

POST PROJECT EVALUATIONS FOR THE UNITED NATIONS DEMOCRACY FUND

EVALUATION REPORT

Project No: UDF-17-763-BHU
Empowering Rural Communities in Bhutan through Mass Media

19 December 2022

Acknowledgements

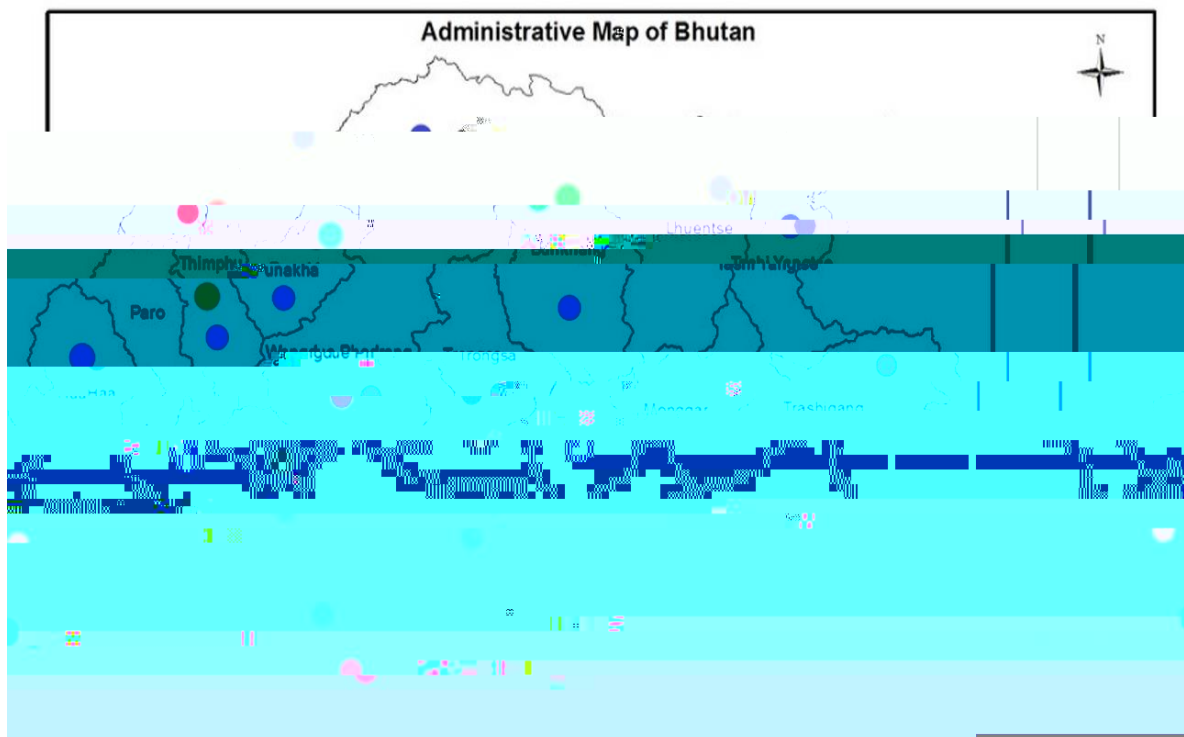
The evaluators would like to thank Journalists' Association of Bhutan (JAB), its members and the project beneficiaries, who took the time to share their experiences and information with the evaluation team. All photographs used in the report are sourced from JAB. All errors and omissions remain the responsibility of the authors.

Disclaimer

The views expressed in this report are those of the evaluators. They do not represent those of UNDEF or of any of the institutions referred to in the report.

Authors

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I. OVERALL ASSESSMENT

This report mainly evaluates the 'Empowering Rural Communities in Bhutan through Mass Media' Project (UDF-17-763-BHU, hereafter R12 project), which was implemented by the Journalists' Association of Bhutan (JAB) from 1 November 2018 to 31 October 2020, with an extension of 14 months and with a total UNDEF grant of US\$ 154,000. The project's goal was to address the low level of media knowledge and social media awareness among Bhutan's rural population, the urban-centric news media, and the lack of viable, private and free media coverage on rural issues. While the evaluation's focus is this project, the report also examines the impact of the first UNDEF grant to the grantee broadly, 'Journalism Development in Bhutan' (UDF-BHU-14-610, hereafter R9 project), implemented from 1 April 2016 to 31 March 2018 to build the capacity of journalists and a journalist association in Bhutan. The R9 project trained journalists to report on local issues in traditional and social media and encouraged rural communities to engage in active and fact-based reporting.

The intended outcomes of the R12 project were to see that: (1) The rural communities gain relevant skills and knowledge on mass media (focusing on traditional media); (2) The Bhutanese journalists ensured excellent coverage of issues in remote, far-flung areas and brought the marginalized into the mainstream national discourse; (3) Rural communities' relevant skills and technical know-how in using social media and online apps and tools increased (focusing on new media).

The primary intended functions of the project were to: Educate 400 rural community

technology, access to information and active democratic participation on a day-to-day basis. The state supported Media's monopoly constrains Bhutan's claim of an independent press. Private media, not backed by market forces, has a symbolic presence. Rural Bhutan remained a media dark area without a media watchdog and competition. Through capacity development activities, the project encouraged the rural community and journalists to report and promotes stories from the most interior regions of Bhutan, compelling the mainstream media to publish and change the dominant perception that news coverage is predominantly urban-centric. Providing rural reporting grants, establishing community media forums, and the emergenceceptd

The impacts of the project were visible on the ground. Social media as a tool provided an opportunity to the citizen journalists from the rural community representing different ethnic groups, dialects, religions and regions into the public domain, raising voices and asking questions to the state representatives which would have otherwise been unthinkable. It gave a voice to traditionally marginalized groups like religious minorities, women, economically poor, raising their issues at local levels. Their views, perspectives, and questions are all in the public sphere without the patronage of mainstream city-based media. Beneficiaries of Media grants independently investigated rural stories produced and re-produced in several media and online portals. Those in the media business realized that rural stories sell, and one needs to capture them from the popular perspective. Urban Bhutan also wanted to listen to the voices from other parts of the country. Social media brought responsibility, fearlessness and commitment to democratic values in content creation and dissemination. Online and offline networks of media persons and community members opened up enormous opportunities for information sharing, content enhancement, social media use of mutual benefits and generating a viable business model for the private media groups. However, JA B still needs to do a mapping of beneficiaries' impact data. Undoubtedly, the community-level reports have woken the government machinery to address the community demands. There was also evidence of rural stories increasing in the national-level traditional media. One of the possibly most significant impacts is the emergence of strong and professionally

news. Emphasizing ethical reporting enhances the profile of the reporter and the media. An online campaign to generate public awareness and dialogue about community issues should keep the financial challenges in mind. Any new media and community capacity-building project should have added focus on building empathy for gender rights, rights of persons with special needs and rights of national minorities and rights of the LGBT community in its awareness component. Future project planning should also add marketing and advertising training.

Lessons Learned

Bhutan is ambitious to "make the cultural perspective visible in all development co-operation and projects", which suggests a "mainstreaming" approach. Nevertheless, it would be highly relevant to systematically include the roles of culture in media development and the promotion of democracy and democratic institutions.

Mentoring as a model for capacity strengthening has worked. However, after starting the mentoring, trainees expressed that some of the more difficult techniques, such as editing and content packaging, self-censorship and other technical and editorial skills, were better understood and practised due to timely advice and guidance from their mentors.

As digital technologies take hold, two ways media- community audience engagement will only become richer and more complex. There is also a need to remain alert about new technology and devise innovative forms of audience research online and offline.

II. PROJECT CONTEXT AND STRATEGY

i. Development Context

Bhutan transitioned from an absolute monarchy to a constitutional democracy in 2008. The constitution necessitated the creation of democratic institutions and mandated the devolution of power and authority to locally elected government organizations. The country promotes the Gross National Happiness (GNH) development concept, which emphasizes combining economic progress with cultural and environmental well-being within good governance. Its development policy goal (2018-23) seeks a "Just, Harmonious, and Sustainable Society through Enhanced Decentralization".

Acknowledging the role of media in democratic reform, His Majesty the Fifth King, at the concluding ceremony of the 3rd session of Parliament, 2009, underlined the crucial role of media in informing the public and fostering citizens' participation in making a democracy vibrant. The establishment of the Bhutan Media Foundation by a Royal Charter on 21 February 2010 marked the beginning of the government's initiative to develop robust and responsible media. Subsequently, the Media and Information Policy, the Social Media Policy, 2016, and the Information and Communication Media Act, 2018 came into force to govern, develop and promote the media sector, protect modes and sources of communications and information, and professionalize evidence-based reporting. It also created government entities like the Media Council of Bhutan.

The main goal of the preceding R9 project "Journalism Development in Bhutan" (UDF-BHU-14-610)

journalism pro-actively into mainstream journalism making the media outreach more

The persons interviewed were representatives drawn from beneficiaries, trainers, mentors, local administration, political executives, media owners, project staff, radio jockeys, bloggers, CSOs and UN agencies. The interviews were conducted both in person and over the telephone. A total of 49 persons were interviewed depending on their availability and consent. There were 29 males and 20 females among the interviewees.

While no restrictions could have significantly influenced the review's results and conclusions, the evaluation team would like to mention that the scheduled field trip

give synergistic programming and activities that would increase the project's relevance. The activities were also directly relevant to the project's objectives and in line with the need to

Bhutan Press Mirror on managing disinformation. JAB also built collaborations with Delhi Union of Journalists, Indian Journalists Union as well as Press Councils of India, Bangladesh and Nepal.

The UNDEF project objectives complemented Bhutan's policies and priorities towards global processes like the Sustainable Development Goals (SDGs). The participants from the media considered the project having high synergy with the government programmes to address SDGs.

They stated that there were alignments between the training they attended and other ongoing initiatives of the government and other United Nations agencies like UNDP, UNICEF and UN Women. The beneficiaries also informed that their stories often reg-3(me)-3(s0.054(o)-28m

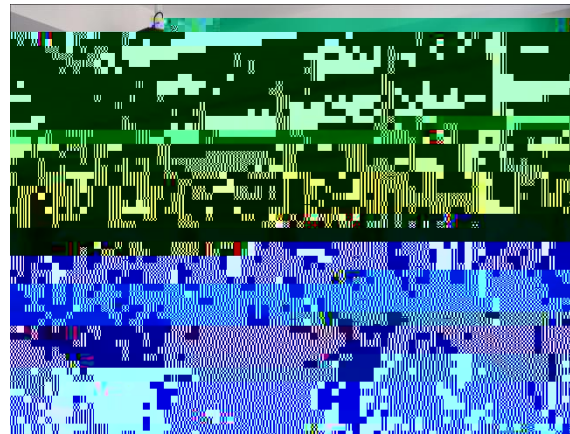


6th Annual Journalism Awards ceremony held virtually

iii. Effectiveness

The lack of post-training survey data made it difficult to permit an evaluation of successful knowledge transfer or participant empowerment. Nevertheless, based on the anecdotal evidence obtained during the evaluation and the beneficiaries' responses on various social media platforms, the participants seemed adequately trained and ready to take up their job

with improved skill sets. Some mainstream media persons during the interview named male and female reporters and a few rural community members stated that, post-training, they had developed an innate ability to identify news and report on it. The interviewed female reporters appeared confident in their ability to cover and report on local events. During the interaction, many members of the local media community agreed that the capacity-building programme gave participants a professional advantage.



Meeting of Mentorship Programme

Outcome 1:

Media friendly members from Rural Community and Urban Media reaching out to Media Dark Areas: The physical interactions with the resource persons from the media gave the active members of the rural community an idea and a purpose to serve their own and communities living in their periphery with a mobile phone, lots of patience and willingness to work as a team.

By studying tactics for success on Twitter, Facebook, and Blogs, they enhanced their capacity to utilize new media tools for building an alliance with traditional media practitioners for issue-based advocacy. This could encompass not only the community members but also other institutions of importance in the area. For example, the training team of the project reached out to a school with only eight kids and two instructors in Soe, one of the country's most remote highlands⁷

"The readers and their views were always in the mind of all capacity building activities"

-Community Member

It was the beginning of a process in which the community's unheard voices became popular. The beneficiaries from the rural communities started realizing and assessing their information needs and managed to locate and access the needed information in a timely fashion. Following the training there was a rush to highlight and broadcast rural issues in the WeChat groups of the forum. But with time, all members realized that the forum is a collective reflection of individual aspirations, democratically and professionally moderated by JAB and linked up with the mainstream media so that the community issues are properly structured and communicated to the mainstream media and other social media platforms.

Effective Mentorship: In a culturally conservative society such as Bhutan, mentors guided the participants in presenting stories on themes that conflict with cultural values, such as the attire favoured by the younger generation, without offending the elder generation's faith. JAB believed in drawing a line between journalistic activism and reporting while ensuring that it covered all viewpoints to stay non-partisan. This understanding of objective reporting and respecting the present and potential audience sensibilities was an accomplishment. Using experienced and expert media persons to mentor was an effective way to train new media persons, as most of the learning was done "by doing". All have benefitted from their discussions on having a clearer, more detailed understanding while making a story of the demographic characteristics, linguistic composition, information needs, media access and usage habits and preferences, and aspirations of their existing and potential audiences.

Community and Campus Radios building Generational bridges: The community and campus radio hosts (RJs) promoted listener groups and encouraged their followers to listen to the radio together. Both comprised of members of different age groups and fostered socialization, constructive dialogue, and the convergence of ideas and development priorities at different levels.

"Training has assisted me in enhancing radio material and re-organizing my programmes effectively"

-Radio Jockey

The hosts also allowed the group members to post comments on the Facebook page and develop a discussion thread. The audience responses were documented more methodologically for discussion and editing which helps reworking of several show components to improve audience comprehension. For example, sensing an increase in community members' well documented expression of discontent during various interactive programmes, local officials began joining live radio debates not only to hear the citizens' voices but also tell their side of stories on behalf of a responsive government. These engaging dialogues marked the beginning of a healthy democratic process and facilitated citizens' access to information. The participants were now more aware of the importance of their voices.

Outcome 2:

Sensitising the Media to tell a Long Narrative 'Rural Story' to an Urban Audience: It was necessary to orient and upskill the urban media to create demand for a long rural story which the consumer buys and shows interest in other such stories. Reports like 'The story of local Lime producers', 'Human Wildlife Conflict' and 'New farm road a blessing for the farm producers and Health emergency' published by the participants of the 'training for long narrative story writing' brought concern and empathy among both urban and rural new consumers towards the rural population. These news items received feedback like 'can we see more such stories. Long narrative stories need patience, research and a demand to live with the story as it develops which many journalists have learned to adopt in course of time. During the project period, all the thirty participants wrote a piece of rural story while only ten stories were published by various media outlets. However, none of them have stopped writing rural stories. If the stories were not published in the traditional media, they share them in their blogs.

Connecting Media persons and News consumers: The rural outreach rewarded media organizations by undertaking formative research for their programmes or stories. During fieldwork, the recipient of a media grant discovered that community members had varying interpretations of the term 'governance'. Regardless of its significance in the capital Thimphu for some, it was all about fast redressal of their complaints against the local administration's indifference to their demands and prioritising distinct developmental priorities of their areas. Some other residents viewed 'governance' as ensuring that their local schools have sufficient numbers of teachers and study materials or timely availability of vital community health services. Regular and reliable communication between the media and the public helped the consumers of information in assessing the value of the media's current activities from the audience's perspective. It also helped media securing the involvement of the diverse groups that the media outlet must serve to be self-sustaining.

Capacity Building: From Practice to Praxis: During the interviews, the beneficiaries spoke about expanded understanding and the use of new technical production abilities. Some senior journalists hosting talk shows on radio and television admitted that the training helped them understand how to identify issues, perform in-depth research, ask proper questions to the relevant parties, and pursue them strategically to get them to commit and end with an inclusive note.



Field visit of the participants during training of the Long-form story writing

8. www.facebook.com/humansofthimphuofficial

Among the 1605 beneficiaries of R12, the LGBT community had a representation of 5 members, which showed the diverse and non-discriminatory practice of JAB in finalizing the list of beneficiaries of various capacity building programmes. Most of the LGBT participants were members of JAB and actively participated in its rural outreach components.

Unfortunately, the JAB reports to UNDEF did not give detail which representatives the 'others' beneficiary category included. It is understood that this was in part due to the unwillingness of the same participants to be identified during the training. However, after their association with JAB through successive UNDEF projects, the LGBT community members have been running a Facebook page^a which carries the testimonies of community members from every part of Bhutan.

By validating different sources one can conclude that the project effectively contributed to developing the Media's capacity to generate accurate, fair, balanced, and impartial material.

This training method psychologically prepared the reporters for a tough road ahead and pushed them to prove their market worth every day. It required them to stray from their comfort zone of depending on official news releases or secondary sources and search and secure sources which would make them stand out. The technique of documenting issues and concerns of a diverse society and representing it in the public domain in a non-partisan way is becoming a practice among the serious professional reporters both from rural and urban background in recent years. However, there are practical obstacles to obtaining information from many sources, particularly for citizen journalists or media professionals representing tiny local media outlets, who may need more time and money to afford it. Due to cultural factors, it may not be practicable for a female journalist to do so for every story. JAB has also effectively mobilized the entire media fraternity to adopt a Journalism Code of Ethics, which served as a reference point for journalism ethics, principles, code of conduct, and challenges/barriers confronting Bhutanese journalists. The training successfully conveyed that journalists continue to be independent, not neutral, and serve a social function.

"We want to bring the lives of rural Bhutan to life through their voices and words, their stories handed down through the generations."

-A young journalist

Consolidating Professionalism and Democratic diversity: Rural Reporting Grants', which incentivised and honoured 47 media persons for highlighting researched rural stories in various media and social media platforms and 'Monthly Press Club Dialogue', which brought together policymakers, experts and public figures, including the then Prime Minister, to speak on various national and global issues and interact with media professionals were two of the project's sustainable and landmark initiatives. Over a thousand hard copies and electronic versions of 'Bhutan Press Mirror', the publicity and advocacy tool of JAB, which carried articles of rural reporting grantees and other invited

media persons who wrote on specific issue, were distributed among decision-makers, academic institutions, local governments, and opinion leaders. Through R9 and R12, JAB was able to establish a critical mass of media professionals of various genres across Bhutan that transcends the country's geographical, social and linguistic limitations. Its training modules have carved out a niche for the entire media professionals community and have been a reference point for other training programmes.



Former Prime Minister, Bhutan during the launch of Bhutan Press Mirror, Issue II

Outcome 3:

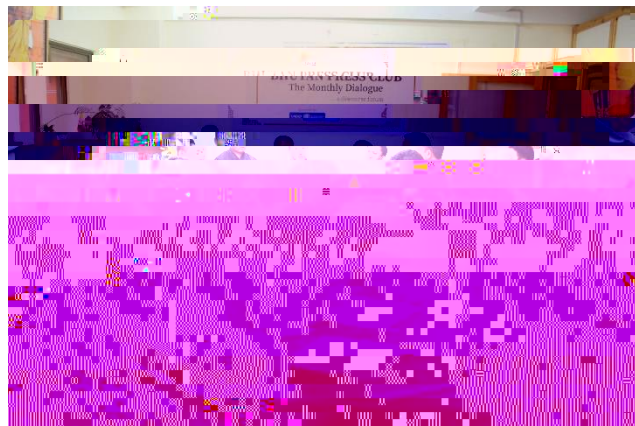
Social Media as Information multiplier: The training on social media appeared to be quite practical, as the participants learned how to use their Smartphone to capture images for their

sectors at the village level, such as the Chiwog Group led by Tshogpa, the Health Group led by the village health assistant, and the Children's E-



Participants in the workshops for Citizen Journalism and Social Media in Bardo Gewog in Zhemgang

The review and scrutiny of project reporting documents indicates that the funds spent on the project were well-targeted and provided value for money. The project used the resources effectively to produce a wide range of outputs. The budget was consistent with the delivery of the outcomes. The project grantee made systematic efforts through its existing network to promote the stories from the rural areas in the regional and local newspapers. On the



Monthly Dialogue between with Druk Nyamrup Tshogpa (A political party) and the Journalists

have benefited from acquiring new skills, including utilizing the proper terminologies, presenting or referencing accurate data to advance results, and conveying civil society and government perspectives on potential solutions. The positive responses to some stories brought a huge appreciation for some journalists, followed by better job offers and requests for more work. When reporting on gender-related topics, most female journalists emphasized oral testimony above expert opinion, which is a significant impact of the training. A critical mass of

Terminology was culture sensitive. I understood it when interacted with ethnic groups in rural areas".

-Female Journalist

vi. Sustainability

Interviews with the beneficiaries and the grantee during field visit provided an insight into how the project has impacted them as a beneficiary and as an implementing agency. The impact of Covid-19 has immensely affected the planning of JAB as it has affected the availability of resources for everyone

Meeting of the Community Media Forum

members and citizen journalists are writing about issues ranging from local developmental challenges to indifference of government both in traditional media and social media. Formation of online groups on social media platforms helped exchange of ideas, opinions and building consensus on issues concerning group members. The training strengthened media persons' capacity to report on complex development issue and contribute to public dialogues. It also provided many media persons and community-based citizen journalists a direction on articulating their demands most effectively for their social and professional missions by using information technology as a perfect tool.

The project was efficient. Resources were appropriately allocated, and minimum standards for accounting and accountability of partners were respected. The project management made successful efforts to use available resources efficiently. Staff and management were efficient in transforming resources into output. Engaging local resources persons and identifying locations for trainings were drivers of efficiency. The use of social media contributed to the cost efficiency of communication particularly during the Covid-19 pandemic.

The project had a positive impact on both participants and communities. The media landscape in Bhutan improved as a direct result of this project. Live streaming from places of incidence, interviews, and real-time reporting from remotest villages by the project beneficiaries changed the traditional reporting practices and challenged the functioning of the conventional media. They contributed to developing an environment of responsible, informed, objective and evidence-based journalism. The fact that journalists used their new skills in their existing work in their respective news outlets has created an improved work environment for them and their colleagues. Affected individuals, families, and communities, were able to contribute to the scope of the project, and follow-up stories resulted in increased citizen dialogue through the strengthened media. The number of reports, news and views in traditional and social media, participation of powerful people from politics and bureaucracy in various programmes made incremental difference to the impact of this project. There was a clear distinction between news and views. This strengthened the voices of good media, demanding more freedom for the press and level playing field for state and private media houses.

Continuing the much-needed capacity-building programmes like those developed under the UNDEF project would only be sustainable with follow-up funding. JA B's acceptance as a focal point for quality trainings has grown in the media circle. There will be continuous upgradation of the training manual as it was referred as an essential reference for the media persons of all ages. The rural reporting grants and annual journalism award will continue to be sponsored by JAB.

UNDEF's support had added value. Like in most developing countries in the world with less media freedom, foreign funding of NGOs in the media sector is a matter of concern. UNDEF's support had value added as it provided a neutral, credible, and legitimate source of funding. The UNDEF funding is meant to be spent for journalists representing various political, religious, and social backgrounds without any discrimination and promotes meaningful collaborations.

ii. Recommendations

To further enhance relevance, JAB should develop a long-term strategy for Bhutan, including improved outreach to more geographically and politically difficult provinces and providing different level workshops according to journalists' experiences and expectations. The training module needs to add on intensive discussion on subjects like evidence-based reporting and data-journalism. The strategy should make an assessment to include potential partners among the rural community and ensure their ability and capacity to implement the agreed set of activities and targets.

For enhanced coherence and to promote effectiveness and efficiency, JAB should collaborate with other civil society organizations and coordinate the production and publication of stories in many other ethnic languages. A network of CSOs from urban and rural areas would help JAB extend its strategic engagement like building synergies with local right-based non-profit campaigns and ensure its broader media coverage to influence relevant government officials.

To achieve lasting impact, JAB should consider refreshers training on use of social media. According to DATAREPORTAL's Digital 2020 Report¹⁰, till January 2020, Internet

VI. LESSONS LEARNED

The policy of UNDEF in promoting and strengthening democracy by providing grants is a thoughtful and progressive view that is still "cutting edge" in the international development

ANNEX

Annexure 1: Results at the Outcome Level

Intended Outcome	Outputs	Activities	Summary of Grantee Report Results
<p>Outcome 1: Rural communities gain relevant skills and knowledge on mass media (focusing on traditional media)</p>	<p>1.1:400 Community members in rural areas informed on how to use and engage with traditional media through eight one-day community workshops</p>	<p>1.1.1: Contact local government leaders and seek approval for the conduct of workshop 1.1.2: Identify local trainers to conduct the workshop 1.1.3: Conduct four workshops twice over two years in a total of eight communities in rural pockets of the country 1.1.4: Train the members of community media forum on conducting subsequent meetings and reporting</p>	<p>343 Community members in eight rural areas informed on how to use and engage with traditional media through eight-one-day community workshops. Initially, we targeted to train 400 community members; however, due to the gathering during the Covid-19 pandemic, we were able to</p>

ensure greater coverage of issues in remote, far-flung areas and bring the marginalized into the mainstream national discourse

Thimphu by two-five-day training and 30 media products produced and 10 published.

trainer and develop training program
2.1.3: Invite the participants and conduct the training

(focusing on new media)			restriction on gathering during the Covid-19 pandemic, we were able to train 100 community members in four districts.
	3.2: 4 Community-based social media platforms created and actively disseminating local information and news	3.2.1: Identify active social media users among the trainees of social media apps training 3.2.2: Form the community-based social media platforms 3.2.3: Train the members on the use of social media platforms 3.2.4: Monitor the regular dissemination of community news by community platforms	After the training on social media apps, JAB facilitated the formation of four community-based social media platforms. Four WeChat group were created in four communities of Bardo (Center) and Jamkhar, Tashiyangtse (East), Mendrelagng, Tsirang (South) and Lingmukha, Punakha (West) consisting at least five to seven members were formed accordingly.

Annexure 2: Detail of Evaluation Methodology and Interview Questionnaire

Post Project Evaluation- Empowering Rural Communities in Bhutan through Mass Media

	principles and role of media in democratic participation		<ol style="list-style-type: none"> 3. Disagree 4. Not sure
11	Did the training provided a reasonable level of transferring the skills of investigative journalism and the oversight role of the media		<ol style="list-style-type: none"> 1. Strongly Agree 2. Agree 3. Disagree 4. Not sure
12	Did the training keep up with technology and is up to date?		<ol style="list-style-type: none"> 1. Strongly Agree 2. Agree 3. Disagree 4. Not sure
13	Does the training reflect on the professional performance of media people?		<ol style="list-style-type: none"> 1. Strongly Agree 2. Agree 3. Disagree 4. Not sure
14	In last 6 months, are you in touch with any local community members regarding stories related to rural communities?		<ol style="list-style-type: none"> 1. Yes 2. No
15	Do you think rural issues were covered adequately in mainstream media in last 5 years?		<ol style="list-style-type: none"> 1. Strongly Agree 2. Agree 3. Disagree 4. Not sure
16	What are the challenges faced in covering rural issues? (Check all applicable reasons by order of importance to you)		<ol style="list-style-type: none"> 1. Lack of writing skills 2. Lack of field reporters 3. Not able to get information 4. Lack of local government support 5. Lack of community support 6. Lack of management support (organization) 7. Others, Specify
17	Are you motivated to write stories on rural issues?		<ol style="list-style-type: none"> 1. Yes 2. No (Skip question 18)
18	What motivates you to write on rural issues? (Select Top 3 Reasons)		<ol style="list-style-type: none"> 1. Local issues 2. Accountability 3. Easy access to information 4. Rural Development 5. Community interest and request 6.
19	How many stories you covered in last one year identified by the Community Media Forums?		<ol style="list-style-type: none"> 1. None 2. Less than 5 3. 5 to 10 stories 4. More than 10 stories
20	How often do you contact with local community members?		<ol style="list-style-type: none"> 1. Regularly 2. Once a week 3. Once a month 4. Not at all
21	What are key issues and stories from reported by the rural communities? (Check all applicable in order of highest reporting cases)		<ol style="list-style-type: none"> 1. Rural Development 2. Social issues 3. Public Service Delivery 4. Corruption 5. Social accountability

			6. Success stories 7.
22	What are the preferred modes of communication between you and rural communities (Check applicable in order of common usage)		1. Telephones and SMS 2. Community Media Forum 3. Social Media 4. Email 5.
23	Has the editorial team shown improved interest and in its publication of the rural stories/ issues?		1. Yes 2. No
24	Are you aware of Rural Reporting Grants?		1. Yes 2. No (skip question 25)
25	How did you know about the Rural Reporting Grant?		

individual/group interviews. (***Annex 5: Names of Persons Interviewed***). *Interviews and Focus Group Discussions*: In-depth interviews were done with respondents in chosen rural areas through in-person meetings and telephone talks, which aided in gathering qualitative data on the evaluation's parameters. Two FGDs helped the assessment team integrate information with diverse and converging perspectives on the project and triangulate conclusions from the desk review and questionnaire responses. *Field Visit*: The evaluator visited the villages of Limukha, Dhur, and Mendrelgang in Punakha, Bumthang, and Tsirang, where the project was implemented and interviewed the beneficiaries.

Annexure 4: Evaluation Matrix and Questions

Please reformulate questions to make them specific to the project and its outcomes

DAC criterion	Evaluation Question	Related sub-questions	Indicator	Data Source	Data Collection Method	Limitation /Risk
Relevance	To what extent was the project, as designed and implemented, suited to context and needs at the beneficiary, local, and national levels?	<p>Were the objectives of the project in line with the needs and priorities for democratic development, given the context?</p> <p>Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why?</p> <p>Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?</p>	<p>Awareness among rural people on the role and relevance of media in setting up democratic framework, particularly JAB.</p> <p>Reach of the project in rural areas in terms of people contacted.</p> <p>Young (inexperienced) RJs, journalists contacted and trained</p> <p>Coverage of social issues in rural areas</p> <p>Special efforts of JAB to recognize and encourage reporting of rural issues</p>	Primary & desk review	<p>Detail Interviews of rural community members and JAB staff</p> <p>FGD with Journalists</p> <p>Desk Review of all reports</p>	Language barriers and limited accessibility to rural areas/ people due to COVID

To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?

To what extent has the project established processes and systems that are likely to support continued impact?

Are the involved parties willing and able to continue the project activities on their own (where applicable)?

For rural community dwellers

Ability to independently raise their voice against undemocratic events and highlight social issues in their social environment

For trained Journalists/ RJs

Using their expertise and knowledge diligently and efficiently in reporting social issues faced by rural and marginalized people; making

Annexure 5: Names of Persons Interviewed

TashiDukpa, Representative, UNDP
NamgayZam, Executive Director, JAB
NeedrupZangpo, Executive Director, Bhutan Media Foundation and Trainer
SangayChoki, Programme Officer, JAB
Rinzin Wangchuk, Former President, JAB
Tashi Dema, President, JAB
ChenchoLham, Executive Director, Bhutan Centre for Media and Democracy
SitherDorji, Banjar, Community Member
Sonam Choden, Banjar, Community Member
ChokiLhamo, Banjar, Community Member
TashiChenzom, Gesarling, Community Member
UgyenPem, Dungkar, Community Member
Ugyen Tshering, Dungkar, Community Member
Peldon, Dungkar, Community Member
SitherPenjor, Dungkar, Community Member
KenchoDorji, Soe, Gup, Elected Local Leaders
Pema Wangmo, Gesarling, Former Gup, Elected Local Leaders
Sonam Tobgay, Limukha, Gup, Elected Local Leaders
Nidup Tshering, RJs/ Rural Blogger, JAB Members
Tshering Dorji, RJs/ Rural Blogger, JAB Members
Phub Gyem, Thimphu, Journalists/ Bureau Correspondents
DechenDolkar, Thimphu, Journalists/ Bureau Correspondents
LhakpaTsherring, Thimphu, Journalists/ Bureau Correspondents
Sonam Pem, Thimphu, Journalists/ Bureau Correspondents
Phub Dem, Thimphu, Journalists/ Bureau Correspondents
Dema Yeshe, Thimphu, Journalists/ Bureau Correspondents
Sumitra Pradhan, Thimphu, Journalists/ Bureau Correspondents
Kinley Tshering, Thimphu, Resource Person/ Trainer/ Senior and freelance journalists
Karma Dorji, Thimphu, Campus Radio Jockey
PhurbaSithub, Thimphu, Campus Radio Jockey
LekiChoden, Thimphu, Ministry of Information and Media
RikuDhanSubba, Thimphu, , Ministry of Information and Communication
Karma Wangchuk, Thimphu, Representative, Tarayana Foundation
Namgay Tshering Doya, Thimphu, Representative, Tarayana Foundation
NamgayZam ,Punakha, Community Members and member of Community Media Forum
Tshering Gyeltshen, Punakha, Community Members and member of Community Media Forum
Guma Rai, Punakha, Community Members and member of Community Media Forum
KezangPhuntsho, Bumthang, Community Members and member of Community Media Forum
DhendupThinley, Bumthang, Community Members and member of Community Media Forum

Annexure 7: Abbreviations

ADB	Asian Development Bank
BCMD	Bhutan Centre for Media and Democracy
GNH	Gross National Happiness
CRS	Community Radio Stations
CSFF	Civil Society Fund Facility
CSO	Civil Society Organization
EU	European Union
FGD	Focus-Group Discussion