



**PROJECT DOCUMENT COVER PAGE**

UNDEF Project Number: UDF-BHU-08-251

Project Title: Strengthening Media and Civic Education to Enhance Democracy in Bhutan

Country/Region: Bhutan/South Asia

Executing Agency: United Nations Development Program

Implementing Agency: Bhutan Centre for Media and Democracy

Implementing Partner(s): N/A at present

Duration: 24 months

Project Start Date: 1 November 2009 \_\_\_\_\_

Project End Date: 30 October 2011 | 1 \_\_\_\_\_

Funding Round and Year of Grant: Third Funding Round, 2008 \_\_\_\_\_

Amount of UNDEF Grant in USD: \$ 225,000 \_\_\_\_\_

Project is Co-financed: No  Yes  Co-financing Amount :

**Project Summary:**

The success of the world's youngest democracy depends on the creation of a public that is educated about democratic concepts. It requires independent media and the existence of a public space for debate so the electorate can make informed choices. It also needs a population that understands its role in democracy. This project aims to educate media, youth, officials and civil society.

United Nations Development Program, Bhutan, Claire Van der Vaeren, Resident Representative

\_\_\_\_\_  
(Executing Agency, Authorized Representative's Name, Title & Organization) date

Sioek Sian Pek-Dorji, Executive Director  
Bhutan Centre for Media and Democracy, 15/9/09  
\_\_\_\_\_  
(Implementing Agency, Authorized Representative's Name, Title & Organization) date

Roland Rich  
Roland Rich, 5.10.09  
\_\_\_\_\_  
(Executive Head of UNDEF) date

## **2. Executive Summary**

Bhutan is the world's youngest democracy. This nation of more than 650,000 people elected a new government in March 2008 to replace a century-old monarchy. It is now important to develop a democratic culture, political ideology and philosophy in Bhutan's newly democratic society. The success of this democracy rests on the creation of a public that's educated on democratic concepts. It requires independent media that can educate and inform the public, and upon the existence of a "public space" for debate so that the electorate can make informed choices about its future. It needs a population that understands its own role and accepts its responsibilities in a democracy.

This project aims to educate media, youth, officialdom and civil society on the concepts of democracy to strengthen the foundation of Bhutanese democracy through training and resource materials. The project will introduce concepts like access to information and the elements of democracy. It will help strengthen media and civil society in Bhutan.

The activities include conferences, workshops, trainings, and the production of publications and web portals on democracy that include issues like citizens' rights, rule of law and access to information for different sections of Bhutanese society. They will enhance the understanding of the role of media in a democracy, strengthen media professionalism, and improve general writing skills to encourage discourse and civil society voice.

The project does not aim to provide an advanced education on democracy but, with Bhutanese democracy in its infancy, the activities are aimed at providing a basic understanding of the different elements of democracy to a cross section of society. That is why training activities and resource materials like books and web sites will target a wide range of audiences. Project activities will target representatives who will have a multiplier effect and share their knowledge with their peers and others.

As a small country, it is possible for Bhutan to initially target a cross section of key persons in society.

## **3. Situation Analysis, Project Strategy and Sustainability**

### **a. Situation Analysis**

A year after the first general elections a major concern for Bhutan is the progress of its democracy. The Constitution has been adopted and democratic structures are being established but political ideologies are yet to be nurtured. Having recently transited from an absolute monarchy there is no culture of democratic governance. Society confronts basic questions like "what is democracy"?

With the media in their infancy and civil society yet to emerge there is an absence of the public discourse that is essential for the development of democratic values so democratic institutions are developing in a void. Political leaders, bureaucrats, and

citizens do not have the resources and exposure to understand their responsibilities in democratic governance.

The Bhutan Centre for Media and Democracy (BCMD) is the first civil society organisation to undertake the responsibility of promoting education in media and democracy.

To accomplish this task the Centre needs to draw on global and regional expertise and experiences to make democracy work in Bhutan. UNDEF can provide the vital support to help take Bhutan beyond the elections and institutions to build a culture that represents democracy in its true sense. In a scenario where democracies are struggling, and sometimes failing, Bhutan has the opportunity to make it work.

#### **b. Project Strategy**

##### **- the project objective**

The project aims to educate media, youth, officialdom and civil society on the concepts of democracy through training and production of resource materials like books and web portals.

Project activities will introduce officialdom, media, youth and civil society to the elements of democracy ( role of democratic institutions and citizens, and concepts like the rule of law and right to information).

It will help strengthen media and civil society in Bhutan through conferences and training in journalism and writing.

##### **- the proposed project strategy**

The project will focus specific activities aimed at target groups, selecting representatives who will be able to share their knowledge with their peers and others so that there is a multiplier effect from every activity. As a small country, it is possible for Bhutan to initially target a cross section of key persons in society, officialdom and civil society.

The project will strengthen the BCMD to be able to sustain these activities into the future through training, and build alliances among government, media, civil society and academic institutions. Since democracy is new in Bhutan, regional and international experience is needed to draw from best practices.

More specifically, project activities include:

1. Workshops for 70 key members of civil society, parliamentarians, media and officials on transparent government and access to information, citizens' rights. The workshop will develop a plan of action to sensitise other sections of society.
2. Training of 40 journalists on reporting skills in an emerging democracy covering such issues as ethics, investigative reporting etc. to enhance professionalism of a young media.

4. Networking through annual conferences for 60 media professionals (journalists, managers,) and media spokespersons from government and constitutional agencies on the role of the media in a democracy, ethics and sustainability of media.
5. Conduct a general writing skills workshop for 40-45 aspiring writers, bloggers, contributors to media to strengthen their ability to express their views on issues of concern. With the low literacy levels, people need to learn how to express themselves in writing for online and print media.
6. Developing two books (both will be produced in two language versions - English and the national language, Dzongkha) for students on the elements of democracy, on democratic concepts like Rights, Rule of Law, role of democratic institutions like parliament, judiciary, executive and media.
7. Training workshops on the resource books developed (see no.6) for 40 high school teachers from across the country on how to use the books in schools as a teaching resource.
8. Development of web portals on Bhutanese media and democracy hosted on existing BCMD website to provide Bhutan relevant resources and an online forum for discussion on media and democracy.
8. Development of a specialized resource library on media and democracy that is accessible to civil society, schools, media professionals and members of the public. This will be the first library in Bhutan specializing in media and democracy.
9. To strengthen human capacity of BCMD with a team of professional men and women to conduct research, seminars, workshops, and educational activities involving all sections of society.

**Assumptions:**

- The political will to nurture a Bhutanese democracy is sustained at the highest level.
- The government will encourage the growth of civil society, and members of civil society ready to take on a more active role.
- BCMD receives institutional support so that it builds on and provides continued support to the democratic process.
- The partnership between government and BCMD as well as other stakeholders continue to strengthen as a cross-sector venture.

**Project Risks:**

- The government may control media and civil society if they become too critical.
- Political corruption could discourage efforts to enhance transparency.

- The media is strongly influenced by commercial pressures.
- There is no funding for the proposed activities.
- Lack of institutional support for BCMD to scale up activities to provide building a democratic culture.

### c. Sustainability

- The project activities are planned so that they have a long-term impact that will be carried to a broader section of society. Participants will be selected so they transfer their knowledge to their colleagues and peers.
- The sensitization of key persons in the community on issues like 'access to information' will generate a better understanding of the need for transparency and information sharing. This will lead to a greater demand for citizens to be adequately informed.
- Media training and conferences will enhance the professionalism and maturity of a relatively young media and influence the direction of quality media coverage in an emerging democracy. It will also enable media to become more independent.
- Enhancing the writing skills of aspiring writers, bloggers and members of civil society will be sustained with a stronger civil society voice and people with the confidence to write about issues of concern in the media, or on online forums and other publications.
- The books and online materials developed and the specialised library will be used long-term as foundations for education on the same topics and issues that are relevant to Bhutan.
- BCMD is building alliances with government agencies, educational institutions, and other civil society organisations as well as a number of international partners to ensure a continued relationship and support for follow-up activities.
- It is expected that government agencies in particular will support future activities to build on the activities of the project
- All training activities that require an international expert will involve a national counterpart to ensure that knowledge and expertise is transferred to Bhutanese who can carry on similar activities in the future.

### Expected impacts:

The BCMD, through the project, aims to promote

- A society where people understand their roles as bureaucrats, as politicians as media professionals, and as citizens.

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- A basic understanding of democratic concepts and governance among key persons in a cross-section of Bhutanese society– the role of government, media, and civil society – and the concepts of democratic governance like the rule of law, transparency, and rights.
- A professional and effective media. Media that understand their responsibilities – to promote the concepts of democracy, to nurture healthy discourse, to be and to provide public space for debate, and to encourage open discussions on all aspects of democratic governance.
- Availability of information on media and democracy through the establishment of web-portals, online forums, books and a resource library.

#### **4. Gender and Marginalized or Vulnerable Groups**

Women make up 48% of Bhutan’s population but there are fewer women in senior levels of government, upper management of the private sector and in the senior levels of school. Our activities will take a pro-active gender approach to ensure balanced participation wherever possible. Some of our activities, including access to information workshops, will target women in special sessions.

Marginalised or vulnerable groups: We begin with a focus on education to lay the foundation for creating this new culture. Bhutan has a literacy rate of 59.2% and this poses added challenge when it comes to educating people about democratic concepts. Schools selected for the educational activities on democratic concepts will include schools in rural areas to ensure that children and teachers who are marginalised by living in rural areas will be included. Key representatives of civil society from vulnerable and remote communities will be invited to attend access to information workshops. All project activities will prioritise participation from rural parts of the country.

#### **5. Results Framework: Activities, Outputs and Outcomes**

Details outlined in Annexe 3

#### **6. Management Arrangements**

##### **a. Management Arrangements**

The Executing Agency (EA) for this project is UNDP-Bhutan. The EA will be responsible for the full management of the project including contracts with all Implementing Agencies (IA )or individuals involved in the project and will manage any financial disbursements to the IA(s) or individual(s) as per implementation arrangements or payment schedules concluded between them. The EA will receive the grant in two tranches for each year of implementation. The second tranche will be contingent upon the receipt of the Mid-Term Report and a financial status update. The EA will receive up to 7% of the total project costs as administrative overhead fee for overseeing the project implementation and providing financial, contractual, reporting and evaluation services to UNDEF. In particular, the EA will be responsible for sending narrative and financial reports to UNDEF and for arranging external project

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evaluation. The EA fee will be subtracted from the amount retained by UNDEF for Monitoring and Evaluation.

The Implementing Agency, Bhutan Centre for Media and Democracy, will be the Implementing Agency for this project. The Implementing Agency will undertake the implementation of all project activities except for evaluation which will be handled by the Executive Agency in consultation with UNDEF."

BCMD, as the Implementing Agency, will be responsible for implementing the project according to an Annual Work Plan (AWP) and will be responsible for the delivery of the project outputs and efficient use of project resources in line with rules and procedures of the National Implementation (NIM) modality.

The AWP serves as a basis for the quarterly workplans. Based on quarterly updates of the workplan, the Executing Agency will release quarterly advances. ✓

## **7. Partnership and Donor Information**

There are currently no other funding sponsors for the project activities.

BCMD has drafted a joint partnership proposal with the International Centre for Journalists, US, and the Bhutan Foundation to conduct media training ( not included in this project proposal) and for support to an annual media conference for one year. No funds have been secured.

BCMD has approached the Open Society International for future support for activities not listed in this project proposal. The process is just started and funds are not secured.

Contact information for all project partners is outlined in Annex IV.

BCMD will inform UNDEF and the Executing Agency as and when it identifies new partners as civil society and media organizations emerge in Bhutan.

## **8. Monitoring, Reporting and Evaluation**

### **a. Monitoring**

1) The Implementing Agency will monitor its own activities. The Director will be focal point for monitoring. Quarterly monitoring of progress of the project activities will be undertaken and reports provided to the Executing Agency.

2) The Executing Agency is responsible for monitoring the key activities of the Implementing Agency and reporting back to UNDEF through midterm progress and final reports. The Implementing Agency in consultation with the Executing Agency will call Project Board Meetings at least twice a year involving all relevant partners. The Project Board will provide overall guidance and policy directions for the implementation of the project, review the progress and approve project workplans. The Executing Agency will carry out assurance activities in line with rules and procedures applicable to the National Implementation (NIM) modality .

### **b. Narrative and Financial Reporting**

The Executing Agency is responsible for submitting a number of reports based on reports/ inputs of the Implementing Agency. The responsible UNDP officers will

consolidate and submit the Mid-Term, Final Narrative Report and certified financial reports<sup>1</sup> to UNDEF. All reports will be in English.

### **c. Evaluation**

The Executing Agency is responsible for conducting an evaluation at the end of the project. In doing so, the Executing Agency may carry out the project evaluation in conjunction with evaluations of other related activities. The cost of the evaluation will be covered by the Executing Agency. E.g. the Executing Agency may cluster the evaluation along with evaluations of other good governance programmes supported by the UNDP.

Evaluations will be conducted through surveys and interviews with project beneficiaries and stakeholders. Wherever relevant, physical indicators will be used e.g. the activity to set up a web-portal will be evaluated by assessing the establishment of the portal and the number of users for the portal.

The executing agency will refer to all national data sources available. It should be noted that a country like Bhutan has limited baseline data available especially in terms of democratic participation, and civil society. Official data collection has centred around socio-economic information providing little on people's participation, or people's knowledge of democracy and media. The fact that democracy is just a year old adds to the lack of knowledge and information about current status of people's understanding of democratic principles.

Media development expanded rapidly in the past few years and while there is some understanding of the impact of media on society, there are few studies directly related to media coverage.

Some of the main data to be used for the evaluation will come from the Royal Government of Bhutan's Media Impact Study, 2008, the European Union's election monitoring report, and the Cultural Industries Sector Development, a baseline report 2009.

As efforts begin to garner more baseline data, the most effective means of evaluation currently is the use of direct interviews and surveys and to rely on qualitative information.

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### **9) Legal Commitments**

The executing agency and the implementing agency will abide by the legal commitments outlined in Annexe VII.

### **10) Budget**

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<sup>1</sup> For additional information on UNDEF Monitoring and reporting requirements, please also read UNDEF's 2<sup>nd</sup> Round Monitoring and Reporting Guidelines (applicable to 3<sup>rd</sup> Round also) available on UNDEF's website



budgets.

The total project cost is \$US 203,972/- excluding M&E monitoring and evaluation component retained by UNDEF (10% capped at US 25,000).

Fuller budgets are described in Annexes III, V and VI

These budgets are described by activity (Annex III), by resource and budget input in Annex V, and more details of the project budget are listed in Annex VI.

**ANNEX III - RESULTS FRAMEWORK**  
**UNDEF Project Title: “Strengthening Media and Civic Education to Enhance Democracy in Bhutan”**

**Project objective(s):**

The project aims to educate media, youth, officialdom and civil society on the concepts of democracy to strengthen the foundation of Bhutanese democracy

**Intended Outcome(s)<sup>1</sup>:**

1. *More people sensitized on democracy and democratic concepts among media, youth, officialdom and civil society*
2. *Enhanced professionalism and effectiveness of media in a new democratic system*
3. *Strengthen the voice of youth and civil society to express their views on media and democracy.*
4. *Strengthen the capacity of BCMD to support educational activities on media and democracy.*

**Outcome Indicators: (qualitative or quantitative)**

- 1a. *No. of male and female persons from media, civil society, youth trained and sensitized on democratic concepts.*
- 1b. *No. of male and female teachers trained on democratic concepts and use of resource books*
- 1c. *No. of resource books and web-resources generated.*
- 1d. *No. of hits on web portals*
- 1e. *No. of users of library on democracy and media*
2. *No. of male and female media professionals trained and sensitized on key media issues.*
- 3a. *No. of men and women among media, youth and civil society trained in writing skills*
- 3b. *No. of men and women engaging in online forums.*
- 4a. *No. of BCMD male and female staff trained in media/democracy education and research*
- 4b. *No. of trainings/forums/activities BCMD has conducted on media, democracy and access to information*

<sup>1</sup> **Inputs:** Resources used in your project (experts, equipment, funds).

**Activity:** A specific action or process undertaken by an organization to convert resources (inputs) into products or services (outputs).

	<u>Intended Outputs</u>	<u>Key Activities</u>	Tick if activity is a Milestone?	<u>Timeframe</u> (2 years – 8 quarters)								<u>Responsible Party(ies)</u>	<u>Budgetary Inputs (US\$)</u>
				Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8		
				1	2	3	4	5	6	7	8		
<p>1) The 2008 Media Impact Study (MIS 2008) shows that</p> <ul style="list-style-type: none"> <li>*Blutianese people rarely question media reports</li> <li>*do not know how to provide feedback.</li> <li>• people find it hard to question authority and to speak out on issues of concern.</li> </ul> <p>l in 2009 discuss the concept of access to information as a step towards more participatory democracy.</p>	<p>1a. 60-70 key persons and community representatives including women from a cross section of society sensitized on right to information legislation and other democratic concepts.</p>	<p>1a.1. Conduct training needs assessment and prepare workshop programme</p> <p>1a.2. Hire TA personnel</p> <p>1a.3. Conduct workshop in two locations</p> <p>1a.4. Evaluate and share recommendations</p>	X	X	X	X					BCMD, BICMA, Ministry of Information and Communications, Election Commission, Parliament, and Civil Society organisations	US\$ 19,170,000	

**Output:** Tangible products and services that emerge from processing inputs through project activities. Outputs relate to the completion of activities. A measure of the quantity of a service or product provided (may include a quality component).

**Outcome:** Actual or intended changes in conditions that the project is seeking to support. The basic unit of measurement of progress toward achieving an objective.

**Outcome indicator:** a qualitative or quantitative measure of the achievement of the outcome.

<p>1b. In this new democratic environment, there is an absence of Bhutan relevant reading and resource material for schools and civil society.</p>	<p>1b. Two resource books produced on democratic themes (elements of democracy, rule of law etc.) to provide reading and discussion material to deepen understanding of democracy in a new democratic society. Both the books will be produced in two languages -English and Dzongkha ( national language).</p>	<p>1b.1. Form a committee of relevant stakeholders to decide on content 1b.2. Hire TA 1b.3. Develop content and pre-test content 1b.4. Design, produce, distribute books 1b.5. Evaluate and share recommendations</p>	<p>X X X X X X</p>	<p>BCMD will work with civil society organisations and constitutional agencies e.g. Election Commission, Anti-Corruption Commission in developing the books.</p>	<p>\$60,950/-</p>
<p>1c. The most effective way to spread awareness of democracy is through schools where there is a lack of books on Bhutan's democracy and a need to promote awareness of a citizen's role in the new system of governance.</p>	<p>1c. Educate 40 high school teachers from across the country on concepts of democracy and how to use the resource books produced on democracy in their schools.</p>	<p>1c.1. Hire national trainers 1c.2. Prepare training programme. 1c.3. Training of teachers conducted that includes piloting of material 1c.4. Training evaluated and recommendations shared.</p>	<p>X X X X X</p>	<p>BCMD will work with the education department and civil society organisations. BCMD will also partner with research institutes, constitutional agencies to identify trainers.</p>	
<p>1d. There is an absence of a web portal to aggregate all the resources published on Bhutan's media and</p>	<p>1d. A media and democracy web portal created with a forum for citizens and resources on law and regulations and the constitution to strengthen</p>	<p>1d.1. Design web portal 1d.2. Develop content 1d.3. Set up and train staff 1d.4. Evaluate the website and refine content 1d.5. Set up office networking for</p>	<p>X X X X X X X X X X X</p>		

<p>democracy. This will be an especially useful resource and will complement the government's move to promote e-governance / literacy.</p>	<p>public discourse and access to information.</p>	<p>research and for establishing web-portal.</p>		<p>X</p>		
<p>i.e. Libraries and reading materials are scarce in Bhutan, and there is no library dedicated to media and democracy. There is a lack of resources on media and democracy for civil society and the public.</p>	<p>i.e. A specialized library for public, media, schools and civil society established to strengthen access to information about media and democracy.</p>	<p>i.e.1. Set up library and cataloging system i.e.2. Train staff i.e.3. Acquire publications i.e.4. Advertise library</p>	<p>X X X X X X X X</p>	<p>X X</p>	<p>BCMD will consult international universities and International NGOs to select best publications and resources.</p>	
<p>2a. The first year of media reporting on democracy show that Bhutanese journalists lack professional skills and maturity. Since 2006, there have been only two media workshops carried out where all media were invited— one on political and news reporting, and the other on media law.</p>	<p>2a. 40 male and female journalists trained to strengthen reporting skills in an emerging democracy</p>	<p>2a.1. Conduct training needs assessment/ prepare workshop programme 2a.2. Hire TA personnel 2a.3. Conduct workshop in two locations 2a.4. Evaluate and share recommendations</p>	<p>X X X X X X X X</p>	<p>X X X X</p>	<p>BCMD in consultation with media agencies.</p>	<p>\$16,346/-</p>

									US\$ 15,393/-
<p>2b. MIS 2008 indicates a need to focus on</p> <ul style="list-style-type: none"> <li>• media ethics</li> <li>• media sustainability</li> <li>• media management</li> </ul> <p>in a newly competitive environment that is driving media to produce poorer quality, sensational content.</p>	<p>2b. Annual media conferences conducted for 60 media professionals and media spokespersons from constitutional agencies on key issues challenging media growth.</p>	<p>2b.1. Plan conference programme and prepare resources                  2b.2 Hire TA personnel                  2b.3. Conduct conference in year 1 and year 2                  2b.4. Evaluate conference and share recommendations</p>							

BCMD will work with media agencies

\$17,986/-

<p>Participants are contributing articles to media after the training.</p> <p>4. BCMD has initiated several key programmes with positive impact. It now requires institutional strengthening to enable it to scale-up the impact already made.</p>	<p>4. Capacity of BCMD strengthened as the only civil society organization in Bhutan that supports education and discourse/ research on media/democracy.</p>	<p>4.1. Develop organisation with technical advise 4.2. Training on media research and education 4.3. Training on media evaluation 4.4. Study tour for staff 4.5. Conduct studies on media</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>US\$ 27,965/-</p>
<b>TOTAL PROJECT COSTS<sup>2</sup></b>															US\$	
															203,972/-	
															US\$ 21,028/-	
<b>TOTAL UNDEF GRANT</b>															US\$	
															225,000/-	

<sup>2</sup> Please ensure this amount matches budget by inputs (Annex V) and approved grant amount.

**ANNEX IV**  
**PARTNERSHIP INFORMATION**

In this section, please provide the following contact details for all project partners:

**Executing Agency**

Name of Organization: United Nations Development Program  
Address: United Nations House, Post Box -162, Dremton Lam,  
Thimphu, Bhutan.  
Telephone/Fax: Phone: (975 2) 322424. Fax: (975 2) 322657  
Web Site: <http://www.undp.org.bt>

Point of Contact Responsible for  
Execution of the Project:  
Title:  
Telephone/Fax:  
E-mail:

Kunzang Norbu  
Unit Head, Governance  
(975-2) – 322424 Ext: 207. Fax: (975-2) – 322657  
[kunzang.norbu@undp.org](mailto:kunzang.norbu@undp.org)

Rinzi Pem  
Programme Associate/Gender Focal Person  
(975-2) – 322424 Ext: 227. Fax: (975-2) – 322657  
[rinzi.pem@undp.org](mailto:rinzi.pem@undp.org)

**Implementing Agency**

Name of Organization: Bhutan Centre for Media and Democracy  
Address: Post Box: 1662  
Telephone/Fax: Thimphu Bhutan  
Web Site: Telephone/Fax: (975 2) 327903  
[www.bhutancmd.org.bt](http://www.bhutancmd.org.bt)

Point of Contact Responsible for  
Implementation of the Project:  
Title:  
Telephone/Fax:  
E-mail:

Ms. Siok Sian Pek-Dorji  
Executive Director  
Telephone/Fax: (975 2) 327903  
Mobile No: 17731037  
E-mail: [pekdorji@gmail.com](mailto:pekdorji@gmail.com)

**Implementing Partner(s)**

**Please provide for every  
Implementing Partner as  
applicable**

Name of Organization:  
Address:  
Telephone/Fax:  
Web Site:

Point of contact Responsible for  
Implementation of the Project:  
Title:  
Telephone/Fax:  
E-mail:



## ANNEX VII – LEGAL COMMITMENTS

“Signature of this project document commits all parties to abide by the following:

- a. As per ECOSOC Resolution 1996/31 on consultative relationship, as well as the UNDP criteria for associated NGOs, the aims and purposes of all Executing and Implementing Agencies are in conformity with the spirit, purposes and principles of the Charter of the UN.
- b. The Executing and Implementing Agency agrees to undertake best efforts to ensure that none of the funds received from UNDEF are used to provide support to individuals or entities associated with terrorism and that the recipient of any amounts provided by UNDEF do not appear on the list maintained by the UN Security Council Committee established pursuant to Security Council Resolution 1267 (1999) and that this undertaking form part of any and all sub-contracts entered into by the grantee.
- c. The Executing and Implementing Agency does not intend to provide any type of support for any member, affiliate or representative of an organization that recommends or is apologetic of the use of violent means in political action in general and of terrorism in all its forms and manifestations in particular, as stated in the 2005 World Summit Outcome document (§81).
- d. All CSO partners to this project are duly constituted nationally or internationally and where applicable, comply with existing national legislation regarding formal registration and public accountability.
- e. All CSO partners to this project have statutes or by-laws providing for a transparent process of decision-making, election of officers and members of the Board, and the CSO has authority to speak for its members through its authorized representatives identified in this project document.
- f. All CSO partners agree to abide by the “UNDEF Branding and Visibility Guidelines” and any related requests from UNDEF in all activities and products of the project in a manner fitting to the local political and cultural context.
- g. The Executing Agency agrees to be responsible for the overall management of the project and will bear all financial and reporting responsibilities to UNDEF as per the UNDEF Monitoring and Reporting Guidelines. The Executing Agency also agrees to be responsible for contracts and implementation arrangements with any implementing partners or individuals involved in the project.
- h. All parties agree to take all necessary measures to facilitate monitoring and evaluation as and when required by UNDEF or a third party on its behalf.
- i. All funds will be transferred from UNDEF to the designated Executing Agency in US Dollars. Any onward payments made in currencies other than US Dollars will be determined by applying the rate of exchange in effect on the date of payment. Should there be a change in the rate of exchange prior to the full realization of the project, which may affect the ability to carry out project activities; the Executing and/or Implementing Agency will be expected to adjust project design so as to stay within available resources.
- j. All financial accounts and statements shall be expressed in US Dollars.
- k. Any interest income attributable to the utilized portion of the grant will be credited to the project account and returned to UNDEF.
- l. All parties agree to provide financial expenditure reports and certified financial statements as per the UNDEF Monitoring and Reporting Guidelines available on the UNDEF website.
- m. Receipts and justification documents for project expenditures must be kept and made readily available in case of any audits.
- n. UNDEF reserves the right to terminate this project should in UNDEF’s view, circumstances so require. Upon termination, no further funds will be disbursed.
- o. Assets approved and purchased under this project do not fall under the financial or managerial control of UNDEF at any stage of the project. UNDEF is not involved in their acquisition, in decisions concerning access, or in the assumption of risks associated with these assets. Consequently, the implementing agency, in consultation with the Executing Agency if applicable, is responsible for all financial and managerial control and accountability of these assets throughout the life cycle of the project and beyond, in accordance with its own rules.”

**ANNEX V.1 – DETAILED PROJECT BUDGET IN US DOLLARS**

<b>Budget Line Description</b>	<b>Unit</b>	<b>Total no.days/ amount \$</b>	<b>Total in US\$</b>
<b>1 - Salaries<sup>1</sup></b>			
<i>International expert</i>	\$400/- day	26	10,400
<i>National consultant</i>	\$200/- day	27	5,400
<i>National Professionals</i>	\$100/- day	7	700
<i>Regional Expert</i>	\$300/-day	4	1,200
<b>Total</b>			<b>17,700</b>
<b>2 - Travel<sup>2</sup></b>			
<i>International travel ( from US)</i>	\$ 2,000/- ticket	5	10,000
<i>Per diem for travel ( international TA)</i>	\$110/- per day	38	4,180
<i>Per diem for travel ( national)</i>	\$100/- day	16	1,600
<i>Regional travel (from region)</i>	\$500/- air ticket	1	500
<i>Per diem for Regional</i>	\$105/- day	4	420
<i>Per diem for Teachers</i>	\$11/- head	90	990
<i>Transport (hiring vehicle) Pick up, drop off resource persons, local running</i>	\$35/- day	50	1,750
<b>Total</b>			<b>19,440</b>
<b>3 - Contractual service</b>			
<i>i.e. Contract with implementing partner</i>	\$xx/day	0	0
<i>National resource person</i>	\$100/- person	4	400
<i>Contract with translation company</i>	\$1000/- X 2 books, lumpsom	2	2,000
<i>Contract with printing company</i>	\$6/- copy	3000	18,133
	\$7.96/- copy	3000	23,885
<i>National consultant for book 1 (Elements of Democracy)</i>	\$3,930/- lumpsom	1	3,930
<i>National consultant for book 2 (Democracy Primer for children))</i>	\$2,980/- lumpsom	1	2,980
<i>Book Designer</i>	\$1800/- lumpsom	1	1,800
<i>Illustrator</i>	\$2700/- lumpsom	1	2,700
<i>Web hosting and design</i>	\$200/- year	2	400
<i>Web master/ web consultant</i>	\$500/- month	24	12,000
<i>Cataloging &amp; library consultant</i>	\$1,300/- lump sum	1	1,300
<i>Technical advisor</i>	\$770/- month	24	18,480
<b>Total</b>			<b>88,008</b>
<b>4 – Meetings and Training Courses</b>			
<i>Workshop for participants</i>	\$ 20 per participant	742	14,840
<i>Closing function/ event 1</i>	12\$ per head	228	2,736
<i>Closing function/ event 2</i>	\$8/- head	60	480
<i>Closing function/ event 3</i>	\$10/- head	60	600
<i>Rental hall for workshop</i>	@ 212 per day	16	3,392
<i>Rental hall for workshop 2</i>	\$85/- day	8	680
<i>Rental hall for workshop 3</i>	\$93/- day	6	558

<sup>1</sup> Administrative personnel costs should not be listed here but included in the Programme Support Costs category

<sup>2</sup> This section refers to travel and per diem (meals and accommodation) for project management team. Participants travelling to workshops, training courses should not be listed here but included in section 4 "Meetings and Training Courses"

In house training	\$5/- head	16	80
Skills training on resource use M&E	\$200/- for one course	1	200
Regional seminar	\$100/- for registration	1	100
Regional training fees	\$300/- for training fees	1	300
Regional study tour	0	1	0
Travel to region BKK air ticket	\$470/- head	1	470
Travel to region N/Delhi air ticket	\$430/- head	2	860
Per diem for training in Asia	\$651/- up-to 1 month	1	651
Per diem for seminar/ tour	\$150/- day	7	1,050
<b>Total</b>			<b>26,997</b>
<b>5 - Project Equipment/Hardware</b>			
Hire Projector	\$43/- per day	30	1,290
Printer (portable for workshops)	\$21 per day	24	504
Computer	1,100/-	3	3,300
Software	1,597	2	3,194
Software	1,600	1	1,600
Cables/ Lan switches	1 set @\$ 800/-	1	800
TV monitor and DVD recorder for monitoring	1 set \$464/-	1	464
Books, journals, subscriptions to publications	1,500 per year	2	3,000
<b>Total</b>			<b>14,152</b>
<b>6 - Advocacy/ Outreach</b>			
Media advertising	\$ 510/-	5	2,550
Banners for conference	\$127/- Piece	8	1,016
<b>Total</b>			<b>3,566</b>
<b>7 - Miscellaneous</b>			
Rent by (months)	\$212/- month	12	2,544
Sundry <sup>3</sup> communication, fuel, office supplies, utilities	400/ month	12 months	4,800
Contingency	3% of cost		5,315
<b>Total (inclusive contingency)</b>			<b>12,659</b>
<b>8- Programme Support Costs</b>			
Programme Director	3,300/-	6.5 months	21,450
Programme Officer	Salary/month		
Admin support	33%= 1,089		
Accountant	66%= 2,178		
<b>9 - Total Project Cost</b>			<b>203,972.00</b>
Executing Agency Fee			14,278.00
UNDEF M&E			6,750.00
<b>11 - Total UNDEF Grant Award<sup>4</sup></b>			<b>225,000</b>

Note: Exchange worked at Nu. 47 = 1 USD

<sup>3</sup> Sundry expenses include bank charges, expendable office supplies, telephone lines/fax charges, freight, postage, etc

<sup>4</sup> This line item must not exceed the total UNDEF grant award and must match amount in Results based framework, Annex III

**IDEF PROJECT BUDGET**  
(in US dollars)

Executing Agency: **UNDP, BHUTAN**  
 Implementing Agency: **BHUTAN CENTRE FOR MEDIA & DEMOCRACY**  
 Project Title: Enter Project Title  
 Start Date: To Be Entered By UNDEF  
 End Date: To Be Entered By UNDEF  
 IMIS Project ID: To Be Entered By UNDEF  
 UNDEF Project Number.: To Be Entered By UNDEF

Project Budget Lines	Object of Expenditure	Project Budget					
		I		II		III	
		Total		Year 1		Year 2	
		US\$	US\$	US\$	US\$	US\$	
<b>1 Salaries- Note 1</b>							
a International Professionals		10,400	7,600	2,800			
b National Professionals		700	400	300			
c Regional Professionals		1,200	-	1,200			
d Consultants (national)		5,400	2,800	2,600			
<b>Total</b>		<b>17,700</b>	<b>10,800</b>	<b>6,900</b>			
<b>2 Travel- Note 2</b>							
a Tickets (international)		10,000	8,000	2,000			
b Tickets (regional)		500	-	500			
d Per diems / meals and accomodation		7,190	4,365	2,825			
d Transport (hiring vehicle)		1,750	1,050	700			
<b>Total</b>		<b>19,440</b>	<b>13,415</b>	<b>6,025</b>			
<b>3 Contractual services</b>							
a Implementing partner(s)		0	-	-			
b Service contracts		88,008	47,305	40,703			
<b>Total</b>		<b>88,008</b>	<b>47,305</b>	<b>40,703</b>			
<b>4 Meetings and Training</b>							
a Seminars & Meetings		4,288	2,144	2,144			
b Trainings & Workshops		19,278	9,779	9,499			
c Study Tours		3,431	2,701	730			
<b>Total</b>		<b>26,997</b>	<b>14,624</b>	<b>12,373</b>			
<b>5 Project Equipment</b>							
a IT Equipment		12,358	10,858	1,500			
b Other Equipment (projector & printer)		1,794	1,089	705			
<b>Total</b>		<b>14,152</b>	<b>11,947</b>	<b>2,205</b>			
<b>6 Advocacy/Outreach</b>							
a Advertisements, Banners & Brochures		3,566	2,165	1,401			
b Other Media (including web sites)		0	-	-			
<b>Total</b>		<b>3,566</b>	<b>2,165</b>	<b>1,401</b>			
<b>7 Miscellaneous</b>							
a Rent		2,544	1,802	742			
b Sundry - Note 3		4,800	2,800	2,000			
c Audit		0	-	-			
d Others (Contengency 3% of 1-7 above)		5,315	3,538	1,777			
<b>Total</b>		<b>12,659</b>	<b>8,140</b>	<b>4,519</b>			
<b>8 Programme Support Costs</b>							
		21,450	14,553	6,897			
<b>Total</b>		<b>21,450</b>	<b>14,553</b>	<b>6,897</b>			
<b>9 Total Project Cost (TPC)</b>		<b>203,972</b>	<b>122,949</b>	<b>81,023</b>			
<b>10 Monitoring and Evaluation - Note 4</b>							
a Executing Agency Fee		14,278	14,278	-			
b UNDEF M&E		6,750	6,750	-			
<b>Total</b>		<b>21,028</b>	<b>21,028</b>	<b>0</b>			
<b>11 Total UNDEF Grant Award - Note 5</b>		<b>225,000</b>	<b>143,977</b>	<b>81,023</b>			

- Notes:** Budget lines may be added and all line items should be rounded off to the nearest dollar. Please note yellow cells are formulas and should not be altered.
- Administrative personnel costs should not be listed here but included in the Programme Support Costs category
  - This category refers to travel and per diem (meals and accomodation) for project management team. Participants traveling to workshops, training courses should not be listed here but included in section 4 "Meeting and training courses"
  - Sundry expenses include bank charges, expendable office supplies, telephone lines/fax charges, freight, postage, etc
  - 10% of the total project budget will be used to cover the cost of monitoring and evaluation activities, to be capped at US\$25,000 for projects over US\$250,000. The cap does not apply to UN-Executed projects. Executing Agency fee to be subtracted from this amount
  - This line item must not exceed the total UNDEF grant award and must match amount in Results based framework. Annex II