

SUMMARY NOTE

Session I: Introduction

Introduction to the UNESCO Media Development Indicators Framework

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Context

- Freedom of expression belongs to everyone, whereas freedom of media is a different thing – media has a role to play in facilitating and enhancing voices of the people
- Goal of MDI is to develop a media framework that promotes good governance and human development
- There is a need to think about media in broad terms e.g. print and broadcast, including mobile phone, digital forms of communications and traditional forms of media/communications e.g. talking, street theatre, and et
- Media is an important platform to: ensure that the voices of people can be heard; enhance public space and platform of debate; correct asymmetry of information between people and government; provide the medium of exchange of information; act as watch dog; and strengthen cultural values and national unity

Methodology

- Map out the existing initiative
- Consider respective methodologies
- Identify value and relevance to priorities of the UNESCO
- Focus on measurable indicators, whether qualitative or quantitative
- Recommend five principal media development outcomes

Proposal

- Toolkit approach – there is a need to identify relevant indicators for the media assessment in Bhutan from UNESCO MDI framework (MDI is not a prescriptive framework)
- Use quantitative measurements when possible – important for the research team to find a reliable data for indicators that we have selected/determined to be relevant for media assessment in Bhutan
- Indicators must be gender sensitive and pro-poor
- Considering practical implications of cost and time for collecting measurement data

What to measure?

- Independent and access to media (not just absence of censorship)
- Pluralism and diversity
- Professional capacity of media workers
- Infrastructural capacity
- New media – digital technologies (ICT)* this has been added as a new category in the MDI framework given the fast changing media landscape in the world

Challenges

- Diversity of existing initiatives sometimes contradictory

- Different value systems (commercial or independent)
- Perception of western bias and value e.g. local content restrictions
- Imprecise and inconsistent indicators
- Lack of data and subjectivity
- Absence of new communications
- No accurate correlation between development and media

Key focus in each set of indicators

1. System of regulation

- Legal framework
- Relevant policies
- Protection of freedom of expression
- Based upon best international standards
- Involvement of civil society, independent journalist organisations

2. Plurality of ownership

- No concentration of media ownership (state or private)
- System for ensuring plurality - state, private, community
- Transparency of ownership (map connections to political elites)

3. Media and democratic speech

- Self regulation
- Respect for independence of media
- Media reflects diversity of views in society
- Including marginalised groups
- Public broadcasters placed under specific requirements

4. Professional capacity

- Access to professional training and development,
- Media sector as a whole is both monitored and supported by professional associations and civil society organisations.

5. Infrastructural capacity

- media sector is characterised by high or rising levels of public access
- efficient use of technology to gather and distribute news and information
- Functional system of telecommunications including mobile phones

Conclusions

- Need to understand what this is for – who owns it?
- Diagnostic tool or recommendations
- Need for balanced research team

Experiences in implementing MDI Framework and Assessment in other countries

Mozambique was one of the first countries that implemented the MDI framework – see detailed in the attached presentation.

Ecuador has a very hostile environment and relationship between government and the media

- 40 million people and quite urban
- Communications follow the line of the valley. Very little communication in the jungle and remote rural areas because there is no commercial incentive, the media is less likely to expand to the rural areas. Therefore, the media telephony will have an important role in providing information and communication channels for the people in the rural areas.
- High ownership of media by social and political elites
- History of political violence, media attack and violence, ban of the media
- Public broadcaster was accused by the media as the government's political tool while the government claims that it is to correct the wrong information and representation by the media
- There was a major disagreement on what public interest is?
- UNESCO MDI framework was seen as international agency ownership that helps to enhance collaboration between the government and media to avoid the national polarization between the two sides
- There was a local research team, which has not been drawn from media and government. The research NGO has been commissioned to conduct the research as a neutral party. The NGO has a good connection with the government and media. The research team identifies the relevance of indicators to create a national ownership
- The report is expected to be completed in June-July 2010

Maldives has series of violence. A quarter of populations live in one island. The country has a repressive government. There was no local ownership because the media assessment was done by the international consultant. Therefore, it does not reflect the aspiration of the local needs.

In *Croatia*, the exercise was done by the local academic institution.

With fast pace for developing the new technology and lower cost, infrastructure can be developed affordably, such as mobile telephony

Composition of the research team is from:

- Government regulatory agency
- Department of Information and Media
- Education department/Academia

Session II: Bhutan MDI Framework

Media Development Initiative in Asia

Implementation in Maldives, Bhutan, Timor-Leste

- Implement in nascent democracies/small countries, which require specific needs on media development
- Assessment of new media in Maldives – freedom of expression and the media, telecommunications and ICT sectors in the converged networked communication environment
- Partnership and media development framework approach for Bhutan media assessment by DoIM, IMS, UNESCO and UNDP. The process includes:
 - Scoping and partnership mission in September 2009
 - MDI training workshop
 - Implementation of assessment
 - Drafting assessment report
 - National Symposium
 - Finalization of the assessment incorporating comments from the symposium
- A forth coming media assessment will take place in Timor-Leste with SEPA, IMS, UNESCO, UNDP and others as potential partners (Media consultation and assessment aims to take place in May 2010)

Communication for Empowerment Initiative in Asia

- C4E emphasizes the role of access to information and media and civic engagement as empowering mechanism to address democratic deficits
- C4E aims to create new space for the active participation of all citizens in decision-making processes and to enhance to representation of diverse and marginalized voices
- C4E initiative is part of the efforts to implement the UN Declaration on the Right of Indigenous Peoples adopted in 13 September 2007

Discussion

- There are some major challenges in conducting the research in Bhutan, primarily because there is a lack of the baseline data and due to geographical disperse of the population, the research is extremely expensive
- National Statistic Bureau (NSB) and existing organizations have already been focusing on household survey and the statistics. There is a need for NSB to include the survey into the media sector as well. Furthermore, the private sector may have done some relevant research for media development. We could build on some of these existing organizations in conducting the survey for media/information needs in Bhutan
- It will be useful to launch the indicators for monitoring the media development in Bhutan so that the following research could benefit from this exercise.
- Research findings will be beneficial for the establishment of community media/information centres. There has not been any research done on what kind of contents would be relevant to the community at the local level.

The Bhutan MDI Framework

National focus:

- Infrastructure
- Media education and media literacy
- Content development

How do we use the MDIs in Bhutan?

- Identify development needs of media
- Produce a transparent road map
- Media development assessment
- Allow media development to be operationalised in Bhutanese context

Our task

- Work through the MDIs and brief research team to identify the following:
- Indicators relevant to Bhutan
- Issues that need further research
- Information that we need
- Potential indicators to assess media development in Bhutan

Based on this, the discussion will help identify research programme, team and research plan and timeframe

Category 1:

System of regulation conducive to freedom of expression, pluralism and diversity of media

Note for the research team

- Based on the inception workshop in December, all of the indicators under category 1 are relevant to the Bhutanese context
- Starting point for the research team is to review the constitutions – looking into the articles and legal provisions that related to right to information, freedom of expression to see whether they are guaranteed?
- Review the practice related to freedom of expression – if these rights are guarantee in the constitution, then there is a need to look into the process of protection of these basic rights i.e. when the basic rights are being guaranteed in the constitution, how does what is the process to protecting these rights in practice? Do the courts ever review the government's decisions related to these rights?
- The review should also be cautious about the issues raised by media that could be bias due to media's own interests
- The research team must read through the information, communication and media act 2006 and see if there are enough sufficient details related to media independent
- Certain phrase of restriction of media could be accepted by international standard. Restriction of the media for the broad public interest by and large – in the Bhutanese context, this would be GNH

Research methodology

- Desk review of the constitutions and legislations and then conduct interview with relevant officials, civil society and media to see if they are guaranteed, what the system in practice to protect these rights?

Suggested means of data collection

- Evidence of public participations
- Evidence of the parliamentary debates on issues related in the media and whether the debate and discussion have been reported in the media. How was the law drafted? Did it involve public consultation?
- Evidence of workshops, meetings, consultations, coverage of these issues by the media, attempt by the government to reach out to the rural population

Key discussion points

- Civil discussion and critique could provide an enabling environment for participation and expression of public opinions
- In some cases, defamation is used to protect personal interest of the politicians and this could be dangerous for the development of independent media
- There is a need for the research team to also look into the role of the king in the constitution in relation to the role of independent media
- It is noted in the constitution that the court upholds the decision to interpret the legal provisions written in the constitution
- There has been an issue related to the editorial independence. Sometimes, the management or owners do interfere into the editorial team of the newspaper in Bhutan. There is always a tension between journalists and management in terms of the public and commercial interests. Therefore, the editorial independence should remain outside of the government's control.
- Independent professional journalist is a major challenge in the context where the media environment is extremely underdeveloped and journalists are being told to report issues in favour of certain groups in the society
- Ongoing public dialogue among media, civil society, government and regulators could be beneficial for promoting an enabling environment for media development, including the issues related to media independence, editorial independence and ownership. This is also related to the nature of the programme whether it is an entertainment based programme, which relies on commercial interests.
- Public service obligations can be equally imposed to the private sector media by the regulators, for example, coverage of news, traditional culture, having certain degrees of local content, etc. These public service obligations could also be useful ways to guarantee plurality and diversity of the contents, while not restricting media independence.

Category 2:

Plurality and diversity of media, level of economic playing field and transparency of ownership

Note for the research team

First two indicators (2.1 and 2.2) deal with media concentration – these have been designed for a relatively more developed media market. Bhutan might be in a different place in this regard.

- The research team should discuss with the government to explore and document measures that government take to prevent monopoly, for example anti-monopoly laws. Proposed indicator is “State take positive measure to prevent monopoly ownership of the media”

Indicator 2.3 diverse mix of public, private and community media

- In Bhutan, community media can be found in the rural areas e.g. public radio and television. People might want to create small media outlets with the support from the central government. There are sensitivity about the community media e.g. whether they may have exacerbate the social cleavages, ethnic conflicts/interests as it has been used as a tool for certain group at the community level. The research team should review the policy, such as license provision (how to attain the license to operate community media) for small community media. This is because some community media might require different specific condition or particular information that serves the local needs, which otherwise cannot be served by the national broadcast network in Bhutan.
- The research team should look into the definition of the community media
- The research should analyze the local situation of the community media, including online media and local players focusing on the questions, “Does the state seeks to promote different types of media development?”
 - Analyze to what extent the community media serve the needs of the local people e.g. information and communication needs e.g. development information (see communication for empowerment initiative)
 - Explore the existing national policy and plans

Indicator 2.4 for independent and transparent regulatory system

- The research team should track the progress on regulation to make media independent

Indicator 2.5 state and CSOs actively promote development of community media

- The research team should look at the headline and provide overall analysis.
- The research team should not look into the detailed of the indicators under this because they are not really relevant to the Bhutanese context at the moment, where there is largely limited civil society and their limited role in promoting the media. (Note: base on the national law that was enacted in 2007, the Bhutanese CSOs that have been registered with the government have been highly scrutinized to ensure that they are not for profit organizations)

Indicator 2.6 state plan for spectrum allocation ensures optimal use for the public interest

- There is a law on this in Bhutan, therefore the research team just needs to document the legal provisions in this regard. Note that the public interest in the Bhutan context is GNH

Indicator 2.7 state plan for spectrum allocation promote diversity of ownership and consent

- The research team should explore the existing plan and policy and document the current situation. Also, there is a need for recommendations from the research team to ensure traditional culture is available through the media platform if this is necessary in Bhutan
- The research team may need to discuss with the regulator about particular policies and document them. At the moment, there is not a lot of concern on this indicator. Nevertheless, going forward, this indicator includes cultural and linguistic diversity – the need to preserve the national language is equally important as the need to provide some space for minority languages to be included into the media programmes to promote diversity.
- Participants at the workshop recommended that the research team could identify a sample minority community and interview them whether they would appreciate the programme in their minority language or whether they feel that this would be useful?
- On the media content analysis, the proposed set of questions should be related to development of GNH, governance and economic development. The design of the questionnaire is extremely important to get the data/information that will be useful for analysis
- One of the biggest challenges in Bhutan is the ratio of the local content to international/global contents and the only way to balance it is to strengthen the capacity of the local media

Indicator 2.8 independent and transparent regulatory system; and indicator 2.9 state uses taxation and business regulations

- In Bhutan, there is currently a proposal to establish an independent regulatory system, and the researchers should do the desk review of the progress on this. Also, the research team should do the desk review on the state use of taxation and business regulations as well

Indicator 2.10 state does not discriminate through advertising policy

- There is an existing policy but it is widely recognized by the public by and large and there might be gaps in the understanding and implementation of the policy. Therefore, the research team should clarify the policy and review its implementation and make the recommendations

Research methodology

- Desk research on existing policy and national plan related to diversity and plurality of media
- Field research of selected samples at the local/community level to identify the gaps that could be met by community media
- Interview with relevant parties, such as regulator, community media providers, CSOs and etc

Suggested means of data collection

- Current national legal and policy framework
- Representative samples of the members of the rural communities
- Information from media providers for community services
- Information from the media regulator
- Case studies on success stories and failure

Category 3:
Media as a platform for democratic discourse

Note for the research team

Indicator 3.1 is a very important indicator in this category – whether the media reflects the views of people or diversity of society.

- Researchers need to conduct survey in selected rural community to gather evidence-based information. The research questions may focus on: i) What kind of information people need? and ii) What information people get about GNH e.g. environment, culture, governance and economic development, etc? Researchers should also highlight the gender dimension and the issues that specifically concern women.
- There are two existing national audience surveys in Bhutan. The research team should go through the existing surveys and the questionnaires that were used in those two surveys.
- The impact survey could focus on radio because most Bhutanese people in the rural area largely depend on radio for access to information and communication e.g. farmers in rural areas do not read a newspaper.
- One of the major challenges is that people cannot distinguish the differences between various newspapers in Bhutan. 80 per cent of the newspaper circulation is in Thimphu, therefore newspaper might be relevant for the researchers depending on where they want to focus their research.

Indicator 3.2 media organization reflect social diversity through their employment practice

- Look into the employment and management position in the newsroom
- Content analysis on gender component

Indicator 3.3 the goals of public service broadcasting are legally defined and guaranteed

- Currently, Bhutan is working on the draft Royal Charter on public service broadcasting, including its accountability. The research team needs to look into the development of the charter and its process. The charter could be endorsed by the parliament to become a law.

Indicator 3.4 the operations of public service broadcasters do not experience discrimination in any field

- Direct-to-home TV is coming to Bhutan. Therefore, the research team should look into this issue and make a recommendation for the regulator that the conditions on entering into the Bhutanese market, the DTH TV should include the public broadcasters in their operation.
- Satellite and cable carriers must not refuse to carry PSB stations or content. The research should take note on this and make recommendation.

Indicator 3.5 independent and transparent system of governance

- The research team just clarify the position in relation to the charter – make it clear where Bhutan is in terms of independent and transparent system of governance

Indicator 3.6 whether PBS engage with the public and CSOs

- Currently the engagement mechanism is very informal – researchers need to discuss with the public broadcaster to see if there is a need for a formal feedback mechanism.

Indicator 3.7 print and broadcast media have effective mechanisms of self-regulation and indicator 3.8 media displays culture of self regulation

- Establishment of regulator for print and broadcast media e.g. press council could help to promote the professionalism of the media professionals.
- At the moment, this area is still in development in Bhutan. There are a couple of international bodies that Bhutan could seek for assistance to establish the media development foundation and the journalist association. The research team should review what the current situation in the country, report this as a work in progress and proposed some recommendations on possible establishment of media development foundation and the journalist association

Indicator 3.9 effective broadcasting code setting out requirement for fairness and impartiality

- The broadcasting code has already existed in Bhutan. The researchers should look into the regulation governing the broadcasting and the extent to which it is enforced.

Indicator 3.10 effective enforcement of broadcasting code

- The research team should document the current situation in Bhutan and interview relevant parties

Indicator 3.11 public trust and confidence in the media

- The researchers need to conduct survey to evaluate this indicator.

Indicator 3.12 media organizations are responsive to public perceptions of their work

- To what extent the media look into the feedback from the people. The researchers should explore the means that media can encourage people to contact the media and give feedback for their programme – contents analysis or programme analysis could be made, for example review of call-in programme, if any

Indicator 3.13 and 3.14 deal with security of journalists and media professionals

- Researchers should look into anecdotal experience of media attack, defamation cases, threat of journalists

Research methodology

- Household survey in selected rural communities to gather evidence based information/data
- Media content analysis developed by the research team
- Programme analysis e.g. review of call-in programme and feedback mechanism on how media give feedback for their programme
- Impact survey on the audience side with particular focus on radio to understand particular impact on the audience
- Focus group discussion
- Interview with the media providers, public broadcaster, regulators
- Desk research of the existing audience surveys/impact assessment and existing situations that are work in progress in Bhutan

Suggested means of data collection

- Track the development and progress of law, policy, royal charter related to the operation of public service broadcasting, the role of the regulator and law enforcement
- Feedback mechanisms from the audience to the public broadcasters. What is the relationship between public broadcaster and the audience?
- Document the present situations and development in areas that are currently work in progress
- Review of the regulations governing the broadcasting and the extent to which it is enforced, for example, the implementation of the regulations during the elections, especially the balance and impartiality of reporting
- Security and safety of journalists and media professional – how safe and secured journalists are? Anecdotal experiences on media attack and/or threat of journalists

Category 4: Professional capacity building and supporting institutions

Note for the research team

Indicator 4.1 media professionals can access training appropriate to their need

- Currently, the journalist training course is being developed and will be established next year for undergraduate level of education. Currently, training courses for professional journalists are provided outside of Bhutan.
- Researchers should identify training gaps that exist and indicate whether the assessment of capacity of the media professionals or organizations will be useful. The research team should also have an interview with journalists who have been through training courses to understand the needs in Bhutan.

Indicator 4.2 media managers can access training appropriate to their needs

- Bhutan does not have a training course for media manager at the moment
- Researchers should also identify the gaps in Bhutan

Indicator 4.3 Training equips media professional to understand democracy and development

- The research team may suggest that the need to design the training contents for media professional to understand more democracy and development
- Interviews with journalists who might have been trained abroad
- Researchers should focus the existing gaps and recommendations on the training courses related to reporting on development, disaster preparedness – identify immediate needs and recommend bringing consultants from outside to enhance in-house trainings

Indicator 4.4 academic courses available to wide range of students

Indicator 4.5 academic course equip student with skills and knowledge

- Similar to the previous indicators
- There is a need to emphasize the skill and knowledge of the existing law
- Media literacy is another issues that are very important – are there training to enhance media literacy for the youth e.g. media literacy programmes

Indicator 4.6 media workers have the right to join independent trade union and exercise this right
Indicator 4.7 trade union and professional associations provide advocacy on behalf of the profession

- The researchers should review the trade union laws i.e. Labour Act and how journalists and media professionals can organize to exercise this rights – if Bhutan does not have it now, maybe the researcher could recommend the steps that should be taken
- Researchers could recommend that Bhutan seek advice from the International Federation of Journalism (IFJ) to develop this.

Indicator 4.8 CSOs monitor the media systematically

- Informal media literacy programme has been developed in collaboration with ministry of education and UNICEF, including advocacy for media literacy
- Tracking of media content coverage on issues e.g. governance, sport, entertainment is now being developed
- The neutral forum and cafe to enhance interface between CSOs, government and media will be developed
- The researchers should review the current situation and report the progress in developing these programmes

Indicator 4.9 CSOs provide direct advocacy on issue of freedom of expression

Indicator 4.10 CSOs help communities access to information and get their voices heard

- Researcher should focus on desk study and interview with relevant people to have gain better understanding of indicator 4.9 and 4.10 and document the present situation in the report with recommendations on the role of CSOs in enhancing the training of journalists and media literacy programme
- Community information centres (CICs) are increasingly placed close to the community – CSOs could help communities access to information and get their voices heard e.g. promoting literacy in the rural areas

Most of the indicator 4, researchers should focus on identifying the needs for Bhutan. Since most of these trainings do not exist, the other indicators focus on the quality of the training to enhance the capacity of media professional

Research methodology

- Desk review of the current situation, the training courses, existing laws in Bhutan to
 - Identify the needs and gaps in enhancing capacity for trainings or recommend the needs for capacity assessment of media professional and managements
 - Review the Labour Act and current law related to trade union and see how media professionals can organize to exercise their rights
- Interviews with the media professional, those who have been trained to identify the needs for Bhutan both the immediate/short term and long term needs

Suggested means of data collection

- Track the progress in developing training programme for media professionals and management as well as media literacy programme for youth and report as the work in progress
- The overview of current situation and relevant policy and legislations

- Interviews with media professionals and management
- Evidence of any advocacy efforts from CSO on issues related to freedom of expression

Discussion

- Identifying the needs through capacity assessment could help Bhutan to get support from international agencies and donors for media sector development
- Partnership between CSOs and media

Category 5:

Infrastructure capacity for independent and pluralistic media

Note for the research team

Indicator 5.1 media organizations have access to modern technical facilities for news gathering, production and distribution

- Assessment of penetration and availability of media, including the media infrastructure to the general population. Gather of the information related to current infrastructure and the needs for the further
- Public media is well equipped, while the private media is relatively less equipped – the researchers need to look into the disparities between public and private media

Indicator 5.2 should focus on the research question, “do groups in rural areas and those who are illiterate have access to forms of communication they can use?”

Indicator 5.3 ICT policy, which aim to meet the information needs of people living in the rural areas

- The research team should collect the information that is available about access to infrastructure, looking into the gaps between public and private media

Research methodology

- Desk review of information available on access to infrastructure and the gaps between public and private media, including ICT policy
- Field study of household access to information, communication and infrastructure in the rural communities

Suggested means of data collection

- Review of policy and legislations, information on access to information and infrastructure, including whether the ICT and mobile phone coverage in the rural areas
- Interviews

Conclusion of the research methodology and data collection

- Desk research and interviews are required across the five categories of the MDI framework
- Field survey and impact assessment, including focus group discussion and in-depth interview are particularly require for indicators under category 2,3 and 5 of the MDI framework (*Note: this exercise requires the design of questionnaire, survey questions/interview questions*)
- The estimate component of the research methodology for the MDI assessment in Bhutan: Desk review and research of 60%; Interview of 20%; and field survey/impact assessment of 20%.

Session III: Research plan and production of MDI assessment study

Concept note – Development of the framework for media assessment in Bhutan

Introduction

- Background – partnership approach adopted for the preparation and implementation of the framework in Bhutan
- Objective – an appropriate and inclusive mechanism established for continued assessment of the media sector that will adapt, the MDI framework developed by UNESCO/IPDC, to the Bhutanese context.
- Guided by two principles: 1) local ownership and transparency; and 2) and inclusive consultation

Process and principles

- Assessment and development in preparation of living document – adapting MDI framework into the Bhutanese context
- Capacity development on skills and techniques for conducting research, documentation and writing of the report
- Continued consultation to involve relevant parties

Organization and constitution of mandate

- The committee will elaborate its mandate and TOR and ensure consensus from all stakeholder. Relevant international organizations will be consulted in fine-tuning of the mandate
- Efforts will be made to align the work of the committee with the existing good governance working group of the secretary – GNH
- Identify long-term capacity building
- Research team will be reporting back to the committee
- The team is comprised of the national lead researcher and local researchers
- Ensuring consistency with ongoing international experiences, the research team will be assisted by the international and regional media research expertise. An initial research training workshop on assessment methodology will be conducted in Thimphu for the local team

The research will consist of ten steps

- 1) Development of Assessment Methodology
- 2) Constitution of the National Research Team
- 3) Training Workshop in the Assessment Methodology
- 4) Data and Information Collection within each of the five MDI categories
- 5) Community Field Research
- 6) Analysis of Findings
- 7) Drafting of National MDI Assessment Report
- 8) National Symposium on Media Development for Feedback on Preliminary Findings
- 9) Final Assessment Report
- 10) Bhutan MDI Framework is placed Online

Working Committee (as of October 2009)

- Bhutan Times
- BBSC
- Bhutan Today
- Bhutan Observer
- Radio Valley
- Kuzoo FM
- Kuensel
- Bhutan Business
- DoIM
- BICMA
- MoIC

Discussion

- Participants propose to include the following organizations as part of the working committee
 - Department of Information Technology (DIT)
 - Centre for Media and Democracy (CMD)
 - Royal office for media
 - Sherubtse College
 - Royal University of Bhutan
 - College of Education
 - Digital media
 - Planning and Policy Division of MoIC
- The process still be chaired by the Secretary and therefore DoIM still have the key role in facilitating the Working Committee
- Given the larger Working Committee, there should be an assigned working group within the Committee to take on the actual work and responsibilities
- Regarding the consultation of multi-stakeholders, there might be a need to involve stakeholders in other sectors, such as academia, lawyers, apart from the media sector
- The invitation letter for this MDI training workshop has been sent to all the media organizations but they did not come to attend the workshop
- BICMA has the lawyer that could be included into the working committee

Key Steps in the MDI Research Process

- 1) Expand the Working Committee to include organizations proposed during the discussion at the MDI training workshop
- 2) Set up a small working group within the Working Committee that will be committed to the role and responsibility assigned in the concept note (see page 15)
- 3) Establish the national research team and the key composition of the team
 - 3.1 National lead researcher:
 - a. provide the overall guidance for the research and manage the project
 - b. focal point for coordinating with Working Committee and getting assistance from the international experts/agencies
 - 3.2 Senior researchers to help manage different parts of the research:
 - a. Field research
 - b. Data collection and analysis
- 4) Draft the TOR for the key roles of the research team (UNDP can help with the first draft)
- 5) Develop the budget and research plan for conducting the research
 - a. Estimated budget plan
 - b. Detailed research plan and timeline
- 6) Research methodology and preparation of the research tools
- 7) Compile a list of existing literature and studies related to the MDI framework in Bhutan
- 8) Analysis of the finding and translation of findings into the writing of the report
- 9) Organizing the structure of the report
 - a. Introduction to give the context of the Bhutan and the MDI framework and the objective of the media assessment
 - b. Structure of the key contents
- 10) Organizing the national symposium