

COMPONENT 1:

COVER PAGE

Country: Bhutan

UNDAF Outcomes/Indicators: **UNDAF Outcome 4:** By 2012, institutional capacity and people's participation strengthened to ensure good governance

Expected Outcomes/Indicators: **CT Outcome 1:** Transparency, efficiency, effectiveness, participation and accountability strengthened at all levels. *Indicators: Public perception about the quality and content of news and programmes by the media.*

Expected Outputs/Annual Targets: **CT Output 1.3:** Transparency, accountability and participation enhanced through strengthened role and capacity of the media. *Indicator: Public perception on the quality and content of information provided by media.*

Coordinating Authority: Gross National Happiness (GNH) Commission

Implementing Agency: Department of Information and Media (DoIM)/Ministry of Information and Communications (MoIC)

Project Partners/Beneficiaries: DoIM, Media Organizations, National Assembly Secretariat

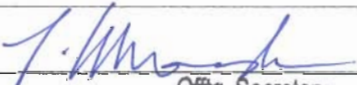
Media development has been added as an essential pillar of UNDP's current strategic approach to democratic governance in Bhutan. This project aims to support longer-term good governance by ensuring a strengthened independent and pluralistic media as Bhutan embraces democracy, adopts a new constitution and holds its first national elections. The project aims at enabling communications channels to promote Government transparency and accountability, through independent journalism, from the start of the democratic process in Bhutan. More accurate and professional media reporting will enable more informed decision making by the public, including the poor and women. This will be achieved through

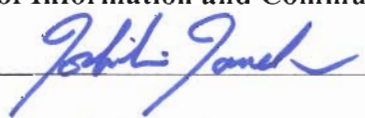
- (1) Enhancing professional standards of print/broadcast media to provide credible, reliable and impartial news coverage.
- (2) Enhanced Government capacity for open and responsive media relations and public information procedures and responsibilities.
- (3) Strengthened capacity of, and exchange between, media and Government to adapt regulatory/legal environment ensuring an independent, vibrant media in Bhutan.
- (4) Effective communication mechanisms between the newly elected Parliament and the media.

Programme Period: February 2008 – December 2008
Programme Component: MYFF Goal 2: Fostering democratic governance
Project Title: Strengthening the Role of the Media in a New Democracy
Project ID: 00049419
Project Duration: 11 months
Management Arrangement: NEX

Total Budget 200,000.00 USD
Allocated resources:
• Government in kind contribution
• UNDP DGTTF 200,000.00 USD

Agreed by GNH Commission: 

Agreed by Ministry of Information and Communications: 

Agreed by UNDP:  19/02/2008

Toshihiro Tanaka
Deputy Resident Representative
UNDP, Thimphu, Bhutan

Offg. Secretary
Ministry of Information and Communications
Thimphu : Bhutan

COMPONENT 2: ANNUAL WORK PLAN BUDGET SHEET

United Nations Development Programme Bhutan

Year: 2008

Project: Role of Independent Media in a New Democracy

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Source of Funds	Budget Description	Amount
<p>CT Output 1.3. Transparency, accountability and participation enhanced through strengthened role and capacity of the media.</p> <p>Indicators: Public perception on the quality and content of information provided by media.</p>	<p>Activity 1.1: Capacity development for print and broadcast media (election coverage; political and legal reporting on governance/ constitutional issues; reporting on pro-poor and gender-sensitive issues; basic reporting and news editing for young print and broadcast media professionals; investigative journalism; exchange and interaction on comparative media experiences of other new democracies).</p> <p>Indicator: Number of male and female journalists trained and quality of media/broadcasting reporting and news coverage.</p>	X	X	X	X	Media Organizations, DoI M (MOIC)	UNDP (DGTTF)		40,000
	<p>Activity 1.2: Support establishment of Journalists Association of Bhutan, enabled to promote an independent media and provide a forum to discuss media performance/freedom of expression.</p> <p>Indicator: Journalists' Association of Bhutan established and able to uphold freedom of the media and self-regulate to ensure highest standards of journalism.</p>		X	X	X	Media Organizations, DoI M (MOIC)	UNDP (DGTTF)		10,000
	<p>Activity 1.3: Training and attachment programme for journalists of print/broadcast media to join foreign media organizations for 1-2 months.</p> <p>Indicator: All news media organizations send one to two staff members for training and attachment programme and selected staff are able to use newly gained experience in their daily work.</p>		X	X	X	Media Organizations, DoI M (MOIC)	UNDP (DGTTF)		25,000

	<p>Activity 1.4: Update and expand 2003 Media Impact Study to reassess perception about media, access to media and media literacy of different parts of society particularly women, youth and the illiterate and to analyze trends and challenges of Bhutan's media development.</p> <p>Indicator: Updated and expanded Media Impact Study published with relevant information and monitoring indicators for Bhutan's media development, and results/recommendations of the report disseminated.</p>	X	X		DoIM (MOIC)	UNDP (DGTTF)		30,000
	<p>Activity 1.5: Capacity development of MoIC/DoIM officials through training on information and media policy development, strengthening of media sector and on effective and open media relations and public communication policies.</p> <p>Indicator: Capacity of MoIC strengthened to develop and implement information and media policies promoting an enabling environment for a vibrant media sector.</p>	X	X	X	DoIM (MOIC)	UNDP (DGTTF)		15,000
	<p>Activity 1.6: Implementation of Information Sharing Policy and spokesperson training:</p> <p>+ Establishment of interministerial Task Force to operationalize and implement Information Sharing Policy among ministries and to the media/public.</p> <p>+ Capacity development of spokespersons/ Government heads of agencies/ officials on open and responsive media relations and public information procedures and responsibilities.</p> <p>Indicator: Information sharing policy implemented under guidance of Task Force. Spokespersons are trained and Government officials are aware about importance of responsive media relations and internal policies to promote open and responsive public information procedures are improved.</p>	X	X		DoIM (MOIC)	UNDP (DGTTF)		20,000
	<p>Activity 1.7: Establishment of a joint Working Group on Media Policies, Laws, Regulations and Codes including representatives including representatives</p>		X	X	X	DoIM (MOIC), Media Organizations, National	UNDP (DGTTF)	20,000

	<p>from Government, regulatory authorities, parliamentarians and media organizations to discuss and strengthen existing bodies identify legal/regulatory gaps in order to meet international standards, and draft new legislation. The Working Group can invite international media experts, where necessary, to provide relevant comparative examples and experiences.</p> <p>Indicator: Working group with broad participation of relevant stakeholders established and constructive discussions held on media-related legislation/regulations and legal/regulatory gaps identified to meet constitutional/international standards.</p>				Assembly Secretariat			
	<p>Activity 1.8.: Support effective communication mechanisms between parliament and media through</p> <ul style="list-style-type: none"> + raising awareness among parliamentarians about importance of open and responsive interaction with media. + establishing of a parliamentary information unit, including more interactive and user-friendly website. <p>Indicator: Parliamentary information unit and website established and providing relevant information to the media and the public on the activities and decisions of the parliament.</p>	X	X	X	National Assembly Secretariat/ DoIM (MOIC)	UNDP (DGTTF)		30,000
Monitoring and Evaluation		X		X	UNDP	UNDP (DGTTF)		10,000
TOTAL								200,000

III. MANAGEMENT ARRANGEMENT

The activities under this project will be nationally executed (NEX). The Gross National Happiness (GNH) Commission being the national co-ordination authority for aid management will sign the project document and all revisions thereafter on behalf of the Royal Government of Bhutan. The GNH Commission is responsible to the Royal Government of Bhutan (RCoB) and UNDP for the overall management coordination of the implementing partners.

The Department of Information and Media of the Ministry of Information and Communications (DoIM/MOIC) will be the main responsible party for the activities 1.4, 1.5, 1.6 and 1.7 as described in the Annual Work Plan Budget Sheet. The National Assembly Secretariat is the main responsible party for the activities 1.8 under the Annual Work Plan Budget Sheet. The news media organizations (i.e. Bhutan Broadcasting Service, Kuensel, Bhutan Times and Bhutan Observer) are the main responsible party for the activities 1.1, 1.2 and 1.3 as per the Annual Work Plan. All parties are responsible for achieving results and will be financially accountable.

All capacity development activities will be planned and organized in close co-operation with the relevant stakeholders and target groups. The participation in capacity development programmes should be gender balanced.

The DoIM/MoIC will nominate a National Project Manager (NPM) and an alternate Project Manager from its office who will be responsible for the overall management and implementation of the relevant activities outlined in the Annual Work Plan. The NPM will be responsible for the day-to-day management of the relevant activities and will liaise with the UNDP focal person. The NPM prime responsibility is to ensure that the project produces the results specified in this project document, to the required standard of quality and within the specified time and cost. The NPM will report on the progress and financial expenditures on a quarterly basis and provide a terminal progress report at the end of the project to UNDP through GNH Commission. The Terms of Reference (ToR) of the NPM are attached as Annex A.2. The media organizations and the National Assembly Secretariat will each nominate a focal point who will closely liaise with the NPM and the UNDP focal person. The focal points will act as a main contact person responsible for the coordination of relevant project activities and are required to provide narrative and financial reports upon the request of the NPM.

The Project Board (PB) will comprise representatives of the GNH Commission, DoIM/MOIC and UNDP. The Secretary or his/her representative of the GNH Commission will serve as the chairperson of the PB with the Director of the DoIM/MOIC serving as the alternate chair. The PB will meet twice a year during the project period to review the progress of all activities outlined in the Project Document and approve the project work plan. Ad-hoc PB meetings may also be held with a request of a PB member or a NPM to discuss any issues that affect the achievement of the project outcome and endorse revisions of the AWP. Other stakeholders can be invited to PB meetings if required. The Terms of Reference of the PB are attached as Annex A.1.

The AWP serves as a basis for the quarterly work plans. The NPM may further highlight and breakdown work activities. Based on quarterly updates of the work plan, the release of quarterly advances from UNDP will be made.

The project management team may refer to the National Execution (NEX) Manual developed jointly by UNDP and GNH Commission for necessary guidance.

As part of the common Country Programme Action Plan 2008-2012 (cCPAP) this project will be implemented and monitored under the overall supervision and guidance of a joint Government-United

Nations Country Programme Board (CPB) and the UNDAF Thematic Group on good governance as outlined in the cCPAP signed on 21 December 2007.

The common Country Programme Action Plan 2008-2012 can be accessed at http://www.unct.org.bt/docs/cCPAP_2008_2012.pdf

Financial management and cash transfer will be made directly to the GNH Commission as Coordinating Authority prior to the start of activities using HACT (Harmonized Approach to Cash Transfer) and FACE (Funding Authorization and Certificate of Expenditure) forms. Funds shall be requested and released from programme implementation periods not exceeding three months. Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP. GNH Commission and UNDP will monitor all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided through the project.

IV. MONITORING AND EVALUATION

UNDP in collaboration with GNH Commission has the overall responsibility for monitoring, assurances and evaluating development activities. The National Project Managers and the UNDP project focal person will meet on a regular basis to discuss and coordinate project implementation, if required.

The progress of the project activities will be jointly monitored by all responsible parties as well as the GNH Commission and UNDP. Findings and recommendations will be presented during Project Board meetings. The Project Board will meet twice a year to review the progress and provide necessary guidance to NPMs.

The Annual Work Plan under item 2, the NEX Manual and the cCPAP will be the main source of reference for monitoring project implementation and progress.

The Annual Work Plan (AWP) Monitoring Tool

Year 2008

CP Component: MYFF Goal 2: Fostering democratic governance
 Implementing Partner: GNH Commission

<p>EXPECTED OUTPUTS AND INDICATORS Use sex-disaggregated indicators and both quantitative and qualitative indicators wherever possible</p>	<p>PLANNED ACTIVITIES List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs</p>	<p>EXPENDITURES List actual expenditures against activities completed</p>	<p>RESULTS OF ACTIVITIES For each activity, state the results of the activity Comment and provide sex-disaggregated data on women's and men's participation in the different project activities</p>	<p>PROGRESS TOWARDS ACHIEVING OUTPUTS Using data on annual indicator targets, state progress towards achieving the CP outputs. Comment on women's and men's access to project benefits. Where relevant, comment on factors that facilitated and/or constrained achievement of results for women and men including: ■ Whether risks and assumptions as identified in the CP M&E Framework materialized or whether new risks emerged ■ Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues</p>
<p>CT Output 1.3. Transparency, accountability and participation enhanced through strengthened role and capacity of the media. Indicators: Public perception on the quality and content of information provided by media.</p>	<p>Activity 1.1: Capacity development for print and broadcast media (election coverage; political and legal reporting on governance/ constitutional issues; reporting on pro-poor and gender-sensitive issues; basic reporting and news editing for young print and broadcast media professionals; investigative journalism; exchange and interaction on comparative media experiences of other new democracies).</p>			

		<p>Indicator: Number of male and female journalists trained and quality of media/broadcasting reporting and news coverage.</p>	
		<p>Activity 1.2: Support establishment of Journalists Association of Bhutan, enabled to promote an independent media and provide a forum to discuss media performance/freedom of expression.</p> <p>Indicator: Journalists' Association of Bhutan established and able to uphold freedom of the media and self-regulate to ensure highest standards of journalism.</p>	
		<p>Activity 1.3: Training and attachment programme for journalists of print/broadcast media to join foreign media organizations for 1-2 months.</p> <p>Indicator: All news media organizations send one to two staff members for training and attachment programme and selected staff are able to use newly gained experience in their daily work.</p>	
		<p>Activity 1.4: Update and expand 2003 Media Impact Study to reassess perception about media, access to media and media literacy of different parts of society particularly women, youth and the illiterate and to analyze trends and challenges of Bhutan's media development.</p>	

	<p>Indicator: Updated and expanded Media Impact Study published with relevant information and monitoring indicators for Bhutan's media development, and results/recommendations of the report disseminated.</p>			
	<p>Activity 1.5: Capacity development of MoIC/DoIM officials through training on information and media policy development, strengthening of media sector and on effective and open media relations and public communication policies.</p>			
	<p>Indicator: Capacity of MoIC strengthened to develop and implement information and media policies promoting an enabling environment for a vibrant media sector.</p>			
	<p>Activity 1.6: Implementation of Information Sharing Policy and spokesperson training:</p> <ul style="list-style-type: none"> + Establishment of interministerial Task Force to operationalize and implement Information Sharing Policy among ministries and to the media/public. + Capacity development of spokespersons/ Government heads of agencies/ officials on open and responsive media relations and public information procedures and responsibilities. 			

	<p>Indicator: Information sharing policy implemented under guidance of Task Force. Spokespersons are trained and Government officials are aware about importance of responsive media relations and internal policies to promote open and responsive public information procedures are improved.</p>			
	<p>Activity 1.7: Establishment of a joint Working Group on Media Policies, Laws, Regulations and Codes including representatives from Government, regulatory authorities, parliamentarians and media organizations to discuss and strengthen existing bodies, identify legal/regulatory gaps in order to meet international standards, and draft new legislation. The Working Group can invite international media experts, where necessary, to provide relevant comparative examples and experiences.</p>			
	<p>Indicator: Working group with broad participation of relevant stakeholders established and constructive discussions held on media-related legislation/regulations and legal/regulatory gaps identified to meet constitutional/ international standards.</p>			

	<p>Activity 1.8.: Support effective communication mechanisms between parliament and media through</p> <ul style="list-style-type: none"> + raising awareness among parliamentarians about importance of open and responsive interaction with media. + establishing of a parliamentary information unit, including more interactive and user-friendly website. <p>Indicator: Parliamentary information unit and website established and providing relevant information to the media and the public on the activities and decisions of the parliament.</p>			
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COMPONENT 5: LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

COMPONENT 6: ANNEXES

ANNEX A.1 Terms of Reference of the Project Board (PB)

The PB will comprise of the following members:

1. Secretary of GNH Commission or his/her representative (Chair)
2. Director of the DoIM/ MOIC (Co-chair)
3. Representative of UNDP
4. National Project Managers (Member Secretary)
5. Focal Person from Media Organizations
6. Focal Person from National Assembly Secretariat
7. UNDP Project Focal Person
8. Other representative from relevant institutions, as required may also be invited

The PB will meet twice a year during the project period. Specific responsibilities of the PB are as follows:

- Policy and institutional coordination at the national level. It will provide overall guidance for the implementation of the activities outlined in the Project Document and the Addendum and approve annual plans and progress reports as well as facilitate effective communication and decision-making between the ECB and other actors;
- Discuss any issues that affect the achievement of the overall project outcome and endorse revisions of the annual work;
- Monitor project implementing to ensure the effective and efficient use of resources to meet the goals and objectives as outlined in the project document.

ANNEX A.2: Terms of Reference of the National Project Manager (NPM)

The NPM will be responsible for the overall management and implementation of the project on a day-to-day basis. Specific responsibilities of the NPM include:

- Ensuring the government inputs to the project are forthcoming, and in a timely and effective manner;
- Ensuring that the project stays in line with national programmes, strategies, and objectives;
- Overseeing project implementation and ensuring that the project goal and objectives are achieved;
- Preparing technical specifications for equipment required under the project;
- Coordinating project implementation, monitoring progress and ensuring timely delivery of project outputs;
- Preparing quarterly progress reports, containing an assessment of the progress in implementing the activities, including reasons for delays, if any, and recommendations on necessary improvements;
- Preparing quarterly financial reports;
- Preparing a terminal report, containing a description of overall project progress and next steps to build upon the activities initiated through the project.