HELVETAS Swiss Intercooperation, Bhutan.

**622**  
Participants

**292**  
Male

**322**  
Female

**08**  
LGBTIQ

**19**  
Activities

*Number Story 1*



## Programme Area 2

### Creating Knowledge Resources for Citizens

Bhutan largely has remained an oral society throughout its history. Even today, resources and documentation of its national events, knowledge and learning from the recent past are hard to come by.

But in the last few years, the BCMD has initiated to fill this resource gap by developing citizenship education resources including print publications and short films that are distributed free of cost to schools, colleges, government offices, Parliament, and libraries, among others.

#### 1. The Druk Journal

##### 7 Years of Expanding National Discourse

In 2021, the Druk Journal, a space for thought and ideas on topics of national priorities, published two issues on



▲ *The Druk Journal, Volume 7, Issue 1*

relevant themes. The Spring issue of the 2021 TDJ, titled *Bhutan After the COVID-19 Crisis* looked at Bhutan's situation post-covid to prompt some answers as we rumble on to the new normal. This particular issue amplified the discourse among the experts,

thinkers, and decision-makers on reimagining Bhutan and reinventing itself for the future. The autumn issue on the *Aspirations, Concerns and Mandate* of the Bhutanese youth provided youths, parents, teachers and decision-makers with a grasp of the needs and situation of children and youth in Bhutan.

### ***Impact on Thoughts & Ideas***

- Access to TDJ Increased
- An uptick in Visibility in Bhutan & Globally
- Contributes to academia
- Mentors New Writers
- Fosters Independent Thinking
- Promotes Safe Open Space for Discourse

*“You are the leaders. TDJ is among the first, if not the first, to promote more public discourse; and I actually think it’s really important. The Druk Journal is doing something powerful.” Gerald Daly, UN Resident Coordinator.*

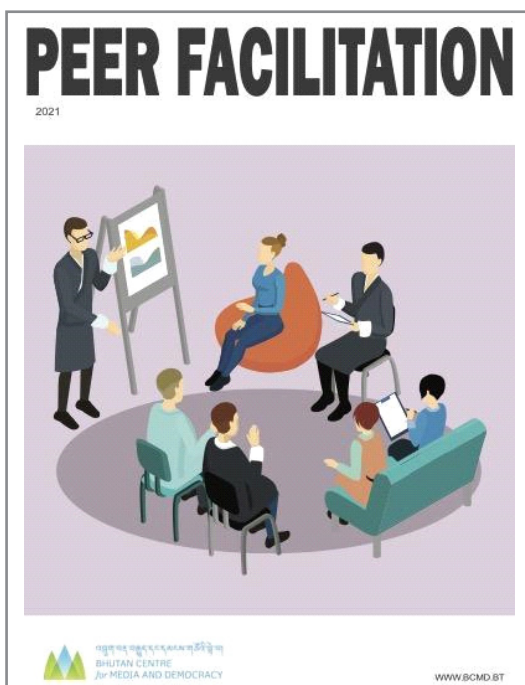
The two issues of The Druk Journal published 32 articles in total. A vibrant group of 36 writers, including global thinkers, academicians, local thinkers, journalists, policy-makers, and youths, contributed to the two issues of The Druk Journal. One thousand and eight hundred copies of TDJ were published. More than 650 copies of the two issues were distributed across the country, covering schools, colleges, ministries and parliament.

### ***Making Difference in Numbers***



## 2. Nurturing Youth as **Peer-facilitators**

Central to BCMD's belief is in empowering the youth as partners in inspiring positive change. To this end, the Peer Facilitation Guidebook -- drawn from BCMD's lived experience of engaging with youth -- is a key resource for young people who have the aptitude and the potential to contribute to peer learning.



▲ *The peer facilitation guidebook*



▲ *State of Childrens' Rights Report*

## 3. State of the **Childrens'** **Rights Report**

One of the BCMD's milestones in 2021 was the contribution to the Childrens' Report, a report we facilitated for the Committee on the Rights of the Child.

The report, among many issues, underscored the conflicting school policy that bars children from owning mobile phones and the ground realities of limited IT infrastructure in schools. The report can be read here: <http://bcmdbt/wp-content/uploads/2021/07/State-of-Childrens-Rights-Report.pdf>



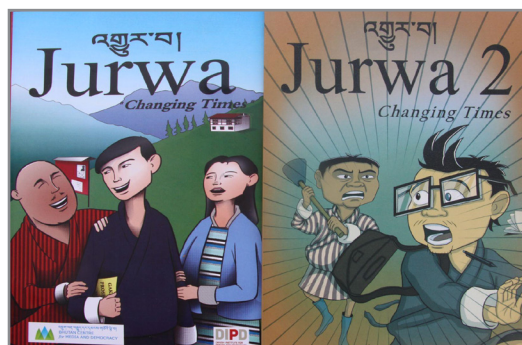
## 4. GNH-based Participatory Planning Toolkit

BCMD also launched The Gross National Happiness-based Toolkit for Participatory Planning to strengthen decentralised planning processes and public consultation at the Local Government level. The book has also been translated into Dzongkha to make it more accessible.

Two tools (Gender Analysis and Vulnerability and Wellbeing Matrix) from this toolkit were incorporated (page no. 42- 47) into the *2021 Local Development Planning Manual*, which will be used as a standard resource for planning at district, sub-administrative units, and municipalities.



▲ GNH-Based toolkit on Participatory Planning



▲ JURWA: The Changing Times (I & II)

## 5. Our Resources Continue to Inspiring Children

Besides our endeavour to create Bhutan-centric resources, we also join forces with other Civil Society Organisations, partners, and development partners in their cause. In one such move, the BCMD donated its citizenship education resources to the VTOB to help VTOB sustain its 11 libraries across the country.

BCMD's one of the first publications and audio-visual series, *JURWA: The Changing Times (I & II)*, remains a timeless story with youths still able to relate to the experiences of the fictitious characters.

The graphic novel reflects the stories of a cross-section of people in

remote Bhutan who're at the cusp of democratic change. The story follows the difficulties and triumphs of a young political aspirant who quits his civil service job to join politics.

"I finished both *JURWA* novels in one day. I liked the book because it followed the story of a youth who wanted to do something that usually adults are seen doing", said a 12-year-old student from *Dechencholing* Higher Secondary School, Tashi who was attending Camp Rural-Urban-Friendship (RUF) in Trongsa *Dzongkhag* (District). Tashi learnt that women and youth are also equally capable of becoming leaders. The BCMD donated 130 copies of the *JURWA* to Camp RUF, a popular camp annually attended by around 100 children from all over Bhutan.

Thus, to celebrate the impact of CSOs and their growing fraternity, the BCMD produced a short video featuring some of the remarkable contributions and milestones achieved by the Civil Society as agents of change in Bhutan.

### ***Growing Civil Society***

The civil society fraternity enables a healthy and vibrant democracy where citizens can contribute to policies and influence decisions that affect their own lives. Civil Society Organisations are increasingly making their mark as the building block of development, providing opportunities for people to volunteer, mentor, and advocate for change — all of which strengthen the well-being of Bhutan.





## Programme Area 3

### Enabling Citizen Voice

#### 1. Strengthening Civil Society

2021 was a year of strategic advocacy activities for an enabling civic space by the Centre.

In September 2021, our Roundtable Discussion on “Harnessing the Potentials of Civil Society” highlighted how civic action is embedded in the Bhutanese culture and the instrumental services provided by the CSOs during the pandemic.

The Health Ministry Secretary, Dr Pandup Tshering, called for increased collaboration in the future with the CSOs. He said, “... We look forward to working together with CSOs because there are lots of emerging health challenges coming up...”

The CSO-Government Meet in November 2021 was a significant milestone as it happened just before

the Winter Session that deliberated on the Amendment of the CSO Act. The meeting was also timely, as the Committee of Secretaries reviewed the CSO-Government Collaboration Guideline.

The meeting offered a rare occasion for the Bhutanese CSOs to advocate for CSO-govt collaboration in nation-building and development at the event that had the Prime Minister Lyonchoen Dr Lotay Tshering, three ministers, and secretaries and 15 parliamentarians in attendance.

“The LDC graduation will have one big impact since the government will no longer have access to the same funding sources as before. So the government and CSO need to work together to explore new funding sources in the future,” said Lyonchoen Dr Lotay Tshering.



▲ *Guests and participants engaged in a conversation during an interactive Q&A*

The members CSOs raised common issues faced by CSOs such as cumbersome processes of availing tax exemptions, the need to incentivise donations, revisit the CSO registration process and the opportunity for the government agencies to outsource work to CSOs.

### ***Multi-media - A Creative Means to Citizen Expression***

A decade-long experience has shown that educating citizens alone isn't sufficient in empowering citizens to create a vibrant democracy.

Our Media Lab at the Nazhoen Pelri Complex, Thimphu, provides that physical space for youths to exercise their voices and concerns creatively and safely.

The lab also offers what schools lack, hands-on multimedia training, including photography, filmmaking, editing and podcast as schools still do not have resources like Cameras, trained resource persons, and equipment. Two cohorts (71) of Motithang Higher Secondary School students attended regular multi-media sessions at the Lab.



The multimedia training has been found so relevant that some youths were even inspired to pursue careers in the creative industry. Others believed that these skill sets will be resourceful in building a constructive discourse around issues least talked about in the public forums.

“I learnt about different [multimedia] tools while attending these sessions for the past two months... Later, I can work towards creating a job for myself with the skills I learnt here,” said Sameer Rai from MHSS.

The five-day podcast training at the lab inspired 17 out-of-school youths to produce several documentaries,

covering some of the most pertinent issues like mental health, child sexual abuse, LGBTIQ and entrepreneurship.

Listening to one of the podcasts, the Executive Director of Organization for Youth Empowerment said, “The stories were really, moving and I am sure that like me, tears must have been rolling down the cheeks of some of the other listeners in the audience as well”. In addition, 13 high school students, graduate, and college students were trained in the fundamentals of photography and visual storytelling. These diverse perspectives and stories were compiled into a photo book titled “Moving Forward: Reflections on the COVID Pandemic.”



▲ Group photo of media students of 12 Arts ‘A’

## 2. Understanding “Being Political” in Bhutan

The civil service code of conduct and the electoral law of Bhutan requires civil servants and public servants, in general, to remain apolitical. While barring public servants from the political sphere has its benefits, it has also become a contentious issue, with many, including the public servants questioning its rationale.

Hence, the Bhutan Democracy Forum brought together citizens, policy-makers, judiciary, global thinkers and news media to hold a public discourse on logic, meaning, and misconceptions around being apolitical to help broaden the meaning, purpose, and understanding.

The forum brought to light diverse perspectives about “being apolitical”, pros and cons and uses and misuses of the term.

The forum ended on the note that the minute one casts a vote, it is a political decision. In his ending note, Dasho Karma Tshiteem, the former Chairman of the Royal Civil Service Commission expressed the need for more independent think-tanks and forums “to have more open dialogues so that we begin to shift the norms.”

You can watch the forum here  
<https://www.youtube.com/watch?v=NMVWoAw9xjs>



▲ Bhutan Democracy Forum on  
“Being Apolitical”



▲ *The Suja Dzaw Conversation on  
"Bhutan After the Covid-19 Crisis"*

### 3. Finding **Answers** to **COVID & Youth**

*Suja Dzaw*, The Druk Journal (TDJ) Conversations continue to probe important national issues and promote critical, healthy and constructive discussion on pertinent issues. In the surreal year of uncertainty, The Druk Journal Conversations expanded national discourse on Bhutan After the COVID-19 Crisis and "*Bhutanese Youth - Their Aspirations, Concerns and Mandate*".

As citizens, experts, thinkers, and decision-makers debated on life after COVID, the DJ Conversation deliberated on some vital questions from social protection to domestic violence, employment to retooling education, digitalisation, and economic recovery.

The journal further expanded the discourse on these national issues through its *Suja Dzaw* Conversations. Four speakers who contributed articles to *Bhutan After the COVID-19 Crisis* discussed social security, civil service, education, and health sectors in light of the pandemic.

Underlining the need for the civil service to be agile, innovative and efficient one of the speakers called on the public sector to move away from turfism and silo mentality to a more holistic and problem-solving approach, which he added can only be driven by education and vibrant leadership.

On social protection, the speaker from the National Pension and Provident Fund highlighted that a large section of the population remains without access to secure retirement income and stressed the need for the state to provide its people with dignified life after retirement.

In our conversation on Bhutanese Youth - Their Aspirations, Concerns and Mandate, the speakers and participants covered a wide range of youth-related issues, including prostitution, addiction, mental health, disabilities, the LGBTQ, and conflict with the law.

Prashanti Pradhan, the Chairperson of Phensem, underscored the need to build an inclusive education system for children living with disabilities and provide financial assistance to their parents to reduce their dependency on the state coffer in the long run.

**588**  
Participants



**145**  
Male



**177**  
Female



**1**  
LGBTIQ



**265**  
Not Specified

**10**  
Activities



*Number Story 3*



# BCMD in **numbers**



**1210**

Total  
Beneficiaries



**437**  
Male



**499**  
Female



**09**  
LGBTIQ

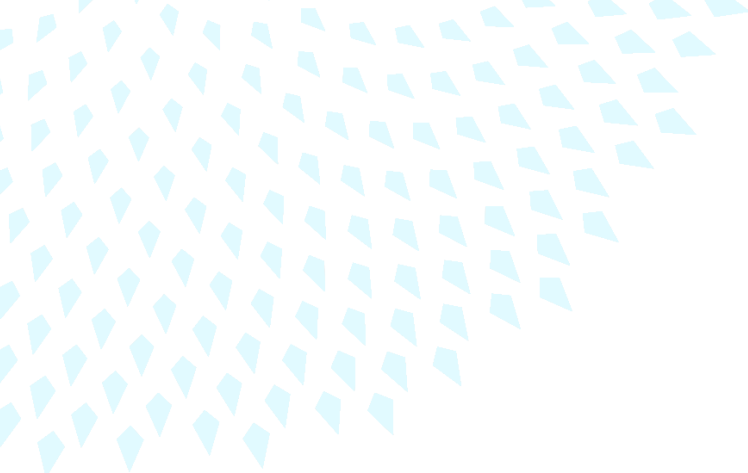


**265**  
Not  
Specified



**29**

Total Activities



- 4 **Bhutan Democracy Forum**  
Reducing Inequalities through Inclusive Policy Discussion



- 1 **Youth Initiative**  
Actualising Youth Engagement for Inclusive Decision Making



- 3 **The Druk Journal & Suja Dzaw Conversations**



Looking Ahead  
2022



- 2 **Youth Summit**  
Child-Friendly Local Government



**6** **Strengthening  
Decentralised Planning**  
through Participatory  
Community Analysis &  
Planning



**5** **Integrating Media and  
Democracy**  
Literacy into School  
Education



**7** **Democracy Beyond  
Election**  
Participatory Policy  
Through Design Thinking



**If you like our work, you may donate here:**

Global Giving: <https://bit.ly/3j9YhX5>

Bhutan Foundation: <http://bit.ly/2WkRjmw>

Give2Asia: <https://give2asia.org/bcmd/>

# Funding and Financial Overview

## BCMD income and expenditure

statement as of 31st December  
2021

### *Income Received During the Year 2021*

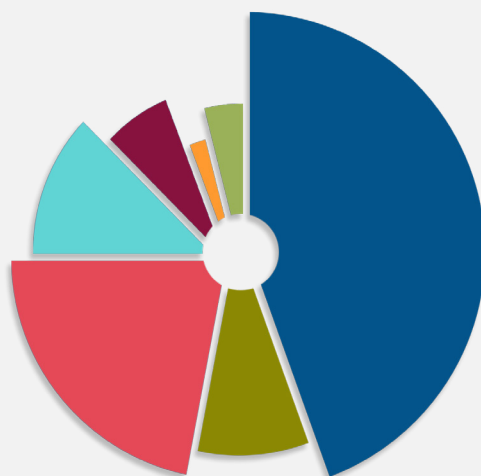
|   |   |           |
|---|---|-----------|
| 1 | International Development Organisations | 6,803,895 |
| 2 | International Non-profit Organisations  | 1,078,727 |
| 3 | Foundations                             | 3,531,284 |
| 4 | Interest Earned                         | 1,675,600 |
| 5 | Individual Contributions                | 1,043,852 |
| 6 | Local Support/CSR                       | 291,457   |
| 7 | Miscellaneous Income                    | 771,819   |

**44.8%**  
International  
Development  
Organisations

**7.1%**  
International  
Non-profit

**23.2%**  
Foundations

**11.0%**  
Interest Earned



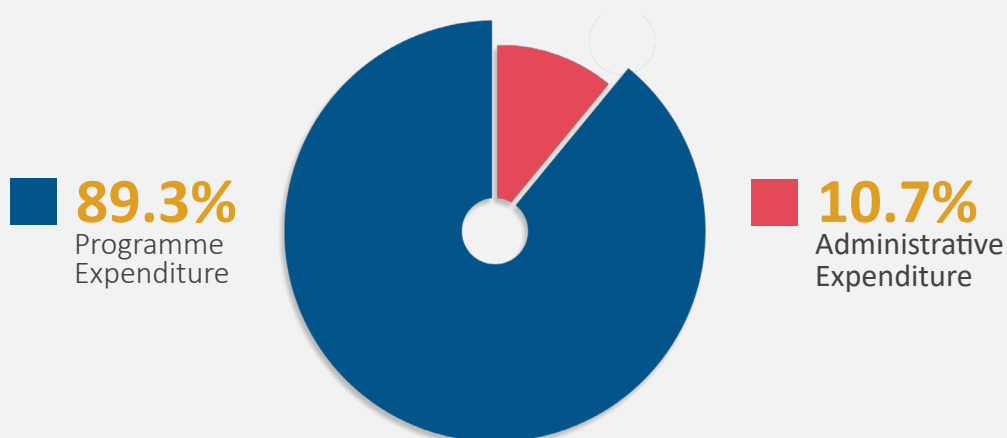
**6.9%**  
Individual  
Contributions

**1.9%**  
Local Support  
/CSR

**5.1%%**  
Miscellaneous  
Income

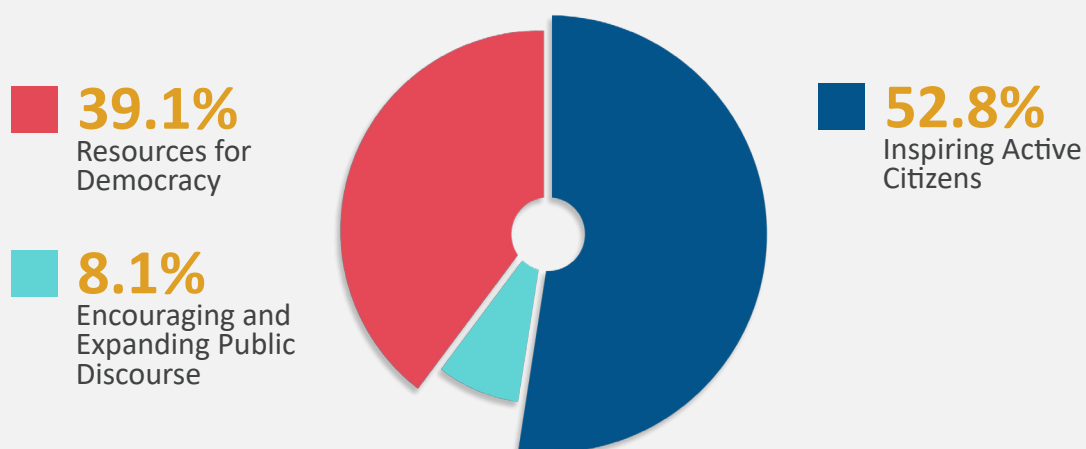


| <i>Expenditure Made During the Year 2020</i> |                            |            |
|--|----------------------------|------------|
| 1  | Administrative Expenditure | 1,688,648  |
| 2  | Programme Expenditure      | 14,130,433 |



### *Expenditure by Programme Areas*

|   |  |           |
|---|--|-----------|
| 1 | Inspiring Active Citizens                  | 7,463,334 |
| 2 | Encouraging and Expanding Public Discourse | 1,142,572 |
| 3 | Resources for Democracy                    | 5,524,527 |



# Receipts and Payment Statement

## Bhutan Centre for Media & Democracy RECEIPTS AND PAYMENTS STATEMENT For the year ended 31st December 2021

| Receipts                                   | Schedule | Amount (Nu.)         | Payments                          | Schedule  | Amount (Nu.)         |
|--|----------|----------------------|-----------------------------------|-----------|----------------------|
| <b>Opening Balances:</b>                   | <b>1</b> |                      | <b>Expenditures:</b>              |           |                      |
| Cash-in-Hand                               |          | -                    | i. Administration                 | <b>4</b>  | 1,688,647.99         |
| Cash at Bank                               |          | 12,672,918.55        | ii. Programme Expenses            | <b>5</b>  | 14,130,433.09        |
|  |          |                      | iii. Refund to Donor              | <b>6</b>  | 249,000.00           |
|  |          |                      | iv. Purchase of Assets            | <b>7</b>  | 19,899.00            |
| <b>Fund Received:</b>                      |          |                      |                                   |           |                      |
| i. International Development Organizations |          | 6,803,894.81         | <b>Investment - Fixed Deposit</b> | <b>8</b>  | <b>3,500,000.00</b>  |
| ii. International Non-profit Organizations |          | 1,078,727.19         |                                   |           |                      |
| iii. Foundations                           | <b>2</b> | 3,531,283.83         | <b>Advances</b>                   | <b>9</b>  | -                    |
| iv. Individual Contribution                |          | 1,043,851.50         |                                   |           |                      |
| v. Local Support/CSR                       |          | 291,456.93           | <b>Closing Balances:</b>          | <b>10</b> |                      |
| vi. Miscellaneous Income                   |          | 771,818.51           | Cash-in-Hand                      |           | -                    |
| vii. Interest Earned                       | <b>3</b> | 1,675,599.53         | Cash at Bank                      |           | 8,281,570.77         |
| <b>Total</b>                               |          | <b>27,869,550.85</b> | <b>Total</b>                      |           | <b>27,869,550.85</b> |



(Ms. Rosy Chettri)  
Finance Officer



(Chencho Zhamu)  
Executive Director





(Kesang Wangdi)  
Partner



## Board of Directors

**Dr Lam Dorji**

*Consultant/Former Executive  
Director of RSPN*

**Pem Lama**

*Director  
Bhutan Ecological Society*

**Dr Tandin Dorji**

*President  
Norbuling Rigter College*

**Karma Lhazom**

*Former Country Director  
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**Sangay Khandu**

*Consultant/Former National  
Council Member*

**Chencho Lhamu (Ph.D)**

*Executive Director, BCMD  
(Member Secretary)*

## Advisors

**Nancy Strickland**

*Former Executive Director  
Bhutan Canada Foundation*

**Dr Karma Phuntsho**

*Academic and Founder  
of Loden Foundation*

**Dr Bjorn Melgaard**

*Consultant*

**Rosemary Phelan**

*Board member of the  
Bhutan Foundation,  
founding member of the  
Bhutan Canada Foundation*

**Judith Brown**

*Consultant*

**Siok Sian Pek-Dorji**

*Founder of BCMD*

**Sujeev Shakya**

*Consultant*

## Supporters



## Partners



Paro  
Dzongkhag

Thimphu  
Dzongkhag





འབྲུག་པན་འགྲུན་དང་དམངས་གཙོའི་རྒྱུ་ལ།  
BHUTAN CENTRE  
for MEDIA AND DEMOCRACY  
An engaged society. A vibrant democracy

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